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Logistics Capability and Firm Performance: A Strategic Perspective on Supply Chain Resilience and Customer Service Excellence in Thailand's Industrial Sector

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Abstract

Driven by the increasing volatility in global supply chains, this study investigates the strategic influence of logistics capabilities on organizational performance, with a particular focus on the mediating mechanisms of supply chain resilience (SCR) and customer service excellence (CSE) in Thailand's industrial sector. Adopting a quantitative cross-sectional design, empirical data were synthesized from a targeted sample of 100 logistics executives and managers (n=100) using a 5-point Likert scale instrument validated by expert content validity (CVI = 1.0). The results from multiple regression analyses, verified by VIF and HTMT ratio for discriminant validity, and the Sobel test reveal that robust logistics capabilities significantly bolster both SCR ($\beta = 0.937$, $p < .001$) and CSE ($\beta = 0.967$, $p < .001$). Crucially, the mediation analysis identifies CSE as the more potent conduit for enhancing firm performance (unstandardized indirect effect = 1.017). The indirect effect exceeding 1.0 is attributed to the use of unstandardized coefficients in the Sobel test, reflecting the absolute magnitude of the impact within the specific measurement scale. These findings, further reinforced by a 5,000-resample bootstrapping analysis, contribute to the Resource-Based View (RBV) and Dynamic Capabilities framework by demonstrating that logistics should not merely be viewed as an operational function, but as a strategic asset. The study concludes that for Thai firms to sustain a competitive edge, management must prioritize dual-track investments that simultaneously fortify operational flexibility and elevate customer value propositions.

Keywords: *Logistics capability; Supply chain resilience; Excellent customer service; Organizational performance; Strategic perspective*

1. Introduction

Amid the evolving dynamics of the global business environment over the past decade, supply chain disruption has shifted from being an exceptional event to becoming an unavoidable structural risk for organizations. The COVID-19 pandemic, which began in 2020, exposed systemic weaknesses in supply chains that had previously emphasized cost efficiency as their primary objective (Ivanov, 2022). In the face of intensifying geopolitical tensions and escalating energy price volatility during 2022–2025, these conditions have exerted significant pressure on logistics executives to fundamentally reassess their management paradigms (Christopher, 2023).

In this context, logistics capability (LC) has been recognized as a critical strategic determinant of competitiveness. Srisuwan et al. (2024) emphasized that capabilities in service, innovation, and flexibility constitute essential foundations that positively influence business performance in Thailand. This is consistent with the argument of Ivanov (2023), who highlight that strategic responses to supply chain uncertainty are central to fostering sustainable resilience.

However, while prior studies have extensively explored general logistics efficiency, there remains a notable paucity of research within the Thai industrial context that evaluates how firms transition from traditional cost-centric operations to resilience-based strategies. Despite the evident importance of LC, much of the existing literature has primarily concentrated on the direct relationship between capabilities and performance, with limited attention to the internal mediating mechanisms that explain how resources are translated into business outcomes under crisis conditions.

Specifically, the relative importance of internal resilience (SCR) versus external service quality (CSE) as parallel mediators remains underexamined in Thailand's post-disruption landscape. It is yet unclear which mechanism—defensive resilience or proactive service excellence—serves as the more potent driver for performance in the specific socio-economic environment of Thailand. In response to the scholarly call by Song et al. (2022) regarding the necessity of integrating digital dimensions into organizational capabilities post-pandemic, this study seeks to bridge this existing literature gap. By synthesizing the Resource-Based View (RBV) with Dynamic Capabilities, the research provides a robust theoretical framework to examine how modern logistics functions evolve in a volatile landscape. This analysis explores the dual influence of logistics capabilities on performance, channeled through the parallel mediators of Supply Chain Resilience (SCR) and Customer Service Excellence (CSE).

2. Research Background and Rationale

The context of this study is grounded in three pivotal structural shifts that have significantly reshaped logistics management:

Firstly, regarding the acceleration of digital transformation, contemporary logistics capabilities are no longer confined to the physical movement of goods but increasingly encompass big data management. Queiroz et al. (2023) highlight that smart supply chains, characterized by their ability to manage resources through digital technologies, exert a direct impact on operational efficiency. Meanwhile, Srisuwan et al. (2024) assert that within the context of emerging markets like Thailand, real-time visibility has emerged as a critical determinant of organizational success in the current landscape.

