Factors Influencing Logistics Service Business for Improving The 20– Years Performance National Strategies Plan

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Abstract

The objectives of this research were: 1). To study the innovation level of the organization, management, logistics, and brand value of the organization and operating results of logistics service businesses in Thailand. 2). to study the causal relationships between organizational innovation, logistics management, and organizational brand values. 3). to verify the causal relationship between organizational innovation, logistics management, and organizational brand. The sample group is high–level executives and above in Thailand's logistics service companies that passed the standard, totaling 372 people/company. The research instrument was a questionnaire. Data were analyzed using structural equation modeling.

The results of the study found that overall, the sample group had an opinion on organizational innovation at a high level ($\bar{X}$ = 3.91), an opinion on logistics management at a high level ($\bar{X}$ = 4 .0 2), and an opinion on the brand value of the organization at a high level. ($\bar{X}$ = 3.98) The sample group has a high level of opinion on the performance of the organization ($\bar{X}$ = 3.92). Analysis of the relationship between the variables of management, logistics, and brand value of the organization, and organizational performance of 11 variables. It was found that all variables had a positive relationship in the same direction. The correlation coefficient was between 0.200 and 0.731 and the relationship was at a low to high level. Structural equation simulation models have index values. Statistical consistency χ^2/df =1.34, p =0.09, CFI =0.97, TLI =0.96, GFI =0.94, AGFI =0.98 which is greater than 0.900, RMSEA =0.05 which is less than 0.08, and RMR =0.01 which is smaller than 0.05, so it can be concluded that the model is consistent with the empirical data and is consistent with the research hypotheses that have been established. Logistics management has a direct influence on the performance of the logistics

service business. Logistics management in Thailand has an indirect influence on the performance of logistics service businesses in Thailand through the brand value of the organization.

Keywords: organizational innovation; organizational commitment; logistics management; corporate brand value; organizational performance

Introduction

"Logistics" is one of the words that is receiving wider attention compared to the past an obvious example. It is a plan to invest in a large amount of transportation infrastructure. In the next phase, the government sector will continue to push forward. There is the construction of mass transit systems in important provinces such as Chiang Mai, Phuket, Nakhon Ratchasima, and Khon Kaen, and investment in infrastructure on land, water, and air in the Eastern Economic Corridor (EEC) according to the driving strategy. Thai economy will be able to connect to China's Belt and Road Initiative (BRI) project in the future. However, if the word logistics is mentioned, the first thing that most people will think of is the transportation of goods. Logistics is not just the transportation process only, but it also has a meaning that covers the storage and storage of goods and all various operational activities related to transporting goods from origin to destination. Therefore, the definition of logistics includes both structural factors. Physical basis (Hard Infrastructure) and business structure and various regulatory standards (Soft Infrastructure) for Thailand still have logistics costs to GDP at a relatively high level, especially when compared to developed countries. In addition, comparative competitiveness has not improved much over the past 10 years, an important reason being the logistics system that still relies heavily on road transportation. In addition, logistics entrepreneurs lack technology and integration. As a result, overall expenses remain high. Improving and developing the logistics system needs to be done comprehensively. In the dimension of investment in transportation infrastructure, it is moving forward in a good direction. There are many major projects to reform the country's transportation, covering roads, rails, water, and air, with clear examples from the push for the Eastern Economic Corridor or EEC project, such as the development of Laem Chabang Port, Phase 3, development Map Ta Phut Industrial Port Phase 3 and Lu–Tapao Airport Development to support the quantity products and the number of tourists tend to increase. Continuously every year, in addition to piloting the development of transportation infrastructure, the EEC also focuses on promoting industries that will be an engine driving the economy for the future. One such target industry is the aviation and logistics industry, which has received a good response from the private sector, for

