

THE IMPACTS OF ORGANIZATION STRUCTURE, ATTITUDE AND BEHAVIOR OF EMPLOYEE, AND JOB SECURITY FACTORS TOWARDS ORGANIZATIONAL TRUST IN CONVENIENCE STORES IN BANGKOK

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Abstract

This research examines the impact of organizational structure, employee attitudes and behaviors, and job security on organizational trust in Thailand's convenience stores. Using a quantitative design, data were collected from 404 employees via online and on-site surveys using a five-point Likert scale. Reliability testing showed high internal consistency (Cronbach's $\alpha = 0.9318$). Multiple regression analysis revealed that, within organizational structure, only formalization of processes significantly predicted trust ($\beta = 0.318$, $p = .001$), while hierarchical structure ($\beta = 0.046$, $p = .637$) and roles and responsibilities ($\beta = 0.095$, $p = .352$) were nonsignificant. For employee attitudes, transparency and honesty had a significant positive impact on trust ($\beta = 0.294$, $p = .007$), whereas team collaboration ($\beta = 0.111$, $p = .275$) and emotional intelligence ($\beta = 0.060$, $p = .590$) did not. Regarding job security, career growth opportunities ($\beta = 0.211$, $p = .033$) and fair layoff policies ($\beta = 0.231$, $p = .022$) were significant predictors, while contract stability ($\beta = 0.067$, $p = .471$) showed no effect. These findings emphasize the importance of transparent communication, fair policies, and career development in fostering trust in competitive retail environments.

Keywords: Organization Structure, Attitude and Behavior of Employee, Job Security

Introduction

Trust is a psychological condition that includes the capacity to tolerate vulnerability based on positive expectations of another person's intentions or behaviors (Mayer, et al., 1995). Successful connections and exchanges within an organization are fundamentally built on trust. When employees have confidence in their company and its leadership, it leads to higher morale, job satisfaction, and engagement, which in turn enhances productivity. Open communication and teamwork foster a collaborative environment that encourages creativity and operational effectiveness. According to recent studies, organizations that prioritize trust-building initiatives experience improved employee retention and stronger organizational performance (Dirks & Ferrin, 2001). When there is a low level of trust in the working environment, the atmosphere is usually quiet, with a low level of energy and commitment. Any changes in the working environment made them stay with suspicion and alarm (Dammen, 2001).

In the retail supply chain industry, the convenience store's organizational trust is significantly influenced by its organizational structure, staff attitudes and behaviors, roles and responsibilities, and performance judgments. A clear organizational structure facilitates better communication and teamwork, creating a productive workplace that builds employee trust. This trust is further strengthened by positive employee attitudes and behaviors like dedication and cooperation, which improve job satisfaction and performance (SmallBizClub, 2023).

Retailers must adapt leadership techniques, transitioning from owner-command in small operations to well-structured systems with managers, supervisors, store managers, and cashiers. Leadership development programs are crucial, with clear communication about challenges and career paths to motivate employees (Scott, 2018).

Transparency and honesty, as components of trustworthiness, are pivotal in building and maintaining trust between employees and their organizations (Colquitt, et al., 2007). Studies indicate that career development activities, such as training programs and promotion pathways, contribute to employees' trust in the organization (Stankevičiūtė, et al., 2021). Research highlights that organizations that handle layoffs with empathy and clear communication are more likely to retain trust and commitment from their workforce (Govani, 2023). In recent years, convenience stores have gained prominence, capturing over one-third of packaged grocery sales by catering to on-the-go and top-up shopping needs, reflecting the evolving retail landscape in Bangkok (Allan, 2024).

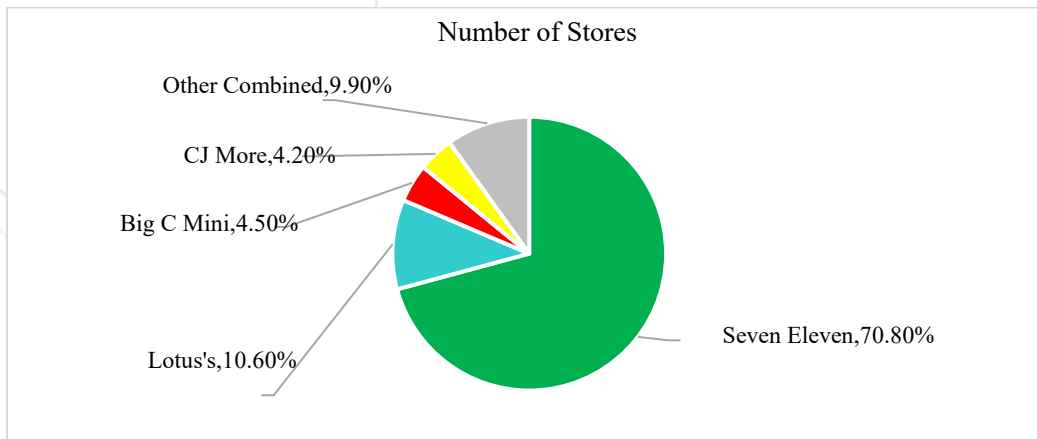


Figure 1: Number of Convenience Stores in Thailand
 Source: Statista, Thansettakij. Number of Convenience Stores in Thailand

