

LEADERSHIP AND CUSTOMER LOYALTY AFFECTING SUPPLY CHAIN PERFORMANCE OF THAILAND LOGISTICS SERVICE PROVIDERS

Preecha Wararatchai* , Thun Chaitorn**

**, ** College of Logistics and Supply chain, Suansunandha Rajabhat University*

*E-Mail: *Preecha.wa@ssru.ac.th, **thun.ch@ssru.ac.th*

ABSTRACT

Abstract— Logistics service providers (LSPs) in Thailand now have encountered a high competition. As a result, measuring the performance in supply chain to compare with the competitors and to improve the business properly can be the solution. The objectives of this research are to 1) study the levels of transformational leadership (TRA), customer loyalty (LOY), and supply chain performance (SCP) of Thailand LSPs, 2) analyze the appropriate factors of TRA, LOY, SCP of Thailand LSPs, and 3) study the effects of TRA, LOY, and SCP on each other in the context of Thailand LSPs. The study used quantitative method research. The sample was 300 Thailand LSPs, arisen from convenience sampling. The instruments used in the research were questionnaires. The statistics used for data analysis were frequency, percentage, mean, standard deviation, The findings revealed that 1) the levels of TRA, LOY and SCP of Thailand LSPs were at a high level. 2) For appropriate factor analysis results, TRA comprised idealized influence, inspiration motivation, intellectual stimulation, and individualized consideration, LOY consisted of company commitment, company trust, and company satisfaction, and SCP contained reliability, responsiveness, agility, costs, and asset management. 3) TRA had a direct positive effect on LOY and SCP as well as LOY mediates the effect of TRA and SCP.

Keywords— Supply Chain Performance, Leadership, Customer Loyalty, Logistics Service Providers

INTRODUCTION

The world economy today is an economy that relies mainly on the service sector. More than 60% of Thailand's GDP comes from the service sector. Logistics service businesses are the main factor driving the country's economy. Because it is the basic mechanism that nourishes various economic activities. According to statistics registered with the Department of Business Development of logistics service operators that are still operating, information as of March 31, 2019, Thailand has businesses providing logistics service Total of 24,852 cases, most of which are small businesses with limited potential in providing integrated logistics services. (Department of Business Development, 2019, Ministry of Commerce) Logistics Industry It is an industry that survives during COVID-19. with a consistently high growth rate Especially in an era where everyone has to stay at home. Because it is a link between businesses and consumers. Comprehensive logistics service business regional coverage The WTO expects global trade to recover. As demand for goods can grow by as much as 8% in 2021 and 3.8% in 2022 after declining by 5.3% in 2020 (economic base, April 5, 2021). Success and survive under the trend of e-commerce and e-logistics markets. Because business organizations provide those logistics services. have to adapt to keep up with changes by creating modern leadership and basic resource advantage In order for the aforementioned logistics service business to be able to survive and surpass the competition continuously. If any logistics service organization is unable to adapt to rapidly changing This poses the risk of a reduction in the ability to meet customer demand. and maintaining competitiveness in the Thai logistics service business. This leads to problems in the ability to respond to customer needs. and the problem of competitive potential (Benjaphon Mee-ngern, 2020)

LITERATURE REVIEWS

The essence of this chapter The researcher presents concepts, theories and research related to modern leadership issues. creating a challenge Confidence building, mentoring, modern leadership development and style. Summary of Literature Review setting variables variable definition and research conceptual framework as follows:

Modern Leadership is the ability to influence others to make voluntary decisions to increase the organization's chances of long-term success. by maintaining long-term financial stability Different leadership styles affect vision and direction of growth and potential success of the organization to provide practical management changed successfully Work for the organization according to strategy, mission, goal and vision.

