อิทธิพลของความสามารถเชิงพลวัตและคุณภาพการให้บริการด้านโลจิสติกส์กับศักยภาพการดำเนินงานของธุรกิจการจัดจำหน่ายอุปกรณ์ทางการกีฬาในประเทศไทย

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อพัฒนารูปแบบความสัมพันธ์เชิงสาเหตุของความสามารถเชิงพลวัตและคุณภาพการให้บริการด้านโลจิสติกส์กับศักยภาพการดำเนินงานของธุรกิจการจัดจำหน่ายอุปกรณ์ทางการกีฬาในประเทศไทย โดยการศึกษาครั้งนี้เป็นการวิจัยเชิงปริมาณ โดยได้ทำการเก็บรวบรวมข้อมูลจากแบบสอบถามจากธุรกิจการจัดจำหน่ายอุปกรณ์ทางการกีฬาในประเทศไทย ที่เป็นสถานประกอบการธุรกิจการจัดจำหน่ายอุปกรณ์ทางการกีฬาที่มีการจดทะเบียนกับกรมพัฒนาธุรกิจ ปี พ.ศ. 2565 จำนวน 476 แห่ง และทำการวิเคราะห์ข้อมูลด้วยโมเดลสมการโครงสร้าง (Structural Equation Model: SEM)

ผลการวิจัยพบว่า รูปแบบความสัมพันธ์เชิงสาเหตุความสามารถเชิงพลวัตมีอิทธิพลทั้งทางตรงและทางอ้อมต่อศักยภาพการดำเนินงานของธุรกิจการจัดจำหน่ายอุปกรณ์ทางการกีฬาในประเทศไทย อย่างมีนัยสำคัญทางสถิติ โดยอิทธิพลทางอ้อมนั้นมีคุณภาพการให้บริการ ด้านโลจิสติกส์ของธุรกิจเป็นตัวคั่นกลาง เมื่อพิจารณาองค์ประกอบความสามารถเชิงพลวัตแล้วพบว่า ธุรกิจควรให้ความสำคัญการสร้างและพัฒนาความสามารถในการแสวงหาความรู้ ความสามารถในการปรับตัว และความสามารถในการสร้างนวัตกรรมโดยนำเอาคุณภาพการให้บริการด้านโลจิสติกส์ของธุรกิจมาเป็นเกณฑ์ในการสร้างและพัฒนา และต้องมีการวางแผนและควบคุมการการให้บริการ การตอบสนองลูกค้า การจัดส่งสินค้าที่ตรงตามเวลาและการขนส่งสินค้าไม่ให้เกิดความเสียหายเพื่อจะนำไปสู่การเพิ่มขึ้นของความคุณภาพการให้บริการที่เหนือกว่าคู่แข่งขัน นอกจากนี้ผลการวิจัยยังพบอีกว่า คุณภาพการให้บริการด้านโลจิสติกส์มีอิทธิพลทางตรงต่อศักยภาพการดำเนินงานของธุรกิจอย่างมีนัยสำคัญทางสถิติ ดังนั้นองค์กรใด ๆ ที่ต้องการเพิ่มโอกาสของความสามารถทางการแข่งขันให้เกิดขึ้นกับธุรกิจ องค์กรนั้นย่อมต้องให้ความสำคัญต่อความสามารถ เชิงพลวัตและคุณภาพการให้บริการด้านโลจิสติกส์เพื่อช่วยให้ธุรกิจสามารถปรับตัวเข้ากับสิ่งแวดล้อมทางการแข่งขันที่มีการเปลี่ยนแปลงอย่างรวดเร็วได้

คำสำคัญ: ความสามารถเชิงพลวัต คุณภาพการให้บริการด้านโลจิสติกส์ ศักยภาพการดำเนินงานของธุรกิจ

Dynamic Capabilities and Quality of Logistics Services and Business Competencies of the Sports Equipment Distribution Business in Thailand

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Abstract

This research aims to develop a causal relationship model of dynamic capabilities and quality of logistics service with the business competencies of the sports equipment distribution business in Thailand. This study is quantitative research, and data was collected by questionnaires from sports equipment distribution businesses in Thailand. Which are registered with the Department of Business Development in 2022, totaling 476 places, and data were analyzed by a Structural Equation Model: SEM.