The pie chart illustrates that 7-Eleven operates over 14,000 locations in Thailand, in contrast to Lotus's Go Fresh, which has around 1,600 outlets. Other competitors include Mini Big C with approximately 1,200 branches and CJ Express, which has more than 700 locations. In Bangkok Province alone, there are 3,557 7-Eleven stores, whereas other provinces each have fewer than 1,000 branches (Boonsomboonsakul, 2023). This study demonstrated a swift expansion of the retail supply chain sector from 2019 to 2023. Since 2013, the convenience store market has been evolving from traditional small formats to a new model characterized by larger standalone stores, as exemplified by 7-Eleven. These new establishments utilize expansive spaces and include parking facilities adjacent to the store. Additionally, they have begun to offer comprehensive services that cater to both offline and online customers, promoting the slogans "Come when you are hungry" and "Order when you are hungry." This transformation represents a significant shift in the retail industry (Jan, 2022).

The growth of convenience stores is notable each year, necessitating a considerable workforce and a strong foundation of trust between employees and management. Due to the existing trust deficit between the organization and its employees, the interconnected aspects of organizational structure, employee attitudes and behaviors, and job security are studied in this research.

Research Objectives

To develop and examine a causal relationship model of organization structure, attitude and behavior of employee, and job security influencing organizational trust in convenience stores in Thailand.

Research Conceptual Framework

Based on a literature review and the application of relevant theories and studies, the research framework is developed, as illustrated in Figure 2.

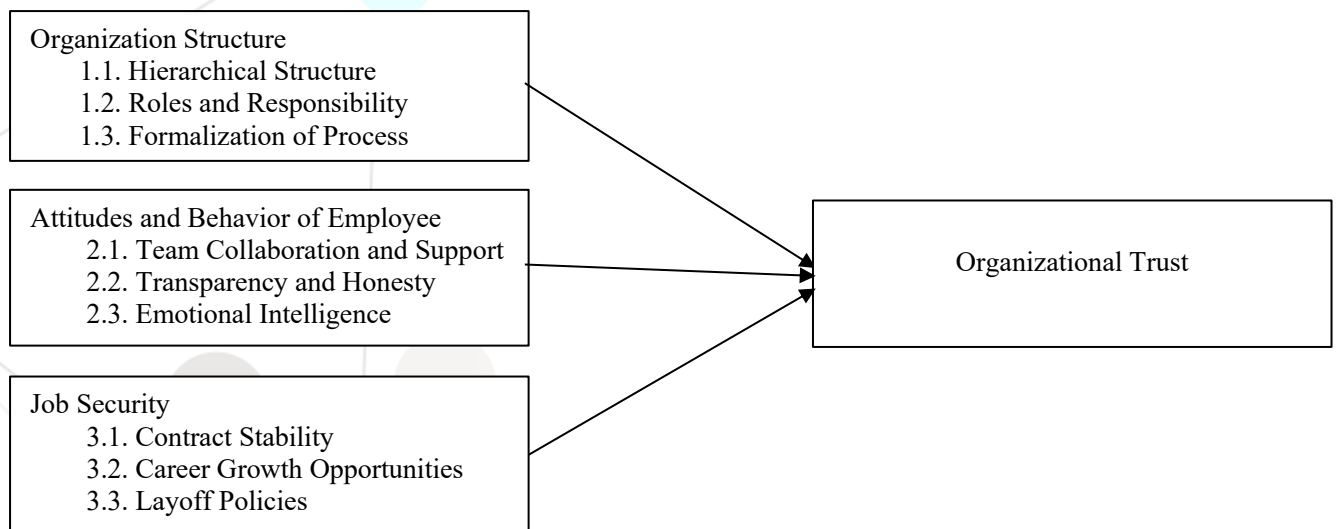


Figure 2: Conceptual Framework

Literature Review

Organizational structure has a major impact on employee efficiency by influencing collaboration, communication, and role clarity within a company. Clear reporting lines and efficient communication channels are established by a well-defined structure, assisting employees in understanding their roles and how they contribute to the objectives of the company (SmallBizClub, 2023).

Traditional hierarchical organizational models are gradually giving way to more adaptable and dynamic designs in modern organizational organizations. For instance, more flexibility and cooperation across many fields of expertise are made possible by matrix architectures, which combine divisional and functional approaches (Burton, et al., 2015).