example expressing their desire to invest in the Smart Digital Hub project of the Alibaba Group. Which consists of logistics centers and warehouses that Alibaba wants to be a distribution center for the countries of Cambodia, Laos, Myanmar, and Vietnam (CLMV) and develop into a Hub for transporting and distributing products around the world in the next phase Moreover, what can be done in parallel with investing in infrastructure? is to support the private sector to control and supervise the operations of various logistics works to increase competition. This will result in consumers receiving better quality services. and at a lower price, Moreover, when the quality of logistics services in the country is higher. It will be beneficial to other business sectors that can reduce costs. To increase efficiency and increase trade expansion this has a positive effect in expanding economic activities. Overall, international experience reflects that driving forward successful logistics service providers is largely due to clear and continuous policy directions. Focus on creating added value and there is the application of technology to help manage. Thailand is moving in the right direction. This can be seen from the development model of Thailand 4.0, whose heart is an economy driven by innovation in the Thai private sector. Both those involved and those not directly related to the logistics business must continually adapt to increase productivity and manage risks to keep up with changes. The situation of intensifying competition due to globalization with more liberalization of trade has forced the business sector to upgrade its ability to conduct business in every possible way. That way reduces costs and adds new value. Offer customers management of the process of delivering products and services from producers to consumers throughout the supply chain or logistics management in both the public and private sectors. It can be seen that activities to improve the efficiency of the logistics system are one of the key factors. That makes improving business efficiency throughout the supply chain (Supply Chain Optimization) a reality and will lead to building the competitiveness of the entire industry. Thailand is moving towards change with Thailand Vision 4.0, which is the government's economic development policy vision that drives reforms in the country in various areas to adjust the system, adjust the direction, and develop the country to progress. It must be able to cope with opportunities and rapid changes. Recent developments have satisfactorily driven the strategy into practice. To drive the country's logistics system continuously.

The increasing demand for logistics systems as mentioned above, as well as the 20-year national strategy and the 13th National Social and Economic Development Plan, plans to develop Thailand's logistics system to ensure efficiency and quality of service. The goal is to invest in logistics in the areas of high-value economic development. The researchers are interested in

studying the factors that influence the performance of logistics service businesses in Thailand. To study the causal relationships of logistics management organizational innovation and creating a valuable corporate brand that influences the performance of logistics service businesses in Thailand. That will cause the development of a competitive business advantage. By generating income for the business and raising the country's gross product level including policy proposals and guidelines for managing the logistics system of Thailand. In addition, the results of the research can be used as basic information for policy making and put in place various measures logistics side. This will lead to the goal of developing a stable country, economy, and society secure and sustainable.

Objectives

1. To study the innovation level of the organization, management, logistics, and brand value of the organization and operating results of the logistics service business in Thailand.

2. To study the causal relationship of organizational innovation, logistics management, and corporate brand value that influence the performance of logistics service businesses in Thailand.

3. To verify the causal relationship between organizational innovation, logistics management, and corporate brand value that influence the performance of logistics service businesses in Thailand.

Review literature

Logistics strategy to drive the Thai economy Thailand is planned according to the 13 th National Economic and Social Development Plan (2023–2027). The framework for development according to the 13th National Development Plan is “transforming Thailand into a value–creating economy. Society moves forward sustainably.” In terms of investment development, the logistics of the country have been set to be among the elements of high development issues, namely component 1 is a high–value economy that is environmentally friendly. It has been classified as the fifth goal, which is that Thailand will be an important trade and investment gateway and strategic logistics point in the region. This is because Thailand is an important trade and investment gateway and strategic logistics point in the region. Thailand's geopolitical advantages and economic potential. The trend of driving the economy towards the new normal under the concept of regionalism, along with Thailand being the country with the most regional economic corridors

passing through. There are transportation routes and logistics that cover standards and quality infrastructure connecting key economic areas both within the country and on surrounding borders. It has an economic base linked to the global value chain. There is readiness in international trade and investment facilities. As a result, Thailand has the opportunity to develop into an important trade and investment gateway in the region. If there is an increase in transportation efficiency and seamless connection of logistics networks in ASEAN. (Office of the National Economic and Social Development Council, 2021)

Kreetha (2009) studied the logistics management of a group of jasmine orchard farmers. In Charoen Phon Subdistrict, Banphot Phisai District, Nakhon Sawan Province found that logistics management does not exchange information between trading partners, operations are not consistent, product production does not meet the pace of market demand, different plans are made by each other, which causes costs total is higher, so it is necessary to improve operating methods, that is, there must be open exchange of information, rapid replenishment of products. More accurate and efficient and change inventory from being an inventory cost into an asset that is a flexible cash flow.

Sirisuwankit (2 0 0 6) studied logistics system planning for fruit exports. The logistics activities of fruit exports were analyzed from harvesting, gathering, grading, quality checking, boxing, and containers and transportation to the destination is the final step. Study the flow of raw materials and related information in the logistics system for export. Then analyze and find ways to solve the problem and propose a process that is a guideline for improvement with forecasting techniques (Forecasting) to predict market demand and multimodal transportation (Multimodal Transportation) to create new transportation options.