The results of this research founded that dynamic capabilities have both direct and indirect effect of causal relationship on the business competencies of the sports equipment distribution business in Thailand, statistically significant the indirect influence is mediated by the quality of logistics services of the business. When considering the components of dynamic capabilities, it was founded that businesses should concentrate in developing the acquireing ability of knowledge, adaptability and the ability to create innovation by using the quality of logistics services of the business as a criterion for creation and development and must plan and control the provision of services customer response on-time delivery of products and transporting goods without damage will lead to an increase in service quality that is superior to competitors. In addition, the research results also found that the quality of logistics services has a direct and statistically significant influence on business performance. Therefore, any organization that wants to increase the chances of competitiveness in their business must focus on the dynamic capabilities and quality of logistics services to help businesses adapt to a rapidly changing competitive environment.

Keywords: Dynamic capabilities, Quality of Logistics Services, Business Performance

Introduction

Based on the figures, the expansion of sports equipment and sportswear in 2022 increased to meet the demands of consumers who have become more interested in sports and exercise, accounting for 42% of the population. This represents a large consumer market segment, continuously attracting new competitors and intensifying competition in the sports equipment distribution business in Thailand (Bank of Ayudhya, 2022). According to the report by Bank of Ayudhya (2022), the sports industry has been growing steadily since 2020 at a rate of 3.7% and is expected to continue growing until 2024. The report also indicates that the growth rate of the sports equipment distribution business is among the highest in the sports industry. This business plays a significant role in driving the supply chain system of the sports industry, reflecting the recovery of the business sector that previously faced consumer slowdown in sports.

In the sports equipment distribution sector in Thailand, there has been an increased emphasis on competition and rapid customer service and delivery. The sports equipment distribution business in Thailand has incorporated logistics management to meet customer demands. The ability to manage logistics is an indicator of supply chain management capability in the sports industry. This reflects the planning, support, and control to ensure efficient and effective forward and reverse flow of goods, services, and information from the origin to the consumer, considering customer needs and satisfaction as paramount. Therefore, it is evident that competition among sports equipment distributors has become clearer in logistics management to capture a rapidly expanding market share. As a result, businesses have turned to developing logistics services to better serve customers, as seen from faster delivery response and after-sales service, which significantly influences market share acquisition. This has forced businesses to adapt and innovate logistics services to keep up with the fast-changing business environment in the sports industry. For businesses to survive, they must continue to develop knowledge to keep pace with changes and provide efficient logistics services that meet customer demands (Thanaiudompat, 2023). To enhance the logistics capabilities of the sports equipment distribution business in Thailand, businesses must leverage dynamic capabilities in seeking new knowledge for business operations and applying that knowledge to adapt and innovate logistics services. This will ensure high-quality logistics services, which are key factors in achieving logistics performance in the sports equipment distribution business in Thailand (Thanaiudompat, 2023).

The above reasons lead to the researcher's interest in studying ways to enhance the logistics competencies of the sports equipment distribution business in Thailand. This includes creating dynamic capabilities within the business and developing the logistics service quality to better meet the needs of customers. The research findings can serve as a guideline for improving and developing the sports equipment distribution business in Thailand, making it more appropriate, efficient, and effective.

Objectives

1. To study the influence of dynamic capabilities, both directly and indirectly, on the operational performance of the sports equipment distribution business in Thailand.

2. To study the direct influence of dynamic capabilities on the quality of logistics services.

3. To study the direct influence of logistics service quality on the operational performance of the sports equipment distribution business in Thailand.

4. To develop a model of the relationship between dynamic capabilities and logistics service quality with the operational performance of the sports equipment distribution business in Thailand.