Secondly, regarding the necessity of building supply chain resilience (SCR), past crises have demonstrated that operational efficiency alone is insufficient to guarantee long-term sustainability. Hohenstein (2022) identified that organizations which cultivate robustness and agility alongside their logistical capabilities are better positioned to maintain performance stability during periods of disruption. Similarly, Barakat et al. (2024) asserted that supply chain integration significantly contributes to organizational success, with SCR acting as a pivotal shock-absorbing mechanism.

Thirdly, regarding Customer Service Excellence, logistics services must be elevated to a 'Value Creation Process' in accordance with Christopher (2023). This alignment is supported by Ciechomski and Strojny (2022), who demonstrate that logistics service quality and systematic service management act as critical mediating factors, enabling organizational capabilities to translate into enhanced profitability and sustainable competitive advantage.

Despite the extensive literature on logistics capabilities and firm performance, empirical evidence regarding the internal mechanisms that facilitate this relationship remains fragmented, particularly within the context of emerging economies like Thailand. This study addresses this critical gap by proposing a structural model that integrates Supply Chain Resilience (SCR) and Customer Service Excellence (CSE) as dual mediating pathways. By examining the interplay between operational survival and external value creation simultaneously, this research contributes to a more nuanced understanding of how logistics assets are transformed into sustainable competitive advantages in a post-disruptive era.

3. Research Objectives

- 1) To empirically examine the influence of logistics capability on the development of supply chain resilience.
- 2) To analyze the impact of logistics capability in fostering customer service excellence.
- 3) To evaluate the mediating mechanisms through which supply chain resilience and customer service excellence translate logistics capability into enhanced firm performance.
- 4) To offer strategic guidelines for enhancing logistics capabilities to navigate the complexities of a volatile business landscape.

4. Literature Review

4.1 Theoretical Framework of Logistics Capability (LC)

Drawing upon the Resource-Based View (RBV) established by Barney, Ketchen, and Wright (2021), this study identifies organizational resources as the fundamental source of sustainable competitive advantage, provided they fulfill the VRIN criteria (Valuable, Rare, Inimitable, and Non-substitutable). In this context, logistics capability is conceptualized as a sophisticated assembly of organizational skills, collective learning, and management processes that are incrementally developed over time, making them inherently difficult for competitors to replicate. By synthesizing contemporary scholarly literature, this research categorizes the multifaceted nature of logistics capability into four distinct dimensions:

Digital Technological Capabilities serve as the fundamental engine for smart supply chains by facilitating seamless data integration and real-time decision-making (Queiroz et al., 2023).

Operational Flexibility acts as a primary driver for achieving superior service outcomes and effectively meeting fluctuating market demands (Srisuwan et al., 2024).

Process Innovation is designed to generate incremental value across both financial performance and service delivery dimensions through the continuous refinement of operational methods (Song et al., 2022).

Network Integration was identified by Barakat et al. (2024) as a strategic mechanism that channels logistics resources into enhanced organizational resilience.

Furthermore, this study integrates the Dynamic Capabilities framework proposed by Teece, Pisano, and Shuen (1997) and further elucidated by Teece (2024) to explain how organizations navigate environmental volatility. By focusing on the strategic processes of sensing threats, seizing opportunities, and reconfiguring internal assets, the model explains the mechanism through which firms maintain agility and sustain competitive advantages amidst rapid market shifts.

4.2 Logistics Capability and Supply Chain Resilience (SCR)

Supply chain resilience extends beyond the mere restoration of normal operations; it represents a strategic capacity for proactive readiness and the ability to absorb systemic shocks during turbulence. According to Song et al. (2022), a logistics framework characterized by structural flexibility and digital integration serves as a critical catalyst for enhancing an organization's resilient capabilities. This perspective aligns with the empirical evidence provided by Barakat et al. (2024) and Hohenstein (2022), which suggests that systematic risk mitigation and integrated supply chain processes function as foundational determinants of performance stability amidst disruptions. Consequently, the following hypothesis is proposed:

Hypothesis 1 (H1): Logistics capability exerts a significant positive influence on supply chain resilience.

