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DRIVERS OF HIGH-PERFORMING LOGISTICS: AN ASIAN PERSPECTIVE ON ORGANIZATIONAL SUCCESS IN THAILAND

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Abstract

Thailand's logistics industry plays a vital role in its economy. This study examines the drivers of high-performance organizations (HPOs) in this sector. It aims to examine the influence of organizational culture, logistics management, technological competency, and organizational commitment on HPOs in Thailand, and to develop a causal model of factors influencing HPOs. A mixed-methods approach was employed with quantitative data from 1,468 employees and qualitative data from 14 key informants. Quantitative data were analyzed using statistical software, while qualitative data were analyzed through content analysis. The research findings revealed that organizational culture had the strongest influence on HPOs, both directly and indirectly, through technological capability and organizational commitment. Logistics management also had an indirect effect through these mediating factors. The developed causal relationship model demonstrated that organizational culture and logistics management influence HPOs both directly and indirectly via technological capability and organizational commitment. The model highlights the importance of integrating internal organizational factors with technology and efficient logistics management. These findings offer valuable insights for logistics companies seeking to enhance performance and competitiveness in Thailand and the broader Asian region.

Keywords: High-Performance Organization, Organizational Culture, Logistics Management, Supply Chain Management, Technological Competency

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Introduction

In the present day, organizational success no longer depends solely on the efficient management of business resources, but also on the ability to adapt and respond to rapidly changing environments and market demands. The concept of a High-Performance Organization (HPO) serves as a strategic approach for managing and developing organizations to enhance their growth potential and adaptability, aiming to achieve maximum efficiency and productivity. This involves continuous improvement of work processes, organizational culture, and the effective use of resources (Suangsub et al., 2022).

Thailand has increasingly embraced the HPO concept, especially within the logistics industry, which plays a crucial role in driving the country's economy. The growth of the transportation and warehousing sectors has been significantly boosted by the expansion of e-commerce businesses, which surged by 140% in 2020 and 75% in 2021 (Sathapongpakdee, 2023).

The logistics industry in Thailand plays a vital role in driving the national economy, especially in the post-COVID-19 era. Although the economy experienced a sharp contraction in 2020, the transportation and warehousing sectors showed significant recovery in 2021 and 2022, driven by the continuous expansion of the online business sector (e-Commerce) (Sathapongpakdee, 2023). This growth is correspondent with the 13th National Economic and Social Development Plan, which emphasizes enhancing the logistics system to support sustainable economic growth. Consequently, organizations within the logistics industry must evolve into High-Performance Organizations to strengthen their competitiveness both nationally and globally (Office of the National Economic and Social Development Council, 2023).

Being a High-Performance Organization refers to having high-quality management and the ability to continuously adapt. de Waal (2020) emphasizes the importance of superior management in fostering sustainability and adaptability in changing environments. This study proposes a causal relationship model to explain the factors influencing the development of high-performance organizations within Thailand's logistics industry. It identifies four key factors. Organizational culture shapes employee behavior and promotes collaboration and sustainability (Chatman & Choi, 2019). Technological competency enhances competitiveness through the use of modern technologies such as AI and real-time tracking systems (Foadi & Varghese, 2022). Organizational commitment helps retain high-quality personnel and boosts motivation (Wang et al., 2020). Logistics management's efficiency helps reduce costs and increase responsiveness to market demands (Nikiforov et al., 2023). All four factors are interconnected and collectively drive organizations toward excellence and sustainable performance in the logistics sector.

Therefore, this study is highly beneficial for the development of organizations in Thailand's logistics industry towards becoming High-Performance Organizations that can compete effectively on the international stage. To further illuminate the path to high performance in Thai logistics, this research seeks to examine the influence of organizational culture, logistics management, technological competency, and organizational commitment. More specifically, it aims to develop a causal relationship model of these factors to reveal their direct and indirect impacts on high-performance organizations in Thailand's logistics industry. This exploration will provide actionable insights for organizations, policymakers, and scholars, contributing to sustainable economic growth and elevating Thailand's position as a logistics hub in ASEAN.