Ueasermkitkul (2006) studied a case study to evaluate the concept of efficiency in the logistics management of the corrugated cardboard industry. It was found that the flow of information in the supply chain. There is still no continuity within the company in terms of production. Lack of quick coordination which causes an impact directly related to production planning, delivery, as well as management or control of work. This causes huge business losses. Therefore, the development of the company's supply chain requires management in four important processes: planning (Plan), procurement of raw materials (Source), production (Make), and delivery (Delivery) to ensure consistency in operations.

Conceptual Framework

The conceptual framework for this research: The researcher aims to study the causal relationship between corporate innovation, logistics management, and corporate brand value. That influences the performance of logistics service businesses in Thailand, the researcher has conducted a review of foreign and domestic research literature to develop a conceptual framework for the research, as shown in Figure 1.

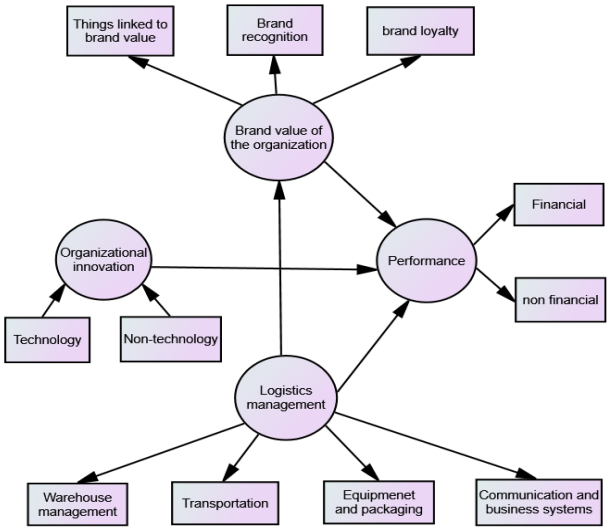

Figure 1 Research conceptual framework

Research Methodology

To achieve the research objectives, the researcher has methods to research 2 important issues: information and data collection and the analysis of data is as follows:

Information and data collection

Secondary Data From collecting information related to the subject will be researched from textbooks, articles, documents, and related research works which can be searched from various sources to create a questionnaire before conducting a field survey.

Primary Data Population and sample: The population used in the research is high–level executives and above of logistics service businesses in Thailand, selecting companies that have passed the quality standards for the management of logistics services businesses, totaling

approximately 372 locations divided by year, including the years 2017, 2018, 2019, 2020 and 2021 (Department of Business Development, 2022) by determining the sample size according to the criteria using the G*Power package, obtained a sample size of 372 sets, 1 set given to each company.

Data collection

The tool used in this research is a questionnaire (Questionnaire) which will survey employees in logistics service businesses in Thailand, a total of 372 locations. The researcher has created a questionnaire from a synthesis. Analyze questionnaires from other research and adjust questions to be consistent with the elements of the research. The details of the operation are as follows:

1) Study from textbooks, articles, theories, and related research.

2) Take the information obtained from the study and set it as a framework for creating a questionnaire appropriate to the characteristics of the variables to be studied.

3) Create the questionnaire used in the study. It is divided into 5 parts:

Part 1 : Questions about organizational innovation, consisting of technological innovation and non–technological innovation.

Part 2 : Questions about logistics management include warehouse management, transportation, equipment handling and packaging, logistics communications, and business systems.

Part 3: Questions about the organization's brand value include: Things linked to the organization's brand value (Brand Association), brand awareness, and brand loyalty.

Part 5 : Questions about the organization's operating results consist of financial performance and non–financial Performance.

Part 6 : Suggestions/additional opinions. Questions regarding the variables to be studied will be closed–ended questions.

Data analysis

The researcher determined the statistical analysis methods for analyzing the quantitative data obtained from the questionnaire using statistics to analyze social science data to be appropriate and consistent with the data and research objectives as follows:

Descriptive statistics Descriptive analysis is used by the researcher to explain or describe properties or the nature of data distribution and the variables studied according to the characteristic factors of each group. The details are as follows:

1) Statistics check the appropriateness of the data by finding the KMO (Kaiser Mayer Olkin Measure of Sampling Adequacy) with a value between 0 and 1 and considering the appropriateness value.