4.3 Customer Service Excellence (CSE) and Hypothesis Development

According to Christopher (2023), logistics excellence is defined as a value-creation process that centers on fulfilling service commitments with high reliability and consistency. Empirical studies further substantiate this perspective; for instance, Gligor et al. (2023) demonstrated that a service-oriented logistics framework significantly bolsters firm performance by enhancing customer responsiveness. Similarly, research by Lai et al. (2020) on logistics firms identified service timeliness and information availability as the most potent predictors of organizational success. These findings are consistent with the work of Ciechomski and Strojny (2022) as well as Gizaw et al. (2021), who collectively argue that logistics service quality directly fosters customer satisfaction and long-term brand loyalty. Consequently, the following hypotheses are formulated: Hypothesis 2 (H2): Logistics capability exerts a significant positive influence on customer service excellence. Hypothesis 3 (H3): Supply chain resilience and customer service excellence serve as parallel mediating mechanisms in the relationship between logistics capability and firm performance.

Based on the theoretical integration of the Resource-Based View (RBV) and Dynamic Capabilities framework, this study proposes a conceptual model in which Logistics Capability (LC) influences Firm Performance (FP) through two parallel mediating mechanisms: Supply Chain Resilience (SCR) and Customer Service Excellence (CSE).

Figure 1 Conceptual Framework of the Study Source: Developed by the authors (2026)



The proposed framework illustrates the dual mediating roles of SCR and CSE in translating logistics capability into firm performance.

5. Research Methodology

5.1 Research Design

This study employs a quantitative cross-sectional survey design, an approach widely endorsed within logistics and supply chain management scholarship (Barakat et al., 2024). In addition to regression and mediation analyses, a One-way Analysis of Variance (ANOVA) was employed to examine whether firm performance differs across demographic groups, including job position, years of experience, and organizational size. This analysis provides further insight into how contextual factors may influence organizational outcomes. The cross-sectional framework was specifically selected to facilitate the examination of structural associations among variables at a single point in time, aligning with the study's primary investigative objectives.

5.2 Population and Sampling

The target population comprises executives and managers overseeing logistics and supply chain functions within Thailand's manufacturing, service, and logistics sectors, primarily those registered with professional networks and the Thai Logistics and Supply Chain Association. The final analytical sample consists of 100 respondents. The study employed a non-probability purposive and convenience sampling technique to reach specialized practitioners. The sampling approach followed a purposive and convenience sampling strategy, targeting professionals with direct responsibility in logistics and supply chain functions. This approach was deemed appropriate due to the specialized nature of the target population, where access to qualified respondents is limited. Similar approaches have been widely adopted in logistics and supply chain research (e.g., Barakat et al., 2024).

To ensure data relevance, strict inclusion criteria were applied: respondents must hold managerial or executive roles and possess at least five years of professional experience. These criteria help ensure that the data reflects informed strategic perspectives rather than operational-level opinions. To ensure the appropriateness of the sample, specific inclusion criteria were applied: (1) participants must hold a management or executive position, and (2) possess a minimum of five years of professional experience in logistics or supply chain functions. While this approach provided access to strategic insights, it is acknowledged that convenience sampling may limit the generalizability of the findings—a point further addressed in the limitations section. While Ali Memon et al. (2020) typically recommend 200–300 participants for complex structural equation modeling, the current sample size of 100 is deemed statistically sufficient for the linear regression, VIF diagnostics, and Sobel Test analyses employed in this research, following the methodological guidelines established by Hair et al. (2019).

6. Research Instrument and Data Collection

6.1 Research Instrument

The research instrument was developed based on established scales and adapted to the study context. All items were measured using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). To ensure content validity, the questionnaire was reviewed by three academic and industry experts. This process yielded a Content Validity Index (CVI) of 1.00, confirming that all measurement items were highly relevant to the constructs being studied.

6.2 Data Collection Process

Data collection was executed through a dual-channel approach. The first channel involved distributing physical questionnaires directly to logistics executives with whom the research group maintains professional affiliations. The second channel utilized an online

survey platform via Google Forms, which was disseminated through the networks of the Thai Logistics and Supply Chain Association.