Roles and responsibilities aid in outlining the duties and expectations for every person working for the company. This study ensures that workers are aware of their individual contributions to the objectives of the company, minimizes uncertainty, and minimizes overlaps in the roles. Organizations can improve overall performance and increase responsibility by formalizing these responsibilities and streamlining procedures (Jones, 2013).

Formalization guarantees consistency, predictability, and standardization in operations—all of which are essential for preserving quality and efficiency throughout the company (Burton, et al., 2015).

The Attitude and Behavior of Employee Theory examines the relationship between employees' attitudes and their subsequent behaviors in the workplace. According to Tett and Burnett (2003), employee attitudes, such as job satisfaction, organizational commitment, and job involvement, play a crucial role in shaping their behaviors, including performance,

absenteeism, and turnover.

Yu, et al.'s (2020) study emphasizes the importance of team collaboration and support in fostering organizational trust and innovative behavior. The research reveals that strong support and collaboration within teams enhance employees' trust, leading to increased confidence and motivation to contribute new ideas. The study underscores the need for a supportive work environment for organizational success and sustainability.

The study emphasizes the critical role of transparency and honesty in fostering trust within organizations. Their meta-analytic research examines how trust, trustworthiness, and trust propensity uniquely influence risk-taking and job performance. Transparency and honesty, as components of trustworthiness, are pivotal in building and maintaining trust between employees and their organizations (Colquitt, et al., 2007).

Emotionally intelligent employees are more likely to engage in innovative behaviors, as they feel more confident and empowered to propose new ideas and take risks. By promoting the development of EI among employees, organizations can create a culture of trust and innovation, ultimately contributing to long-term sustainability and success (Yu, et al., 2020).

Job security theory posits that employees' perceptions of employment stability significantly influence their psychological and behavioral responses within organizational settings. Establishing a culture of trust through consistent employment policies strengthens workplace relationships and enhances overall organizational performance. Employees with permanent contracts generally experience higher job security than temporary or gig workers, fostering greater organizational commitment and productivity (De Cuyper & De Witte, 2019).

When employees perceive clear career pathways, they are less likely to interpret organizational changes as personal threats. Conversely, stagnant career trajectories exacerbate insecurity, particularly in industries undergoing automation or downsizing (Vander Elst, et al., 2024).

Govani's (2023) research shows that how a company handles layoffs directly affects employee satisfaction, loyalty, and trust in leadership. If layoffs seem unfair, rushed, or poorly communicated, workers lose faith in the organization, leading to lower morale and higher turnover.

Research Methodology

This study aims to investigate the impact of organization structure, attitude and behavior of employee, and job security on organizational trust in convenience stores in Thailand. The research tools used to collect data for this research are multiple-choice questions and a five-point Likert scale. For the reliability test, the pilot test was conducted with a sample group of 30 respondents. The questionnaire sets were analyzed using Cronbach's Alpha in the statistical software, with a total reliability of 0.9318. The quantitative questionnaire was created in English and Thai using Google Forms, and these survey questionnaires were sent to 404 respondents who work in convenience stores in Thailand via on-site and online platforms. The snowball sampling technique and the convenience sampling technique were the methods used to collect survey data from respondents.

While snowball and convenience sampling were suitable for accessing participants across various convenience stores in Thailand, it is important to acknowledge their limitations. These non-probability sampling methods may introduce bias, as participants are often selected based on availability or social networks, potentially resulting in a lack of representativeness. Consequently, the findings may not be fully generalizable to all retail employees in Thailand. In particular, the sample may underrepresent individuals from rural areas, those working irregular shifts, or employees in non-customer-facing roles such as warehouse staff, office

personnel, and supply chain teams who also play critical roles in retail operations. To enhance the richness and generalizability of future research, scholars are encouraged to employ probability-based, stratified, or qualitative sampling methods—such as in-depth interviews or focus groups—that capture a more diverse range of experiences across departments and regions.

Research Results

Demographic Data

Most of the respondents are female, accounting for 50.5% of the sample, while males represented 38.6%. A small proportion, 10.9%, prefer not to say their gender. In terms of age distribution, most respondents, 40.8%, are within the 23-27 years old age range. Regarding marital status, the majority of participants identified as single, 63.9%, and married, 24.8%. The percentages of participants holding bachelor's degrees or high school /diploma are 44.1% and 55.9%. Working experience varied, but the most common ranges were 1-2 years, reported by 29.5% of respondents, and 3-4 years, reported by 28.5%. The percentage of monthly income for respondents can be varied, but the highest percentage of monthly income, 15,001-25,000 baht, is reported as 42.2%. Most of the participants are full-time workers, accounting for 80.7%, whereas part-time or temporary staff are represented as 14.9% and 4.4%.