Literature review

The Concept and Theory of Dynamic Capabilities

Business organizations constantly face unforeseen challenges and often contend with intensified competition. Therefore, relying solely on the resources and capabilities that an organization already possesses in stable conditions may be insufficient. Dynamic capabilities play a crucial role in shaping strategic management to align with organizational needs (Teece, 2014). Sometimes, dynamic capabilities are equated with distinctive capabilities to achieve superior capabilities in processes that lead to long-term performance outcomes (Jomthanachai, et al., 2024).

This concept leads to the resource-based theory that illustrates the success of creating competitive advantages through organizations possessing resources and capabilities characterized by four attributes known as VRIN: Valuable Resource, Rare Resource, Imperfectly Imitable Resource, and Non-Substitutable Resource. These characteristics propel organizations toward competitive advantages. Consequently, organizations that can adapt their existing resources and capabilities cultivate dynamic capabilities amidst market dynamism, enabling them to develop and generate new knowledge that enhances their superiority over competitors. Therefore, organizations must focus on developing their resources and capabilities to keep pace with changes (Teece, 2014). Which can be concluded that dynamic capabilities are indicated by knowledge absorptive capabilities, adaptive capabilities and innovative capabilities.

The concept of logistics service quality

Parasuraman, Zeithaml, and Malhotra (2005) studied the effects of service quality and identified a positive correlation between service quality and customer loyalty, leading to increased service usage and a willingness to pay higher prices for the services. Additionally, Chumpitaz and Paparoidamis (2004) identified five dimensions that influence the impact of service quality on behavioral intentions. These dimensions include: 1) Tangible service, which encompasses the physical facilities and conveniences that are tangible; 2) Reliability in service standards, reflecting the ability to perform the promised service dependably and accurately; 3) Responsiveness to customers, indicating the willingness to help customers promptly and efficiently; 4) Assurance in the standards of service personnel, which includes

the knowledge, skills, integrity, and courtesy of employees, leading to credibility and trustworthiness; and 5) Understanding and empathy, referring to the care and personalized attention that the organization provides to its customers. Correspondingly, Wang, Huang, Wang, and Zhou (2023) noted that service quality has various relationships with customers, as service quality arises when customer service is provided, leading to customer satisfaction and repeat usage.

These measurement scales were adapted from Sabilla, Arum, Alfaridi, and Simarmata (2023) and defined each dimension as follows: 1) Information Quality refers to the comprehensive and sufficient preparation of useful service provider information, enabling customers to make informed decisions about suppliers. 2) Ordering Procedures denote the accuracy and completeness of logistics services in delivering the correct quantity and products as per the order, without service errors. 3) Timeliness indicates the effective management of time, from receiving the order to delivering the product to customers within the agreed timeframe and meeting service conditions for timely replenishment. 4) Order Condition refers to the safe delivery of products to customers without damage. 5) Order Discrepancy Handling describes the ability to manage and resolve issues arising from damaged or incorrect shipments. Which can be concluded that logistics service quality are indicated by information quality, ordering procedures and timeliness.

The concept of business performance

Capability generally refers to the ability to appropriately utilize an organization's resources to achieve its goals. For logistics business performance , it can be described as the ability to conduct logistics and supply chain activities, including planning, execution, control, and evaluation, within the constraints of available resources. This capability aims to create value for the organization in both financial and non-financial terms (Jomthanachai, et al., 2024), as well as provide value to customers, users, and stakeholders such as society and communities. Logistics Performance (LP) is crucial for assessing the efficiency and quality of an organization's related activities. This assessment is essential for benchmarking against competitors with recognized operational capabilities. Organizations with a consistent and continuous evaluation of their LP can use these insights to improve their operations and to measure the capabilities of their competitors (Milos, 2022).

For logistics business performance , some organizations focus on streamlining processes and reducing time to enhance efficient and rapid service quality. Others prioritize cost reduction, as costs are a critical competitive factor in certain industries. Additionally, past research has shown that logistics capability assessments often encompass time, speed, cost, and responsiveness to customer needs. These elements align with evaluations of logistics capabilities in various businesses and industries. When considering the appropriate meaning of assessing logistics business performance, it aims to enhance value while maintaining or controlling costs at an acceptable level (Sabilla, Arum, Alfaridi, and Simarmata, 2023). From the literature review, the conceptual framework can be summarized as shown in Figure 1.