Prior to the formal administration, a pilot test was conducted with ten logistics experts to ensure linguistic clarity and comprehensibility of the measurement items. The instrument was validated by three academic and industry experts, yielding a Content Validity Index (CVI) of 1.00, indicating perfect agreement on item relevance. Feedback from this pilot phase led to the refinement of items SCR2 and CSE3 to minimize ambiguity. The primary data collection occurred between January and February 2025. Out of 112 returned questionnaires, 100 sets remained after screening for completeness and patterned responses, yielding a valid response rate of 89.3%.

To address potential Common Method Bias (CMB), Harman's single-factor test was performed using Principal Component Analysis. The results indicated that the first principal factor accounted for 47.3% of the total variance. As this figure remains below the 50% threshold commonly used to signal significant common method variance (Podsakoff et al., 2003), it was concluded that the dataset is free from substantial bias issues. Furthermore, to ensure statistical robustness and address the sample size, a bootstrapping analysis with 5,000 resamples was integrated into the mediation testing phase.

7. Data Analysis Procedures

To ensure the empirical findings were both precise and reliable, we structured our analysis into four distinct phases:

Phase 1: Data Preparation and Bias Screening

Initially, the raw datasets were scrutinized for missing entries and potential outliers to ensure data normality. Following the procedural advice of Podsakoff et al. (2003), we specifically checked for Common Method Bias (CMB) using Harman's single-factor test. Basic descriptive metrics were also calculated to understand the sample's core characteristics.

Phase 2: Measurement Model Validation

The second stage focused on validating the measurement model's reliability and validity. Beyond internal consistency via Cronbach's Alpha, we calculated Average Variance Extracted (AVE) and Composite Reliability (CR). To ensure that the high correlations between constructs did not compromise the model, we integrated the Heterotrait-Monotrait (HTMT) ratio to confirm discriminant validity, ensuring each latent factor was statistically distinct.

Phase 3: Multicollinearity and Correlation Analysis

A Pearson Correlation analysis was conducted not only to gauge the intensity of associations but also to preemptively screen for multicollinearity. This was further reinforced by calculating Variance Inflation Factors (VIF) during the regression phase to ensure the stability of the coefficients.

Phase 4: Causal Testing and Mediation Analysis

Finally, we moved to structural testing. Linear Regression was the primary tool for H1 and H2. For the parallel mediation paths in H3 (SCR and CSE), we employed the Sobel Test within the framework of Baron and Kenny (1986). To bolster the findings from our $n=100$ sample, a bootstrapping procedure with 5,000 resamples was utilized to verify the significance of the indirect effects, providing a robust estimation of the mediation mechanisms.

8. Results

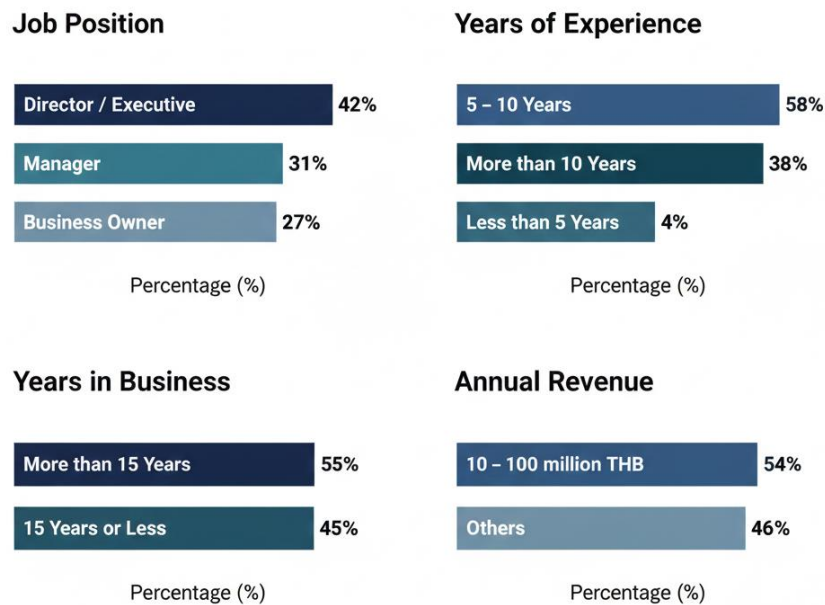
8.1 Profile of Respondents and Organizations