Literature Review

High-Performance Organizations

The development and operation of high-performance organizations have become a key focus of research and academic inquiry. Given the rapid changes in the business environment, the ability of organizations to adapt and achieve sustainable success is essential (de Waal, 2020). Blanchard et al. (2023) define a high-performance organization as one that can deliver

outstanding performance while ensuring employee satisfaction and strong commitment to success. Rohiman et al. (2021) emphasize that HPOs prioritize problem-solving and collaboration between employees and management to achieve sustainable outcomes. Similarly, Carew et al. (2020) and de Waal (2020) share the view that successful long-term organizations foster a culture of continuous improvement and implement integrated management practices.

The study highlights the key characteristics of high-performance organizations, including high productivity, a culture of continuous learning and improvement, employee responsibility and engagement, self-managed teams, and the use of technology in production and services to enhance quality and efficiency (de Waal, 2020; Blanchard et al., 2023). Achieving high performance has become a central goal for all modern organizations, which requires the integration of multiple interrelated factors. de Waal (2020) proposed the High-Performance Organization framework, consisting of five key factors: high-quality management, open and adaptive organizational culture, long-term commitment, continuous improvement, and workforce quality. These five elements are interconnected and mutually reinforcing. Organizations that successfully develop these components are more likely to achieve sustainable growth and effectively adapt to change.

Organizational Commitment

In the context of Thailand's logistics industry, organizational commitment refers to the emotional and psychological connection employees have with their organization, which influences their intention to remain with the organization and is reflected in their dedicated and effective work behavior. According to Bangmuangngam (2019), organizational commitment is a higher-level development than loyalty and is more stable than general job satisfaction.

Organizational commitment can be categorized into three key dimensions. 1) Continuance Commitment: Employees feel that staying with the organization is the best option due to the potential costs or risks associated with leaving. 2) Affective Commitment - Employees have emotional attachment, love, and pride in being part of the organization. 3) Normative Commitment - Employees feel they ought to remain with the organization because it is the right thing to do, in accordance with shared ethical principles and values.

In the logistics industry, all three dimensions of commitment positively impact on the organization. They help reduce turnover rates, increase employee engagement, foster innovation, enhance adaptability in competitive environments, and build a strong organizational reputation. These outcomes contribute to driving the organization towards becoming a "High Performance Organization" in a stable and sustainable way (Jinnupong, 2023), resulting in increased work efficiency, lower turnover, greater innovation, and enhanced organizational image (Moolsathan & Chaiyakul, 2023).

Technological Competency

Information technology competency is a crucial factor that enables individuals and organizations to adapt in the digital era. It comprises three components including knowledge, skills, and attitude. Knowledge in this area allows individuals to understand and apply technology effectively in their work (Khaosaard & Booncherdchoo, 2019). Skills refer to the ability to process and present information efficiently (Foadi & Varghese, 2022), while attitude reflects an awareness of using technology ethically (Chatman & Choi, 2019). Technological competency enhances work efficiency and supports organizations in becoming high-performance organizations, especially in rapidly changing environments. Developing this competency enables organizations to remain competitive and achieve sustainable growth (Chatman & Choi, 2019).

Organizational Culture

Organizational culture is a key factor that shapes the behavior and direction of personnel, directly influencing the development of high-performance organizations (Schermerhorn et al., 2008). It can be divided into four dimensions; 1) Involvement Culture which encourages

employees to actively participate in organizational development, 2) Consistency Culture which emphasizes shared values and alignment in work practices, 3) Adaptability Culture which promotes flexibility and learning from change, and 4) Mission-driven Culture which provides clear guidance on goals and vision (Schermerhorn et al., 2008). These four dimensions foster motivation, organizational commitment, and work efficiency. All are essential components of a high-performance organization.

Logistics Management

Logistics refers to the process encompassing the management of goods, information, and resources from the point of origin to the point of consumption based on the customer demand. According to the Division of Logistics (2019), logistics involves the integration of inventory management, raw material handling, and packaging in order to enhance the value of time and place, improve on-time delivery efficiency, and reduce production costs. Nupra-in & Junsang (2020) defined logistics management as the process involving the planning, operation, and control of company activities to ensure both efficiency and effectiveness. This enables organizations to reduce time and costs associated with the movement and storage of goods, allowing them to offer more competitive pricing and achieve higher profitability.