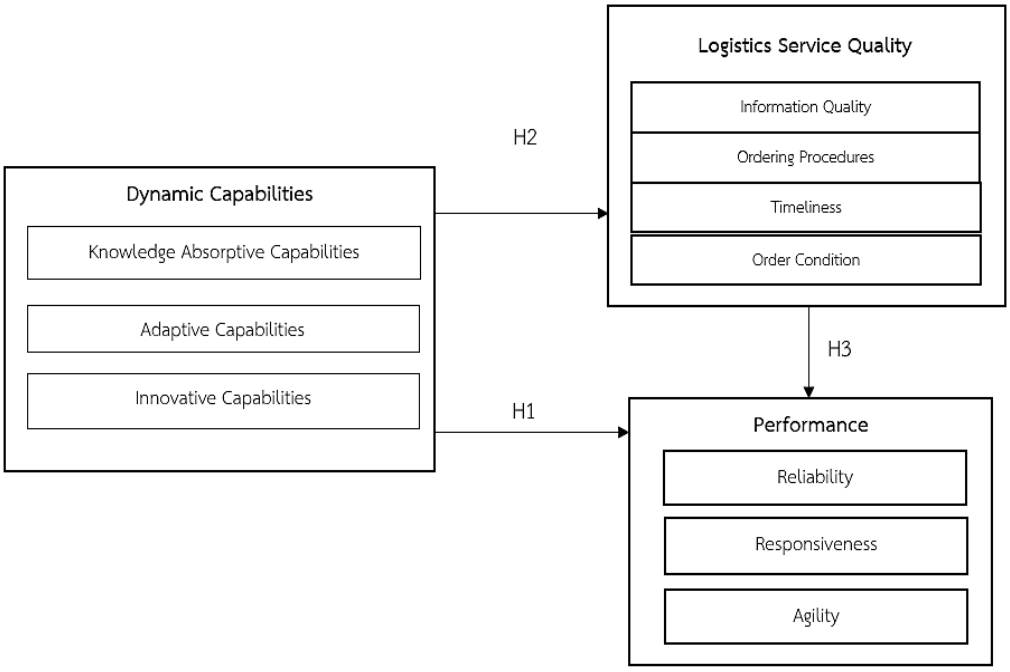


Figure 1: Conceptual Framework

Research Methodology

The research adopted a quantitative method as research design using a questionnaire survey to study the influence of dynamic capabilities and logistics service quality on the operational performance of the sports equipment distribution business in Thailand.

Population and Sample

The research focused on the dynamic capabilities and logistics service quality related to the operational performance of the sports equipment distribution business in Thailand. The population consisted of 476 registered sports equipment distribution businesses in Thailand as of 2022 (Department of Business Development, 2023). The units of analysis were the business owners, executives, or managers of these sports' equipment distribution businesses.

The researcher used purposive sampling to select the sample. The sample size was calculated based on the ratio of observable variables, with 15 samples per variable (Hair, et al., 2010). This study involved 10 observable variables, resulting in a required sample size of 150 samples (15 x 10). However, to ensure an adequate sample size, the researcher collected data from the entire population of 476 businesses.

Test of Research Tool

After tools which were the questionnaires were developed for collecting data for the quantitative analysis by studying data from the academi article for understanding the idea and the theory relating to

the research, and for applying as the guidance, the researcher examined the content validity, the construct validity, and the tool quality by finding the values of the discrimination and the assurance.

Data Analysis

The research on dynamic capabilities and logistics service quality in relation to the performance of sports equipment distribution businesses in Thailand involves the following sequential data analysis steps:

1. Descriptive Analysis: The collected data were analyzed using descriptive statistics, including percentage, mean, and standard deviation, to describe the variables. This analysis was conducted using SPSS software.