2) Test values for the relationship of observed variables (Bartlett's Test of Sphericity) Inferential statistics is the use of the data collected from the sample as a reference and to describe the entire population. The summary of the results uses the principle of probability to test the hypothesis (Silcharu, 2 0 1 7) which the researcher used to find the relationship between the variables studied as follows:

1) Analysis of Pearson's Product Moment Correlation Coefficient, which will reveal the direction and size of the relationship among the variables to be used as basic information to analyze the causal relationship model of factors influencing the performance of logistics service businesses in Thailand.

2) Statistical analysis of structural equation modeling (Structural Equation Modeling: SEM) is an analysis of direct influences and indirect influences, analyzing relationships with both latent variables and observed variables including testing of relationships and consistency of the research model based on hypotheses and empirical data.

Research results

Part 1 Organizational Innovation

Results of the study of organizational innovation consisting of two factors: technological innovation and non–technological innovations, details appear in Table 1.

Table 1 Number, percentage, mean, and standard deviation of organizational innovation

organizational innovation	$\bar{x}$	S.D.	Interpret	Rank
Technology	3.86	0.78	a lot	2
non–technological side	3.97	0.67	a lot	1
Total	3.91	0.63	a lot	

From Table 1 sample group has a high level of opinion on organizational innovation ($\bar{x}$ = 3.91, S. D. = 0.63) and when considering each aspect Found that the sample group had the

highest opinion on non–technological innovations ($\bar{X}$ = 3.97, S.D. = 0.67), followed by technological innovation. ($\bar{X}$ = 3.86, S.D. = 0.78)

Part 2 Logistics Management

Logistics management consists of four factors: warehouse management, transportation, equipment management logistics communication, and business systems, details appear in Table 2.

Table 2 Number, percentage, mean, and standard deviation of logistics management.

Logistics management	$\bar{X}$	S.D.	Interpret	number
Warehouse management	3.94	0.65	a lot	4
Transportation	4.07	0.63	a lot	1
Handling equipment, appliances, and packaging	4.06	0.71	a lot	2
Logistics communication, and business systems	4.00	0 . 70	a lot	3
Total	**4.02**	**0.57**	**a lot**	

From Table 2, the sample group has opinions on logistics management at a high level. ($\bar{X}$=4.02, S.D. = 0.57), and when considering each aspect, it was found that the sample group had the highest opinion on transportation ($\bar{X}$=4.07, S.D. = 0.63) followed by management of equipment and packaging ($\bar{X}$= 4.06, S.D. = 0.71) logistics communication and business systems ($\bar{X}$=4.00, S.D. = 0.70) and warehouse management ($\bar{X}$=3.94 , S.D. = 0.65) respectively.

Part 3 Organizational Brand Value

An organization's brand value consists of three factors: things linking the organization's brand value, brand recognition, and brand loyalty, details appear as shown in Table 4.

Table 3: Number, percentage, mean, and standard deviation of corporate brand value

corporate brand value	$\bar{X}$	S.D.	Interpret	Rank
Things that connect the organization's brand value	3.99	0.74	a lot	2
Brand recognition	3.95	0.71	a lot	3
Brand loyalty	4.00	0.72	a lot	1
Total	3 .98	0.63	a lot	

From Table 3, the sample group has an opinion on the brand value of the organization at a high level ($\bar{X}$ =3.98, S .D.=0.63) and when considering each aspect, it was found that the sample group had the highest opinion on the brand loyalty ($\bar{X}$ = 4.00, S.D. = 0.72), followed by things connecting the organization's brand value ($\bar{X}$= 3.99, S.D. = 0.74) and brand awareness ($\bar{X}$ = 3.95, S.D. = 0.71) respectively.

Part 4 Performance of the logistics service business in Thailand

Organizational performance together with factor 2 side namely Financial and non–financial matters can be displayed in the table. 4

Table 4 Percentage number average and standard deviation of the organization's operating results

Organizational performance	$\bar{X}$	S.D.	Interpret	number
Financial	3.93	0.68	a lot	1
Non–financial side	3.91	0.63	a lot	2
Total	3.92	0.62	a lot	

From Table 4 , the sample group has a high level of opinion on the organization's performance ($\bar{X}$=3.9 2, S.D.=0.62), and when considering each aspect, it was found that the sample group had the highest opinion on financial performance ($\bar{X}$= 3.93, S.D. = 0.68), followed by non–financial performance ($\bar{X}$ = 3.91, S.D. = 0.63) respectively.