Maorapong (2012) explained that logistics plays a crucial role in the economic system as it is a component of both goods and services. At present, logistics goes beyond transportation and includes other services such as warehousing, inventory management, and delivery services. Logistics improves business efficiency, adds value to products and services, and enhances customer satisfaction. Information technology currently plays a key role in enhancing logistics efficiency, reducing costs, improving service, and increasing competitiveness. Key logistics technologies include 1) GPS system, 2) transportation management systems, 3) electronic data interchange system, 4) warehouse management system, 5) enterprise resource planning system, 6) electronic transaction platform. In summary, information technology is vital for enhancing logistics management efficiency. Effective logistics management is a critical tool that enables organizations to become high-performance organizations by reducing operational time and costs, increasing profitability, and improving global competitiveness.

Research Hypotheses

1) Organizational culture, logistics management, technological competency, and organizational commitment directly influence high-performance organizations in Thailand's logistics industry.

2) Organizational culture and logistics management indirectly influence high-performance organizations in Thailand's logistics industry through technological competency.

3) Organizational culture and logistics management indirectly influence high-performance organizations in Thailand's logistics industry through organizational commitment.

Research Methodology

This study employs a mixed methods research approach, combining both quantitative and qualitative research methods to obtain comprehensive data and an in-depth understanding of the phenomenon. The research is conducted in two phases as follows.

Quantitative Research

The population in this study consists of operational employees in logistics companies who have at least one year of work experience. These companies have branches covering all regions of Thailand. The companies selected for this study were deemed appropriate due to their significant roles in Thailand's logistics industry, engaging in a wide range of logistics activities such as transportation, warehousing, and distribution as key components that reflect the overall structure of the domestic logistics sector. In addition, the selected companies represent small and medium-sized enterprises (SMEs), which constitute the majority in the industry. This allows for a clear reflection of the development approaches of high-performance organizations

within similarly structured and sized businesses. Furthermore, these companies offer a diverse range of products and services, making them effective in demonstrating current and future trends in development, competitiveness, and adaptability within the logistics industry. The total population size is 1,468 employees (Thai International Freight Forwarders Association, 2024). The sample consists of operational employees in logistics companies with at least one year of work experience, selected from four logistics companies that represent organizations with branches covering all regions of Thailand. The sampling method follows the Rule of Thumb, a common statistical guideline, which suggests using a sample size of 10 to 20 respondents per research variable (Hair et al., 2019). This study has 21 observed variables, which means a sample size of 420 people is required. The research tools used in this quantitative study include a questionnaire and e-questionnaire, created using Google Forms. The data collected will be analyzed using social science software for basic analysis of variables, and the LISREL (Linear Structural Relationship Program) will be used for structural equation modeling.

Qualitative Research

The population consists of individuals involved with the concept of high-performance organizations within the logistics industry in Thailand. The key informants include a total of 14 people, divided into three groups. Group 1 consists of logistics company executives in Thailand and operational team members, totaling 4 individuals. Group 2 consists of researchers and professors with expertise and knowledge in logistics theories and practices, totaling 5 individuals. Group 3 consists of customers who use logistics services in Thailand, representing customers involved in the logistics industry, totaling 5 individuals. The key informants were selected using purposive sampling. The tool used for data collection was a semi-structured interview, and the data analysis for the qualitative research was conducted using content analysis.

Instrument Quality Check

The researcher developed and evaluated the quality of the questionnaire by assessing the content validity through 5 experts. The Item-Objective Congruence (IOC) index was calculated, with an average value of 0.91. The reliability of the instrument was tested by conducting a trial with 30 personnel who were not part of the sample group, and the Cronbach's Alpha coefficient was found to be 0.80. Afterwards, data collection was carried out by obtaining permission from logistics companies and collecting data personally.