2. Confirmatory Factor Analysis (CFA): Factor analysis was performed to test the structural validity of the model, ensuring the data aligned with the proposed model. This analysis confirmed whether the components of dynamic capabilities and logistics service quality, as well as their impact on the performanceof sports equipment distribution businesses in Thailand, held true according to empirical data.

3. Reliability Analysis: The reliability of the questionnaire was assessed, and data distribution was examined using SPSS. This involved evaluating the mean, standard deviation, skewness, and kurtosis of the variables before proceeding with further analysis to meet the research objectives and test hypotheses.

4. Causal Variable Analysis: This step identified the causal variables influencing the performanceof sports equipment distribution businesses in Thailand. The goal was to establish a causal relationship model linking dynamic capabilities and logistics service quality to the performanceof these businesses.

5. Model Fit Evaluation: After evaluating the overall model fit, it was crucial to verify the accuracy and reasonableness of the results. This verification ensured the model's consistency with empirical data. Parameters considered included the standard error (which should be small) and the squared multiple correlation (R^2), which should range between 0 and 1.

6. Results Analysis: The data gathered from the questionnaires were analyzed to derive conclusions aligned with the research objectives. This involved path analysis of the variables using a structural equation model (SEM). The final step included summarizing and discussing the research findings.

Research findings

The test for the consistency of the hypothesized structural relationship model with empirical data, after adjustments, showed good alignment. The model had an acceptable level of goodness of fit, indicated by the following statistics: Chi-Square value of 31.479, Degree of Freedom (df) of 26, p-

value of 0.211, X2/df value of 1.211, Goodness of Fit Index (GFI) of 0.984, Comparative Fit Index (CFI) of 0.998, and Root Mean Square Error of Approximation (RMSEA) of 0.023.

The summary of the structural relationship model testing between dynamic capabilities and logistics service quality with the performanceof sports equipment distribution businesses in Thailand revealed that the hypothesized model was consistent with empirical data. The fit indices were at an acceptable level, as shown in Figure 2.

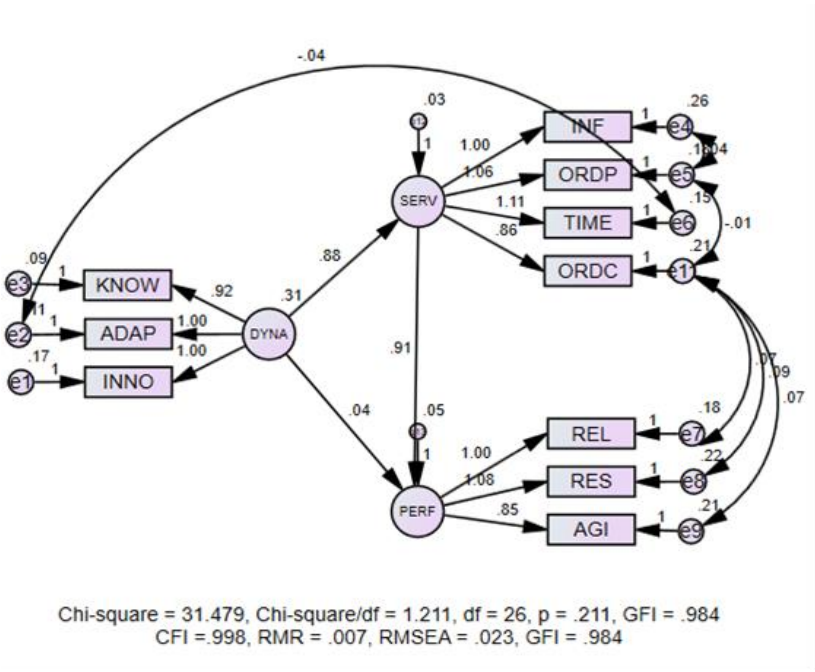


Figure 2: Structural Relationship Model of Dynamic Capabilities and Logistics Service Quality with the Performance of Sports Equipment Distribution Businesses in Thailand.