Summary and discussion of research results

Study of the causal relationship of factors influencing the performance of logistics service businesses in Thailand. The objective is 1) to study the level of innovation of the organization, logistics management, brand value of the organization, and the performance of logistics service businesses in Thailand. 2) Study the causal relationship between organizational innovation, logistics management, and organizational brand value that influence the performance of logistics service businesses in Thailand, and 3) verify the causal relationship between organizational innovation, logistics management, and organizational brand value that influence the performance of logistics service businesses in Thailand.

372 executives of logistics service businesses in Thailand, which were companies that passed the quality standards for logistics management in Thailand. A questionnaire was used as a tool for the study. Data obtained from the questionnaire responses of the sample group were taken. Processed with ready-made computer programs for the statistics used to analyze the data including percentage, average, standard deviation, and structural equation modeling analysis (SEM). The results of the study can be summarized as follows.

From the research study, it was found that most of the respondents were female, 215 people, accounting for 57.8 percent, aged between 41 – 50 years, 325 people, accounting for 87.4 percent, graduated with a bachelor's degree, 343 people, accounting for 92.2 percent, worked most in the sales department. A total of 85 people, accounting for 22.8 percent, have worked for less than 5 years, the largest number of 170 people, accounting for 45.7 percent.

Causal factors that influence the performance of logistics service businesses in Thailand.

1. Organizational innovation (Firm Innovation) from the study found that overall organizational innovation is at a high level ($\bar{X}$ = 3.91, S.D. = 0.63), and when considering each aspect, it is found that the sample group had the highest opinion on non-technological organizational innovation ($\bar{X}$ = 3.97, S.D. = 0.67), followed by technological innovation ($\bar{X}$ = 3.86, S.D. = 0.78).

2. Logistics Management from the study found that logistics management was at a high level ($\bar{X}$ = 4.02, SD=0.57), and when considering each aspect it was found that the sample group had opinions about transportation the most ($\bar{X}$ = 4.07, SD=0.63), followed by management of equipment and packaging ($\bar{X}$ = 4.06, S.D. = 0.71), logistics communication and business systems ($\bar{X}$ = 4.00, S.D. = 0.70) and warehouse management ($\bar{X}$ = 3.94, S.D. = 0.65), respectively.

3. The brand value of the organization (Brand Equity) from the study found that overall brand loyalty of the organization is at a high level ($\bar{X}$ = 3.98, S.D. = 0.63), and when considering each aspect, it is found that the sample group has the highest opinion on brand loyalty ($\bar{X}$ = 4.00, S.D. = 0.72), followed by things linked to the organization's brand value ($\bar{X}$ = 3.99, S.D. = 0.74) and brand recognition ($\bar{X}$ = 3.95, S.D. = 0.71), respectively.

4. Organizational performance (Firm Performance) from the study found that the performance of the organization is at a high level ($\bar{X}$ = 3.92, S.D. = 0.62), and when considering

each aspect, it is found that the sample group has the highest opinion on financial performance ($\bar{X}$ = 3.93, S.D. = 0.68), followed by non-financial performance ($\bar{X}$ = 3.91, S.D. = 0.63), respectively.

Results of analysis of the relationship between variables

From the analysis of the relationship between innovation variables in logistics management, organizational brand value, and organizational performance, totaling 11 variables, it was found that all variables have a positive relationship in the same direction with coefficient value. The correlation ranged from 0.200 to 0.731 and the correlation was low to high. There was no pair of observed variables with a correlation coefficient higher than 0.80.

Confirmatory factor analysis results

1.1 Components Confirming Organizational Innovation

From the confirmatory factor analysis, it was found that the organizational innovation measurement model has construct validity or is consistent with empirical data. Considered the statistical values used to check the validity of the model, including χ^2=1.84, df =1, P =0.12, Chi-Square/df =1.84, TLI =0.95, GFI =0.96, AGFI =0.95, CFI =0.96, NFI =0.95, RMR =0.03 and RMSEA =0.04. The observed variable with the highest component value is an innovation of non-technology organizations (NI: factor loading=0.94), followed by the innovation of organizations in technology (TI: factor loading =0.83).