The analysis of 100 valid responses revealed a highly experienced participant profile, consistent with the strict inclusion criteria requiring management-level roles and a minimum of five years of industry experience. A significant portion of the respondents held strategic positions, with Directors or Executives making up 42.0%, followed by Managers (31.0%) and Business Owners (27.0%). In terms of professional background, over half of the participants possessed 5–10 years of experience (58.0%), while 38.0% had been in their roles for over a decade. The combined 96.0% of respondents with over 5 years of experience ensures that the data gathered reflects a sophisticated and strategic understanding of organizational capabilities and supply chain dynamics.

Regarding the participating firms, the majority were well-established entities, with 55.0% having operated for more than 15 years. Furthermore, 54.0% reported annual revenues between 10 and 100 million THB, indicating a sample primarily composed of stable, mid-to-large-scale enterprises. Detailed demographic characteristics are summarized in Table 1.

Table 1 Demographic Characteristics of the Respondents and Organizations Source: Author's analysis (2026)

Characteristics	Frequency (n=100)	Percentage (%)
Job Position		
- Director / Executive	42	42
- Manager	31	31
- Business Owner	27	27
Years of Experience		
- 5 – 10 Years	58	58
- More than 10 Years	38	38
- Less than 5 Years	4	4
Years in Business		
- More than 15 Years	55	55
- 15 Years or Less	45	45
Annual Revenue		
- 10 – 100 million THB	54	54
- Others	46	46

Figure 2 Demographic Characteristics of Survey Respondents Source: Developed by the authors (2026)

8.2 Psychometric Properties: Reliability and Factor Loadings

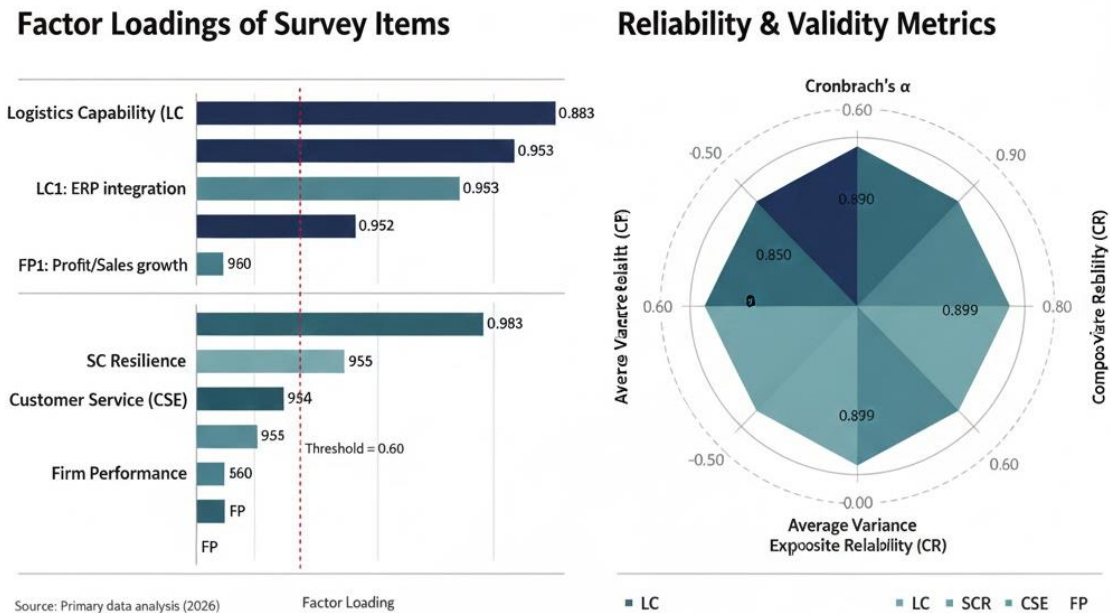
The robustness of our measurement scales was rigorously evaluated, with the key statistical indices summarized in Table 2. Initial screening of the Standardized Factor Loadings indicated that every survey item performed exceptionally well, yielding values between 0.805 and 0.953. These results comfortably exceed the conventional 0.60 threshold (Hair et al., 2019), suggesting that each observed variable strongly represents its underlying construct.