Path Analysis

The analysis results of the variable influences in the linear structural model, including direct effects, indirect effects, and total effects on the performance of sports equipment distribution businesses in Thailand, are presented in Table 1.

Table 1: Analysis Results of Variable Influences in the Linear Structural Model: Direct, Indirect, and Total Effects on the Performanceof Sports Equipment Distribution Businesses.

Independent variable	DYNA			SERV			R^2
Dependent variable	DE	IE	TE	DE	IE	TE	
DYNA	-	-	-	-	-	-	-
SERV	0.88**	-	0.88**	-	-	-	0.27
PERF	0.03**	0.80**	0.83**	0.91**	-	0.91**	0.26
Chi-Square =31.479 df =26 *p*-value =0.211 GFI =0.984 CFI =0.998 RMSEA =0.023							

Noted: DE=Direct Effect, IE=Indirect Effect, TE=Total Effect, *$p < 0.05$, **$p< 0.01$

When considering the variable of dynamic capability (DYNA) and its direct and indirect influence on operational performance (PERF), it was found that the direct influence of dynamic capability on operational performance had a path coefficient of 0.03, which is statistically significant at the 0.01 level. This indicates that dynamic capability is an important factor affecting the operational performance of sports equipment distribution businesses in Thailand (PERF). Furthermore, the indirect influence of dynamic capability (DYNA) on the operational performance of sports equipment distribution businesses in Thailand (PERF) showed a positive path coefficient of 0.80, also statistically significant at the 0.01 level. This influence is mediated through logistics service quality. This demonstrates that dynamic capability in the context of sports equipment distribution businesses in Thailand must rely on logistics service quality as a mediating variable to enhance operational performance.

The analysis of the direct influence of dynamic capability (DYNA) on logistics service quality (SERV) revealed that dynamic capability has a positive direct influence on logistics service quality, with a path coefficient of 0.88, statistically significant at the 0.01 level. This suggests that an increase in dynamic capability within an organization leads to an improvement in the logistics service quality of sports equipment distribution businesses in Thailand.

The analysis of the logistics service quality (SERV) variable revealed a positive direct influence on the performance(PERF) of sports equipment distribution businesses in Thailand. The path coefficient was 0.91, statistically significant at the 0.01 level. This indicates that improvements in logistics service quality lead to enhanced operational performance in these businesses.

Conclusion

1. The analysis found that dynamic capabilities, under the components of knowledge acquisition, adaptability, and innovation capability, had a positive direct influence (+) on the operational performance of sports equipment distribution businesses in Thailand. This operational performance

included reliability, responsiveness to customer needs, and agility, consistent with hypothesis H1, with statistical significance. Additionally, dynamic capabilities had a positive indirect influence (+) on operational performance through the mediating variable of logistics service quality, also statistically significant. H1: Dynamic capabilities have a direct effect on the operational performance of the business and an indirect influence on the operational performance through the quality of logistics services.

2. The analysis also indicated that dynamic capabilities, under the components of knowledge acquisition, adaptability, and innovation capability, had a positive direct influence (+) on logistics service quality. This quality encompassed service information preparation, accurate order fulfillment, timely delivery, and damage-free transportation, consistent with hypothesis H2: Dynamic capabilities have a direct influence on the quality of logistics services of the sports equipment distribution business in Thailand with statistical significance.

3. The analysis showed that logistics service quality, including service information preparation, accurate order fulfillment, timely delivery, and damage-free transportation, had a positive influence (+) on the operational performance of sports equipment distribution businesses in Thailand. This operational performance included reliability, responsiveness to customer needs, and agility, consistent with hypothesis H3: The quality of logistics services has a direct influence on the operational performance of the sports equipment distribution business in Thailand with statistical significance.