1.2 Confirming elements of logistics management

From the confirmatory factor analysis, it was found that the logistics management measurement model has construct validity or is consistent with empirical data. Considered the statistical values used to check the validity of the model, including χ^2 = 2.00, df = 2, P = 0.36, Chi-square/df = 2.00, TLI = 0.98, GFI = 0.95, AGFI = 0.95, CFI = 1.00, NFI = 0.98, RMR = 0.00 and RMSEA = 0.00. The observed variable with the highest component weight is transportation (TD: factor loading = 1.04), followed by communication, logistics, and business systems (LC: factor loading = 1.00), equipment/packaging management (EM: factor loading = 0.92) and warehouse management (WM: factor loading = 0.76), respectively.

1.3 Results of factor analysis confirming the organization's brand value.

From the confirmatory factor analysis, it was found that the brand value of the organization has structural validity or harmony with the empirical data based on the statistical values used to check the validity of the model, namely χ^2 = 2.89, df = 1, P = 0.08, Chi-Square/ df = 2.89, TLI = 0.98, GFI = 0.99, AGFI = 0.95, CFI = 0.97, NFI = 0.99, RMR = 0.03, RMSEA =

0.06. The observed variable with the highest component weight is brand awareness (BW: factor loading = 0.85), followed by those linked to the organization's brand value (BA: factor loading = 0.83) and brand loyalty (BL: factor loading = 0.72), respectively.

1.4 Results of the component analysis confirming the organization's performance.

From the confirmatory factor analysis, it was found that the organization's performance has structural validity or is consistent with empirical data by considering Statistical values used to check the validity of the model include χ^2 =1.86, df =1, P =0.38, Chi–Square/df =1.86, TLI =0.99, GFI = 0.98, AGFI =0.97, CFI =0.99, NFI =0.99, RMR =0.01 and RMSEA =0.03. The factor observation variable with the highest component weight is financial performance (FP: factor loading = 0.95), followed by financial performance (NP: factor loading). = 0.84) respectively.

1.5 Results of checking the consistency of the model with empirical data.

The results of the study found that the statistical values used to check were the values χ^2=108.24, df = 40, and P = 0.00, that is, the values and the RMR =0.04 value is less than 0.05, but the RMSEA index =0.12 which is greater than 0.08, the GFI index =0.79 and the AGFI =0.79 which are less than 0.90, while the χ^2/df =2.70 value is greater than 2. Therefore, it can be concluded that the model There is no harmony with the empirical data. Need to adjust the model.

Then adjust the model. By considering the Model Modification Indices (MI) with a value of 10 or more, this index is used to adjust the model to be more consistent with the empirical data.

After adjusting the domain, it was found that the statistical values used to check were: The statistical values used to check were values χ^2= 44.30, df = 33, and P = 0.09, that is the X2 values were significantly different from 0. χ^2/df = 1.34, which is less than 2–3 values, CFI = 0.97, TLI = 0.96, GFI = 0.94, AGFI = 0.98, which is more than 0.900, RMSEA = 0.05, and RMR = 0.01, which is less than 0.05, so it can be concluded that the model It is consistent with empirical data.

Discussion

Study of organizational innovation Logistics management corporate brand value and operating results of logistics service businesses in Thailand. The results can be discussed as follows.

Organizational innovation

From the study, it was found that organizational innovation has an influence on the performance of logistics service businesses in Thailand, and opinions on organizational innovation were at a high level. This is consistent with the research of Sarawasi (2021), who studied the factors that influence the operation of logistics service businesses in Thailand and found that organizational innovation has a direct influence on the performance of logistics service businesses in Thailand, and the sample group has opinions about organizational innovation consisting of two factors: technological innovation and non–technological innovations overall, the sample group had a high level of overall opinion about organizational innovation that affects organizational performance and consistent with the research of Boonrawd (2018) on the impact of product innovation and service innovation on the marketing performance of 3–4 star hotel businesses in Thailand, it was found that the level of opinions regarding organizational innovation In terms of products in the form of products which are non–technological innovations and service innovations in the form of using information technology systems. It was found that the higher the level of opinion regarding an organization's innovation, the more it affects marketing performance, including sales, profits, and the number of both old and new customers who come to use the service. Including in line with the research results of Tirathanachaiyakun (2021) on the factors, causes, and consequences of being an innovative organization. Small and medium enterprises in the service sector of Thailand, it was found that the level of opinion on innovative organizational factors was at a high level, causing it to have a direct influence on Positively affects the business performance of small and medium–sized enterprises and service sector businesses in Thailand at a level where the operating rate has increased profits.