Data Analysis

For the quantitative research, before performing descriptive statistical analysis such as frequency, percentage, mean, and standard deviation, the researcher verified the distribution of the data using Skewness and Kurtosis. Moreover, the correlation coefficient was analyzed to examine the relationships between variables. Confirmatory Factor Analysis (CFA) was conducted using LISREL to validate the structural equation model, considering the fit indices such as Chi-square (χ^2), GFI, AGFI, CFI, RMR, and RMSEA to group the data and establish a causal relationship model of factors influencing high-performance organizations. For the qualitative data, content analysis (Creswell & Clark, 2018) was applied. The process began with data collection through interviews, followed by content analysis where irrelevant information was removed, and the text was decoded to extract sub-themes (Categories/Sub Themes) and propositions. The results were then presented to key informants for validation and to ensure accuracy. The final conclusions were drawn based on information from the key informants, and the credibility was verified through investigator triangulation to confirm the validity and relevance of the factors according to the conceptual framework (Creswell & Clark, 2018).

Research Results

Quantitative Research

OZCT refers to Organizational Culture
LGMM refers to Logistics Management
ITCP refers to Technological Competency
OZCM refers to Organizational Commitment
HPFO refers to High-Performance Organization in the Logistics Industry in Thailand
From the Structural Equation Model

ITCP = 0.42*OZCT + 0.54*LGMM, Errorvar = 0.13, R^2 = 0.87 .....(Variable No.1)
(0.10) (0.10) (0.02)
4.00 5.26 6.20

OZCM = 0.45*OZCT + 0.48*LGMM, Errorvar = 0.18, R^2 = 0.82 .....(Variable No.2)
(0.09) (0.09) (0.02)
5.31 5.50 7.68

HPFO = 0.73*OZCT + 0.34*LGMM, +0.62*ITCP, +0.25*OZCM
(0.22) (0.14) (0.20) (0.10)
6.56 2.41 3.15 2.48

Errorvar = 0.02, R^2 = 0.98 .....(Variable No.3)
(0.06)
0.37

Analysis on the direct, indirect, and total influence through Path Analysis of the management model leading to high-performance organization in the logistics industry in Thailand.

Table 1 Weights of direct, indirect, and total influences within the management model leading to the high-performance organization in the logistics industry in Thailand.

Causal Factors	**Technological Competency**			**Organizational Commitment**			**High-Performance Organization in the Logistics Industry**		
Influence	**Direct**	**Indirect**	**Total**	**Direct**	**Indirect**	**Total**	**Direct**	**Indirect**	**Total**
Organizational Culture	0.42	-	0.42	0.45	-	0.45	0.73	0.25	0.98
Logistics Management	0.54	-	0.54	0.48	-	0.48	0.34	0.45	0.79
Technological Competency	-	-	-	-	-	-	0.62	-	0.62
Organizational Commitment	-	-	-	-	-	-	0.25	-	0.25

The study found that when considering the influence of the upstream factors on high-performance organizations in the logistics industry in Thailand, the organizational culture factor (OZCT) had the highest total influence at 0.98, with a direct impact of 0.73 and an indirect impact of 0.25 through technological competency (ITCP) and organizational commitment (OZCM). This was followed by logistics management (LGMM), which had a total influence of 0.79 (direct 0.34 and indirect 0.45). Meanwhile, technological competency and organizational commitment had direct effects of 0.62 and 0.25, respectively. The structural equation testing confirmed that hypotheses 1 (organizational culture), 2 (logistics management), 3 (technological competency), and 4 (organizational commitment) were statistically significant at the 0.05 level ($t > 1.96$), indicating a strong direct impact on high-performance organizations.

The analysis on the mediation effect revealed that both technological competency and organizational commitment played a role as mediating variables in a Partial Mediation model. The VAF values ranged from 0.20 to 0.80 (e.g., VAF of organizational commitment was 0.25, organizational culture through ITCP was 0.37, logistics management through ITCP was 0.45, organizational culture through organizational commitment was 0.36, and logistics management through organizational commitment was 0.48). This supports all the hypotheses. In summary, both organizational culture and logistics management had direct and indirect impacts on high-performance organizations through mediating variables (ITCP and OZCM). The relationship between the upstream factors and the outcomes was fully explained and statistically significant at the 0.05 level. These findings suggest that the model for management leading to a high-performance organization in the logistics industry in Thailand aligns with empirical data and provides a clear framework for explaining the causal variables that contribute to becoming a high-performance organization. The results of hypothesis testing are summarized in Table 2.