4. The development and examination of the relationship model between dynamic capabilities, logistics service quality, and operational performance of sports equipment distribution businesses in Thailand found the following: Dynamic capabilities had a direct influence on operational performance, with an effect size of 0.03. Dynamic capabilities also had an indirect influence on operational performance through the mediating variable of logistics service quality, with an indirect effect size of 0.80 and a total effect size of 0.83. Furthermore, dynamic capabilities had a direct influence on logistics service quality, with an effect size of 0.88. In turn, logistics service quality had a direct influence on operational performance, with an effect size of 0.91.

Discussion

In the early days of management activities, there were not many variables to consider. Empirical studies of management concepts showed that effective management led to improved overall business performance. Management serves as a core process in business operations, playing a crucial role in expanding organizational capabilities, leading to organizational transformation and development, which in turn results in better performance compared to competitors in the long term. Patale and Zohair (2021) presented the relationship between management processes and the dynamic capabilities of organizations in terms of competition. They argued that dynamic capabilities impact the performance of service businesses both in terms of profitability and customer satisfaction. Similarly, Jichang, Jing, and Feng (2023) studied management models and found that well-planned dynamic capabilities lead to

better long-term performance and positively influence the business's image and credibility. Further explained that in the rapidly and continuously changing business context, management processes alone might not directly impact performance. Dynamic management capabilities are also necessary. Their study examined the effects of dynamic capabilities as a variable in improving the efficiency and effectiveness of logistics service quality. They found that the efficiency or quality of logistics service aligns with dynamic capabilities. In other words, if an organization develops its dynamic capabilities, the quality of its logistics services will also improve (Zhang, Long, and Zhao, 2022).

Krissamaporn and Sawat (2019) studied service business management with logistics service quality as a mediating variable. Their findings indicated that effective management of service businesses relies on logistics service quality to enhance customer satisfaction and trust. This aligns with Jichang, Jing, and Feng (2023), who emphasized the importance of logistics service quality in promoting the quality of primary variables, thereby enabling businesses to meet customer demands by maintaining high logistics service quality. In the context of service businesses, Jichang, Jing, and Feng (2023) noted that good management alone does not significantly increase competitive advantage. Effective management must also incorporate logistics service quality. This implies that dynamic capabilities alone are insufficient to improve operational capabilities. Instead, logistics service quality must complement dynamic capabilities to enhance overall performance.

Empirical research on the variables of dynamic capabilities (DYNA), logistics service quality (SERV), and the performanceof sports equipment distribution businesses in Thailand shows that negative influences of dynamic capabilities on performanceare consistent with international studies. These studies have explained that in the sports industry, a key variable that cannot be ignored is the development of logistics service quality, which transforms good management processes into higher operational capabilities (Zhang, Long, and Zhao, 2022).

Therefore, it can be concluded that dynamic capabilities, under the components of knowledge acquisition, adaptability, and innovation capability, have a positive impact on the performanceof businesses. Additionally, they have an indirect positive impact through logistics service quality as a mediating variable. For sports equipment distribution businesses in Thailand, it is essential to manage or develop dynamic capabilities that align with logistics service quality. Focusing solely on dynamic capabilities may not be sufficient for these businesses. Dynamic capabilities must be accompanied by logistics service quality, including service information preparation, accurate order fulfillment, timely delivery, and damage-free transportation, to enhance performance(Zhang, Long, and Zhao, 2022; Jichang et al., 2023).

Recommendations

Research Implementation

From the research analysis, the researcher found that the most critical component of dynamic capability is adaptability. The correlation between the variance of observable variables had a significant relationship with the observable variables of logistics service quality, particularly in the timely delivery of products. Therefore, businesses engaged in the distribution of sporting goods must focus on organizational development that emphasizes adaptability, which reflects the enhancement of the speed of product delivery and the provision of services that meet customer demands. These businesses should modify their operational models to ensure measurable outcomes, thereby building trust in delivery timelines through effective planning that instills confidence in their customers.

Further Research

The further research should further study the management approach, logistics services quality and development of business competencies in other types of sports businesses, including in sports industries with similar contexts. This includes industries outside the sports industry that provide services alongside product sales, to examine and compare with other contexts to see the differences and provide guidelines for planning, policy determination, and guidelines for business management activities.

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