Definition of Modern Leadership Modern leadership refers to the ability to take on the role of a leader. which is crucial to achieving success. initiate and maintain the structure of the expectations and interrelationships of group members (The American Heritage Dictionary, 1985, p. 719); (Stogdill, 1974, p. 411). The ability to direct, direct, direct, or influence the behavior of others. in order to aim for the specified destination It's a recommendation to subordinates. or colleagues to perform their duties with enthusiasm and willingness It is about the art of influencing or the process of influencing other people. so that he is willing and enthusiasm in working until the achievement of the group's goals It is the process by which an individual influences a group. to achieve the needs of the group or purpose of the organization Modern leadership must play an active role in order to develop the work system. Solve problems that may have been faced directly from the start and turn it into a culture. Which is accepted by the whole organization in the end as well as creating an environment for change show a need change Build a Leadership Team Analyze the wrong function. Determine the organization's direction, vision, and mission. goals, strategies, and build responsible teams straddling strategic functions across the organization. (McFarland, 1979, p. 303); (Schwartz, 1980, p. 491); (Koontz & Wehrich, 1988, p. 437); (Mitchell & Larson, Jr., 1987). , p. 435); Components of Modern Leadership new leadership According to Thornton B. P. (1999)'s 3-C theory of leadership, there are three key elements: (1) presenting a challenge, (2) building confidence, and (3) teaching. work, or providing coaching (Quick MBA management, 2021). In addition, new leadership that corresponds to changes in the 21st century has 3 important elements (Wat Thiamsuwan, Watcharaphon Wiboonysarin Sirote Pholpantin and Hem Thongchai, 2019) as follows: 1) Self-leading Knowledge of globalization, positive thinking and do-it-yourself attitude The globalized paradigm, self-improvement in modern technology according to the situation, being a good example in morality and ethics. 2) Team leadership, morale and motivation. Team management and conflict creative communication teaching and training to develop the team's work in technology and various fields and promote moral and ethical behavior; and 3) organizational leadership. Implement and review the vision Optimizing Joint Strategies Defining Common Values and Culture leadership in change Job control with balancing system Personnel development through training to educate Develop the work of the technology team. and promoting moral and ethical behavior

METHODS

In this research, the researcher conducted a research on a modern leadership development model in the Thai logistics service organization. It is a mixed research method. The research was divided into 2 phases as follows: Phase 1 Quantitative Research It is a study according to the research objectives 1, 2 and 3, divided into 3 parts: Phase 2 Qualitative Research It examines the practical suitability of the modern leadership model in the established Thai logistics service organization. by experts in strategic business management in qualitative research using in-depth interview techniques in order to obtain the correct form and is appropriate in practice

In this research, the researcher studied the target population (Population), which is a Thai logistics service organization registered to provide logistics services with the Department of Business Development, Ministry of Commerce. Total number of 24,852 organizations consisting of Land Transport and Pipeline Transportation 17,788 Customs Organization 3,571 Cargo Management Organization 1,116 Warehouse Organization 776 Water Transport Organization 655 Cargo Handling Organization 640 Air Transport Organization 186 Organizations and freight forwarders and other 120 organizations, information as of March 31, 2019 (Department of Business Development, 2019, Ministry of Commerce)

CONCLUSION

This research is a mixed method research. by combining research methods between quantitative research methods and qualitative research methods. The researchers mainly used quantitative research methods followed by qualitative research methods. To answer research objectives 1, 2 and 3, the research results are summarized as follows: From the results of the analysis of the general characteristics of the business organization. From the sample group of 600 organizations, it was found that most of the logistics service business organizations that fell into the sample Being a medium-sized business organization (51.50%) operating a business in the form of a land transportation business (52.20%) having a business period of 5-10 years (44.80%) having an annual income of less than 100 million baht baht (69.20%) and establishments located in Bangkok (21.80%) As for the results of data analysis on the importance of factors that are important to modern leadership. using descriptive research statistics Data were analyzed by descriptive analysis technique to calculate the mean (\bar{X}) and standard deviation (SD) of the variables used to analyze the data obtained from a sample of 600 organizations. Most of the exemplified Ggs focus on the factors that are essential to modern leadership. Overall, the mean was at a high level (\bar{X} = 3.529– 3.670; SD = .543- .645). When considering each variable, it was found that most of the respondents were logistics service organizations, giving importance to job coaching (COA), consisting of relationship building recommendations. An introduction to job monitoring Introducing Challenging Assumptions and recommending best practices the most (\bar{X} = 3.670; SD = .645), followed by building confidence (BCO), consisting of confidence in the work principle. Confidence in the work process Confidence in challenging assumptions and confidence in best practice (\bar{X} = 3.635; S92= .578) and creating challenges (CHA) consist of sharing a vision challenging goal setting Basic resource readiness and leadership capacity building (\bar{X} = 3.529; SD = .543), respectively. Summary of research results in response to research objective No. 2, the development of a modern leadership development model in the Thai logistics service organization.

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