Table 2 Results of hypothesis testing

Research hypotheses	Results of testing
Hypothesis 1: Organizational culture, logistics management, technological competency, and organizational commitment directly influence high-performance organizations in Thailand's logistics industry.	The hypothesis was approved.
Hypothesis 2: Organizational culture and logistics management indirectly influence high-performance organizations in Thailand's logistics industry through technological competency.	The hypothesis was approved.
Hypothesis 3: Organizational culture and logistics management indirectly influence high-performance organizations in Thailand's logistics industry through organizational commitment.	The hypothesis was approved.

Qualitative Research

The study confirms the significant roles of organizational culture and technological competency, which were the most frequently mentioned factors. These were followed by logistics management and organizational commitment, respectively. Interviewees indicated that a mission-driven culture plays a crucial role in the success of logistics businesses, especially in the transportation sector. This type of culture enhances alignment and efficiency in route management, resource allocation, and time management. Having a clear vision allows the organization to respond effectively to market changes, while technological competency maximizes the efficiency of logistics operations. However, the findings also suggest that although organizational commitment remains important, its influence on building a high-performance organization has declined. This is because the new generation of employees prioritizes work-life balance. Moreover, younger workers seek workplaces that support their lifestyle preferences.

Consistent Findings from the Mixed-Methods Research

The findings from the mixed-methods research reveal that organizational culture, particularly a mission-driven culture, technological competency, and efficient logistics management are key factors in building a high-performance organization. At the same time, the modern workforce places greater importance on flexible work arrangements rather than long-term organizational commitment.

Conclusion and Discussion

In addressing the first objective—to understand the influences on high-performance organizations within Thailand's logistics sector—our findings reveal the primacy of

organizational culture, exhibiting a total effect of 0.98. This aligns with the study by Chatman & Choi (2019), suggesting that a shared vision and transparent communication within an organizational culture foster team collaboration and effective outcomes. Logistics management also proved significant, with a total effect of 0.79, corroborating the importance of implementing technologies like Warehouse Management Systems (WMS) and Transportation Management Systems (TMS) to improve accuracy and reduce costs, as demonstrated by Pariafsai & Behzadan (2021) and Gawande et al. (2023). Moreover, technological competency had a direct influence of 0.62, reflecting the importance of knowledge, skills, and technology in enhancing organizational capabilities per McCartney et al. (2021). Although organizational commitment had a smaller direct influence (0.25), it remains important for fostering a positive work environment, especially among younger employees who value flexibility and work-life balance, consistent with Zapf et al. (2021). From the second objective focuses on the development of a causal relationship model, our results verify organizational culture and logistics management have influence through technological competency and organizational commitment

These findings align with that of the study by Do & Mai (2023), which highlighted that developing a causal relationship model helps managers implement strategies to enhance organizational performance. This is compared to a recent study by Nikiforov et al. (2023), the integration of Warehouse Management Systems (WMS) and Customer Relationship Management (CRM) significantly reduced errors and improved customer service efficiency. This supports the current study's finding that applying technology in conjunction with effective management and a strong organizational culture contributes to achieving the goal of becoming a high-performance organization in the logistics industry.

Recommendations for Applying Research Findings

Based on these insights, executives aiming to cultivate high-performance logistics organizations should prioritize the following strategies. Firstly, foster an organizational culture that emphasizes a clear mission and empowers employees to actively participate in decision-making. Secondly, leverage information technology to enhance operational efficiency by implementing systems like WMS and TMS, and by adopting a framework to reduce complexity and increase operational accuracy. Thirdly, invest in continuous employee training and development to enhance skills with AI and Blockchain technologies while establishing a flexible work environment as a way to maintain commitment. By implementing these recommendations, organizations can aim to enhance their operational efficiency.

Recommendations for Future Research

Future research could benefit from designing assessment tools specifically focused on supply chain efficiency, information technology, and service delivery. Further studies should synthesize casual factors from disciplines to identify key success factors to help increase organization success, and it should also consider applying theoretical connections across fields to help forecast organizational behavior and performance.

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