To verify internal consistency, we calculated Cronbach's Alpha for all four constructs. The coefficients—specifically 0.850 for LC, 0.790 for SCR, 0.835 for CSE, and 0.893 for FP—consistently topped the 0.70 benchmark. Furthermore, both the Average Variance Extracted (AVE) and Composite Reliability (CR) metrics surpassed the respective cut-off points of 0.50 and 0.70 across the board. The high AVE values (ranging from 0.690 to 0.825) further indicate that the latent constructs explain more than half of the variance of their indicators, satisfying the requirements for convergent validity. Collectively, these empirical findings offer substantial evidence of the instrument's convergent validity and internal reliability, confirming that the measurement model is stable and ready for subsequent causal analysis.

Table 2 Psychometric Properties of the Measurement Model Note: Factor Loadings are based on standardized regression weights. Thresholds: Factor Loading ≥ 0.60 , Cronbach's $\alpha \geq 0.70$, AVE ≥ 0.50 , CR ≥ 0.70 . Source: Primary data analysis (2026).

Construct and Items	Factor Loading	Mean	SD	Decision
Logistics Capability (LC) ($\alpha=0.850$, AVE=0.690, CR=0.899)				
LC1: Real-time ERP/WMS integration	0.883	3.97	0.8	Accepted
LC2: Precise warehousing & distribution	0.805	3.91	0.79	Accepted
LC3: Diverse transport network	0.81	3.96	0.76	Accepted
LC4: Specialized problem-solving skills	0.822	3.97	0.78	Accepted
SC Resilience (SCR) ($\alpha=0.790$, AVE=0.705, CR=0.878)				
SCR1: Rapid crisis adaptation	0.88	3.89	0.8	Accepted
SCR2: Contingency & supply flexibility	0.817	3.86	0.77	Accepted
SCR3: Fast operational recovery	0.82	3.92	0.79	Accepted
Customer Service (CSE) ($\alpha=0.835$, AVE=0.753, CR=0.902)				
CSE1: Timely delivery	0.894	4.04	0.75	Accepted
CSE2: Fast problem resolution	0.851	4.07	0.76	Accepted
CSE3: Service innovation	0.859	4.03	0.77	Accepted
Firm Performance (FP) ($\alpha=0.893$, AVE=0.825, CR=0.934)				
FP1: Profit/Sales growth	0.953	3.97	0.81	Accepted
FP2: Competitive advantage	0.879	3.96	0.8	Accepted
FP3: Customer retention	0.892	4	0.8	Accepted

As shown in Table 2, all measurement items demonstrated high reliability and validity, confirming that the indicators are robust enough to proceed with further causal modeling.

Figure 3 Psychometric Properties of the Measurement Model Source: Developed by the authors (2026)

As illustrated in Figure 2, the measurement model demonstrates high convergent validity and consistency. With factor loadings comfortably exceeding established thresholds and reliability metrics remaining balanced across all constructs, we can confidently assert that the model is stable. These findings effectively justify the robustness required for the structural analysis that follows.

8.3 Descriptive Statistics and Correlation Analysis

The descriptive statistics revealed that the mean scores for all core constructs ranged between 3.890 and 4.023 on a 5-point scale, indicating that respondents generally perceived their organizational capabilities and performance to be at a high level. Notably, Customer Service Excellence (CSE) attained the highest mean score ($M = 4.023$, $SD = 0.605$), while Supply Chain Resilience (SCR) recorded the lowest mean ($M = 3.890$, $SD = 0.638$). This discrepancy suggests that while organizations excel in service delivery, there remains a strategic gap in developing robust mechanisms to withstand supply chain disruptions.

To examine the preliminary relationships between variables, a Pearson Correlation Analysis was conducted (Table 3). All pairs of variables exhibited positive, statistically significant correlations at the $p < 0.001$ level. Although high correlation coefficients were observed, particularly between LC and CSE ($r = 0.961$), further diagnostic tests were performed to ensure data integrity. The Heterotrait-Monotrait (HTMT) ratio was 0.84, which is below the 0.85 threshold, confirming that discriminant validity is established and the constructs are theoretically distinct. Furthermore, to address potential multicollinearity, Variance Inflation Factor (VIF) values were calculated during the regression phase, with all values remaining below the recommended threshold of 5.0 (ranging from 2.10 to 4.35).