Logistics management

From the study, it was found that logistics management has an influence on the performance of logistics service businesses in Thailand and opinions on logistics management are at a high level consistent with the research of Dansomboon and Winnarunat (2020). It was found that logistics management affects the operations of the organization. When the organization promotes and develops its potential by increasing support, has a development schedule, or increases its weight, the score of the logistics management variable increases. This results in increased organizational performance in the Thai automotive industry and is consistent with Mutua's research results. Mutie et al. (2020) who studied the effect of logistics management on

the performance of logistics companies in Kenya, found that logistics management influenced the performance of the companies. Logistics Company with statistical significance at the 0.001 level (R > = 0. 63, p < 0 . 001). It is also consistent with the research of Sarawasi (2021), who studied the factors that Influence the operations of logistics service businesses in Thailand. It was found that green logistics management has a direct influence on the performance of logistics services businesses in Thailand and the group. The sample had an overall opinion on green logistics management at a high level.

Corporate brand value

An organization influences the performance of the logistics service business in Thailand, and opinions on the brand value of the organization are at a high level. This is consistent with the study of Davis et al. (2009) who studied the level of brand value opinions of logistics service organizations that were measured. The level of opinions from both service providers, namely employees and customers. The results of the study found that the level of opinion on the service provider side has a higher average level of opinion than the customer side, which is accurate and reliable in measuring the brand's value in terms of having advantages, strengths, and differences from other companies, and reflects the willingness to customer payment and it is consistent with the research of Phitsanu Kuekudling et al. (2022) who studied the influence of factors in creating brand value. Product quality and social responsibility affect the organizational efficiency of establishments in the electrical appliance and electronics industry in Thailand. It was found that the level of opinions on factors creating brand value or brands (brand equity) was at a high level. It consists of a total of 5 variables: 1) brand name recognition, 2) perceived quality, 3) image and brand relationship, and 4) brand loyalty affect and have a positive influence on the organizational efficiency of establishments in the electrical appliance and electronics industry in Thailand and it is consistent with the research results of Kansomsap et al. (2021) who found that the level of opinions on factors creating brand or brand value was at a high level. It affects maintaining the number of customers and has a direct and positive influence on customer loyalty in small and medium–sized enterprises (SMEs) in Thailand. It is also consistent with the research of Sarawasi (2021), who studied the factors that influence operations. The work of the logistics service business in Thailand has found that the brand value of an organization influences the performance of the logistics service business in Thailand, and the sample group had a high level of opinion on the overall brand value of the organization.

Organizational performance

From the study, it was found that the sample group had opinions on the organization's performance at a high level ($\bar{X}$ = 3.92, S.D. = 0.62), and when considering each aspect, it was found that the sample group had the highest opinion on financial performance ($\bar{X}$ = 3.93, S.D. = 0.68), followed by non–financial performance ($\bar{X}$ = 3.91, S.D. = 0.63) respectively. This may be due to the following reasons.

1. Financial performance can be easily and objectively measured. Financial performance such as net profit, revenue, and cash flow can be easily used to compare with other organizations and assess an organization's success. While non–financial performance results such as customer satisfaction Environmental sustainability is often difficult to measure and there are no clear standards.

2. Financial performance is the main factor in determining the value of an organization. An organization's value is often determined primarily by its financial performance, such as net profit, revenue, and stock price. Non–financial performance can affect an organization's value in the long run but they often have less effect than short–term financial performance.

3 . Financial performance is an important factor in attracting investors and funding. Investors and funding sources often consider an organization's financial performance as a key factor in deciding to invest or lend money. Non–financial performance may affect investor decisions and funding sources but they often have less effect than financial performance.

However non–financial performance is also important to an organization. Non–financial performance may affect long–term financial performance such as customer satisfaction can lead to increased sales. Environmental sustainability may help reduce organizational costs and risks. Organizations should therefore focus on non–financial performance alongside financial performance. Especially the logistics business can be measured from the perspective of customers who come to use it serving both old and new customers and having a good relationship with customers the view work processes within organizations that focus on operations are measured by complaints. Providing services and being accepted in the logistics business measured from the environmental aspect by operating an environmentally friendly business. Development perspective Measured by research designed to develop a system that evaluates the organization's performance using the principles of BSC measures financial and non–financial aspects (Kaplan & Norton, 1992)

Conclusion

Organizational innovation influences the performance of logistics services businesses in Thailand. Therefore, organizations should give importance to innovation because innovation is an important factor in driving businesses to grow and compete. The government sector should have a policy to support the development of logistics management of logistics service businesses so that businesses can compete in the global market. Management supports the logistics policy of the business and provides logistics services that may have a positive impact on business performance, including supporting research and development in logistics management and supporting the exchange of knowledge and technology in Logistics management. Corporate brand value Influences the performance of service businesses. Logistics in Thailand therefore should give importance to the brand value of the organization because corporate brand value is the financial value generated by the organization's brand. Good corporate brand equity helps organizations build a competitive advantage.