Mean and Standard Deviation

Variables	Mean	Standard Deviation	Interpretation
Hierarchical Structure	3.555	0.81923	Agree
Roles and Responsibility	3.627	0.8050	Agree
Formalization of Process	3.586	0.81755	Agree
Team Collaboration and Support	3.655	0.80793	Agree
Transparency and Honesty	3.758	0.79883	Agree
Emotional Intelligence	3.635	0.78398	Agree
Contract Stability	3.597	0.77714	Agree
Career Growth Opportunities	3.724	0.76942	Agree
Layoff Policies	3.608	0.75701	Agree
Organizational Trust	3.3826	0.60123	Neutral

Analysis of the Impact of Organization Structure on Organizational Trust in Convenience Stores in Thailand

Organization Structure	b	Beta	t	Sig.	Interpretation
Hierarchical Structure	0.033	0.046	0.472	.637	Rejected
Roles and Responsibility	0.071	0.095	0.932	.352	Rejected
Formalization of Process	0.234	0.318	3.281	.001*	Accepted

Adjusted R-square = 0.19, F = 32.569 *P<0.05

Analysis of the Impact of Attitude and Behavior of Employee on Organizational Trust in Convenience Stores in Thailand

Attitude and Behavior of Employee	b	Beta	t	Sig.	Interpretation
Team Collaboration and Support	0.083	0.111	1.092	.275	Rejected
Transparency and Honesty	0.221	0.294	2.724	.007*	Accepted
Emotional Intelligence	0.046	0.060	0.540	.590	Rejected

Adjusted R-square = 0.197, F = 33.855, *P≤0.05

Analysis of the Impact of Job Security on Organizational Trust in Convenience Stores in Thailand

Job Security	b	Beta	t	Sig.	Interpretation
Contract Stability	0.052	0.067	0.722	.471	Rejected
Career Growth Opportunities	0.162	0.211	2.140	.033*	Accepted
Layoff Policies	0.184	0.231	2.301	.022*	Accepted

Adjusted R-square = 0.232, F = 41.680, *P≤0.05

Discussion

This study examined the effects of organizational structure, employee attitudes and behaviors, and job security on organizational trust in Thailand's convenience store sector. For Hypothesis 1, only the formalization of processes significantly predicted organizational trust ($\beta = 0.318$, $p = .001$), whereas hierarchical structure ($\beta = 0.046$, $p = .637$) and roles and responsibilities ($\beta = 0.095$, $p = .352$) were nonsignificant. This suggests that in retail environments with high turnover, standardized procedures may play a more crucial role than rigid hierarchies or complex role definitions, aligning with Burton et al. (2015). For Hypothesis 2, only transparency and honesty significantly predicted trust ($\beta = 0.294$, $p = .007$), while team collaboration ($\beta = 0.111$, $p = .275$) and emotional intelligence ($\beta = 0.060$, $p = .590$) did not. These findings highlight communication as a critical factor in building trust, but contrasts with studies such as Yu et al. (2020), which emphasize the importance of teamwork and emotional intelligence in fostering trust within corporate environments. For Hypothesis 3, career growth opportunities ($\beta = 0.211$, $p = .033$) and fair layoff policies ($\beta = 0.231$, $p = .022$) significantly influenced trust, while contract stability ($\beta = 0.067$, $p = .471$) did not, echoing Govani (2023). These findings reflect employees' prioritization of developmental opportunities and fair treatment over short-term job security.

The relatively low adjusted R-squared values (0.19–0.23) indicate that key determinants of trust remain unexplored. Leadership style and organizational culture—widely recognized in trust-building literature (Mayer, et al., 1995; Dai, et al., 2022)—likely play an essential role in shaping employee perceptions of fairness and belonging. Transformational or servant leadership, along with cultures that emphasize shared values and psychological safety, could further strengthen trust in high-turnover retail environments. This points to a need for broader frameworks that capture these dimensions.

Conclusion

This study demonstrates that organizational trust in Thailand's convenience stores is most strongly shaped by formalized processes, transparent communication, career

development opportunities, and fair layoff policies. However, trust is a complex concept influenced by additional organizational and cultural dimensions not included in this model. Future research should integrate variables such as leadership style and organizational culture to create a more comprehensive understanding of trust-building in the retail sector.

Recommendations

To expand these findings, future research should include leadership styles (e.g., transformational or servant leadership) and organizational culture (e.g., shared values, communication norms, and ethical climates) to better explain variations in organizational trust. Comparative studies between store-level employees and corporate staff could reveal differences in the dynamics of trust at different organizational levels. Methodologically, mixed-method approaches that integrate quantitative surveys with qualitative interviews or focus groups can provide more profound insights into employees' lived experiences.

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