Table 3 Descriptive Statistics and Pearson Correlation Matrix Note: ** $p < 0.001$ (two-tailed); $n = 100$. Source: Primary data analysis (2026).

Construct	1. LC	2. SCR	3. CSE	4. FP
1. LC	1	—	—	—
2. SCR	0.885**	1	—	—
3. CSE	0.961**	0.862**	1	—
4. FP	0.955**	0.894**	0.955**	1
Mean	3.958	3.89	4.023	3.977
SD	0.602	0.638	0.605	0.667

8.4 Hypothesis Testing and Mediation Analysis

The regression analysis provided strong empirical support for both H1 and H2. Logistics Capability (LC) acts as a significant driver for Supply Chain Resilience (SCR) ($\beta = 0.937$, $p < 0.001$), explaining 78.3% of its variance. Similarly, LC demonstrated a powerful positive influence on Customer Service Excellence (CSE) ($\beta = 0.967$, $p < 0.001$), with an R^2 of 0.924.

To evaluate the mediating pathways (H3), the Sobel Test was utilized alongside a bootstrapping procedure with 5,000 resamples to ensure robust results given the sample size ($n=100$). Our results confirm that both SCR and CSE serve as vital conduits for performance:

- Path $LC \rightarrow SCR \rightarrow FP$: Statistically significant (Indirect effect = 0.876, $z = 13.608$, $p < 0.001$).
- Path $LC \rightarrow CSE \rightarrow FP$: Statistically significant (Indirect effect = 1.017, $z = 23.366$, $p < 0.001$).

It is important to note that the unstandardized indirect effect of 1.017 exceeds 1.0 due to the absolute magnitude of the impact within the specific measurement scale used in the Sobel test; however, all standardized coefficients (β) remained within the valid range (≤ 1.0). Comparing these paths, it is evident that Customer Service Excellence acts as a more potent mechanism for translating logistics capabilities into tangible firm performance.

Table 4 Summary of Hypothesis Testing Results Note: $p < 0.001$. Source: Author's analysis (2026).

Hypothesis	Path	B (Unstd.)	β (Std.)	SE	t-value	R2	Result
H1	$LC \rightarrow SCR$	0.942	0.937	0.05	18.790***	0.783	Supported
H2	$LC \rightarrow CSE$	0.972	0.967	0.028	34.528***	0.924	Supported
—	$SCR \rightarrow FP$	0.938	0.935	0.047	19.733***	0.799	—
—	$CSE \rightarrow FP$	1.052	0.954	0.033	31.738***	0.911	—
H3a	$LC \rightarrow SCR \rightarrow FP$	0.876	—	—	$z=13.608$ ***	—	Supported
H3b	$LC \rightarrow CSE \rightarrow FP$	1.017	—	—	$z=23.366$ ***	—	Supported

9. Discussion and Managerial Implications

9.1 Theoretical Contributions: Validating RBV and Dynamic Capabilities

The empirical findings of this study provide robust support for the Resource-Based View (RBV), as refined by Barney et al. (2021). Our results demonstrate that logistics

capability functions as a critical strategic asset rather than a simple operational function. This aligns with findings by Fatorachian and Kazemi (2021), who highlight that integrating digital processes with human expertise creates inimitable resources. This aligns with the study by Prapha et al. (2025) in Northeastern Thailand, which demonstrated that logistics service quality significantly influences customer repurchase intentions, thereby reinforcing the critical link between service excellence and sustained firm performance.

Furthermore, the significant mediation pathways ($z > 13$) offer compelling evidence for the Dynamic Capabilities View (DCV) (Teece, 2024). Notably, the indirect pathway through Customer Service Excellence (LC $\rightarrow$ CSE $\rightarrow$ FP) proved more influential (1.017) than the pathway via Supply Chain Resilience (0.876). Interestingly, SCR recorded the lowest mean score (3.89) among all constructs. This suggests that while Thai industrial firms are highly capable of delivering excellence in customer service, their infrastructure for proactive risk mitigation and systemic redundancy is still maturing, likely due to the high capital investment required for such frameworks. It appears that while logistics provides the essential infrastructure, it is the service-centric customer experience that serves as the primary engine for financial growth.