New Knowledge from Research

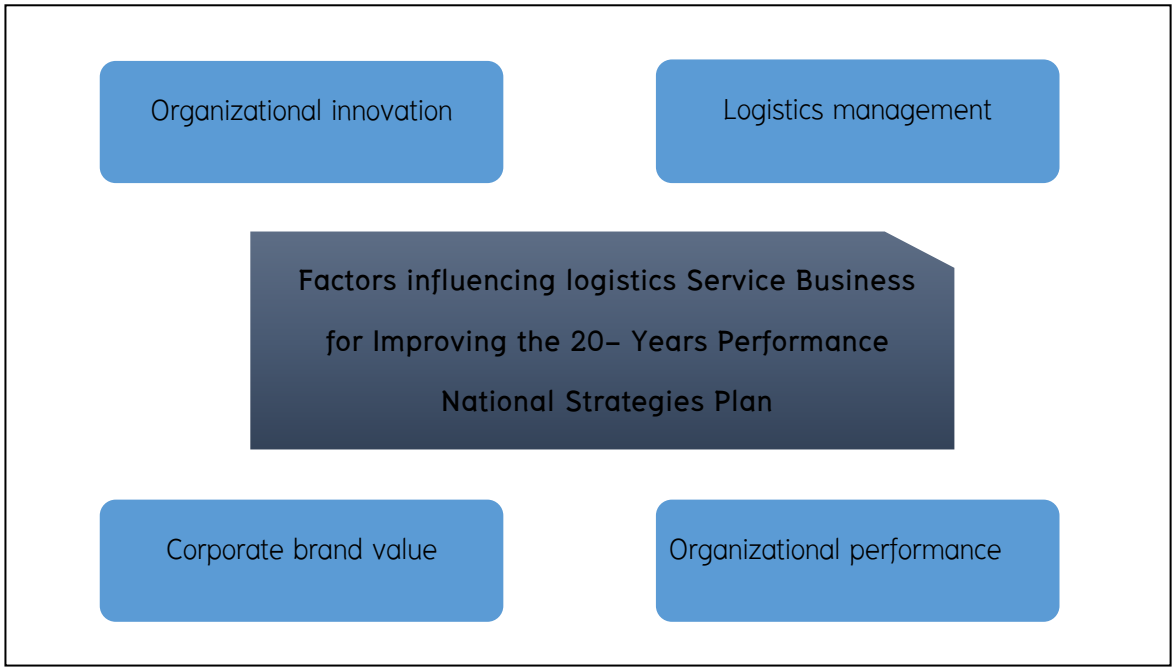

Figure 2 Factors Influencing Logistics Service Business for Improving the 20– Years Performance National Strategies Plan

Suggestions

Suggestions from research

1. The organizational innovation influences the performance of logistics services businesses in Thailand. Therefore, organizations should give importance to innovation because innovation is an important factor in driving businesses to grow and compete.

2. The government sector should have a policy to support the development of logistics management of logistics service businesses so that businesses can compete in the global market. Management support logistics policy of the business provides logistics services that may have a positive impact on business performance, including supporting research and development in logistics management, supporting the exchange of knowledge and technology in Logistics management, and supporting access to capital for investment in logistics management.

3. Corporate brand value Influences the performance of service businesses. Logistics in Thailand therefore should give importance to the brand value of the organization because corporate brand value is the financial value generated by the organization's brand. Good corporate brand equity helps organizations build a competitive advantage, increase sales, and increase profits.

Suggestions for next research

1. Conduct additional in-depth qualitative studies, such as focus groups, interviews, or in-depth interviews to gain more depth.

2. Should study other variables that influence the performance of logistics service businesses including the size of the industry or the geographic location of the business providing logistics services and digital technology in organizational innovation, logistics management, and corporate brand value in the logistics service industry.

3. Applying this model to study with other production sectors, both agricultural and industrial sectors or service sectors to expand the scope of knowledge in this matter even more widely.

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