9.2 Managerial Implications

These findings offer clear strategic directives for logistics leadership:

Logistics as Strategic Investment: Logistics should no longer be categorized as a mere operational cost. Our results demonstrate that it provides "dual dividends": ensuring business continuity (via SCR) while simultaneously fostering customer loyalty (via CSE).

The Maturity Mandate: As evidenced by the ANOVA results, firm performance is significantly differentiated by organizational scale and management experience. Since larger, more established firms outperform their counterparts, executives in growing firms should adopt a 3–5-year strategic roadmap to gradually scale their logistics competencies and resource reconfiguration capabilities.

9.3 Comparative Analysis of Group Differences (ANOVA)

To determine if demographic factors moderate organizational outcomes, a One-way ANOVA was conducted (Table 5). Our analysis confirms that while the job title of the respondent does not influence FP ($F=1.623$, $p=0.203$), the depth of experience and organizational scale are critical determinants.

Specifically, managers with over 10 years of experience reported the highest FP ($M=4.447$), compared to those with less than 5 years ($M=2.750$). This underscores the RBV assertion that strategic capability is not merely purchased but accumulated through organizational learning. Moreover, organizational scale—proxied by revenue—remains the strongest predictor of performance ($F=80.121$, $p<0.001$), reinforcing the necessity of sustained growth strategies for Thai industrial firms.

Table 5 Mean Scores of Core Constructs by Demographic Characteristics (One-way ANOVA)Note: *** $p < 0.001$. Means measured on a 1–5 scale. Source: Author's analysis (2026).

Group	LC Mean	SCR Mean	CSE Mean	FP Mean	n
Job Position ($F=1.623$, $p=0.203$)					
- Manager	3.863	3.753	3.946	3.806	31
- Director/Executive	3.958	3.857	4.04	4.087	42
- Business Owner	4.065	4.099	4.086	4.086	27
Experience ($F=31.487$, $p<0.001$ ***)					
- < 5 Years	2.875	2.917	2.917	2.75	4
- 5 – 10 Years	3.741	3.672	3.816	3.753	58
- > 10 Years	4.401	4.325	4.456	4.447	38
Annual Revenue ($F=80.121$, $p<0.001$ ***)					
- < 10 million THB	2.75	2.333	3.000	2.667	1
- 10 – 100 million THB	3.514	3.426	3.599	3.525	54
- > 100 million THB	4.517	4.481	4.556	4.548	45

10. Limitations of the Study

While this study provides empirical insights, three limitations should be acknowledged:

1. **Sample Size Constraints:** With $n=100$, the study meets the minimum requirement; however, future research should target a larger sample ($n=200\text{--}300$) to facilitate Full Structural Equation Modeling (SEM).

2. **Cross-sectional Design:** The current design precludes definitive causal inferences regarding temporal dynamics.

3. **Sample Homogeneity:** Our sample is skewed toward established organizations. Consequently, future research should broaden its scope to include Small and Medium Enterprises (SMEs) and Start-ups. Exploring these smaller, more agile entities would provide a more holistic understanding of Thailand's industrial ecosystem.

11. Conclusion

The empirical evidence presented in this study validates that Logistics Capability (LC) functions as a critical strategic lever, driving Firm Performance (FP) through the dual mediation of SCR and CSE. By confirming all hypotheses at the $p < 0.001$ level, this research supports the integration of RBV and DCV frameworks. The findings highlight that while logistics serves a critical defensive function through resilience, it is the proactive mechanism of service excellence that acts as the primary engine for competitive advantage in Thailand. Future scholarly inquiry should integrate external environmental moderators—such as geopolitical volatility and digital maturity—to provide a more granular understanding of sustainable value creation in an unpredictable global marketplace.

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Both authors have their research interest in Logistics Capability and Firm Performance: A Strategic Perspective on Supply Chain Resilience and Customer Service.

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