



DYNAMIC CAPABILITIES IN HIGH PERFORMANCE ORGANIZATION FOR
COMPETITIVE ADVANTAGE IN JAPANESE MANUFACTURING
COMPANIES IN CHONBURI PROVINCE

BENYATIP KUNGWANSOMWONG

A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR DOCTOR DEGREE OF PHILOSOPHY
IN HUMAN RESOURCE DEVELOPMENT
FACULTY OF EDUCATION
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ลิขสิทธิ์เป็นของมหาวิทยาลัยบูรพา

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The aims of this research were 1) To study Dynamic capabilities, High Performance Organization and Competitive Advantage in Japanese Manufacturing Companies in Chonburi province. 2) To investigate the relationship among Dynamic capabilities, High Performance Organization and Competitive Advantage in Japanese Manufacturing Companies in Chonburi province. 3) To provide recommendations, on development activity to create employee's dynamic capabilities for enhancing high performance organization and sustain competitive advantage in an organization. To answer the research objectives as mentioned previously, mixed-method was used as a research design.

The sample of quantitative study was selected by using the stratified sampling as a sampling technique, which consisted of a total of 230 respondents in this study, who were randomly selected from the 108 Japanese Manufacturing Companies in Chonburi province. Using questionnaires online (Google forms) as research instrument which developed by the researcher and was validated by five experts which were 1) HRD Director in Rangsit University, 2) Chairman of Thai Chamber of Commerce in Chonburi province, 3) Project Manager, 4) Area Manager of Human Resources & General Affairs, and 5) Vice President of Human Resources. The data was analyzed through descriptive statistics by using IBM SPSS statistical software, and all hypothesis testing is used Structural Equation Modelling (SEM) which performed on LISREL Program. According to the results, the model fits with the empirical data with the findings revealed. The results of a Causal Model of Dynamic Capabilities in High Performance Organization for Competitive Advantage

in Japanese Manufacturing Companies in Chonburi Province were the chi-square had a value 23.35 with a p-value of 0.715 The degree of freedom was 28 RMSEA equal 0.00. All hypotheses results were accepted as follow: 1) Dynamic Capability have only direct effect on High-Performance Organization with the coefficient of 0.72 and a p-value of 0.01, 2) Dynamic Capability has a significant direct and indirect effect on Competitive Advantage with a total effect coefficient of 0.70 and p-value of 0.01, 3) High-Performance Organization has direct effect on Competitive Advantage with the coefficient of 0.65 and a p-value of 0.01.

Refer to the results of quantitative findings shown that all observe variables were highlight factors for creating Dynamic Capabilities for enhancing High Performance Organization and sustain Competitive Advantage of Japanese Manufacturing Companies in Chonburi Province. To provide development activities based on the findings for others interested company, qualitative was conducted as the second phase by using focus group discussion, about 60-90 minute in private meeting room. The researcher conducted focus group discussion with ten management who worked in Japanese manufacturing companies by using focus group interview guide as research instrument. All of participants confirmed that to survive and growth in the current business situation, Dynamic Capability, High-Performance Organization and Competitive Advantage are related each other, therefore, all managers agreed with the findings results of quantitative phase. And having discussion in details of development activities based on their actual experiences and additional development guide from their opinions in all eleven observe variables.

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I have decided to study in Ph.D. program because I gave a commitment to my advisor that after I have the second child I would be back, and my family again fully supported this decision.

Since my master's degree, I need to repeat a big thanks you message to my family, according to I worked full-time and study in Ph.D. program. For sure that I could not have completed my study without the support of them I meant my husband, my mother, my father, especially my Fortune who try to understand my mission. And my husband, luck me to have you in my life, I am very grateful and thankful to him, because other than taking care of our daughter, I also could not have completed my study without the financial support from him again since master's degree. And I am also very thankful to my colleague and my classmate, all of them are always fully support me for data collection.

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CHAPTER 1

INTRODUCTION

Introduction

In an era of global business movement due to transformational changes, firms today are facing a number of challenges. There are significant hurdles for organizations trying to survive in a rapidly changing business environment (Yim, 2021), while trying to maintain their optimal performance over the long term (Beigi, Malekakhlagh, Nosratpanah, & Safari, 2023). This is not only true for organizations that are prepared to cope with both internal and external environmental uncertainty (Drucker, 2003), but also for those that require an effective strategy to invest in and maximize knowledge and skills (Kareem & Mijbas, 2019), to enhance of the high-performance organization (Sowaphas, Duangdara, & Otayarak, 2020) and to maintain competitive advantage. Therefore, to support long-term business success for any organization, there is a need to realize, create and utilize their human resources, which are the strong foundations of any organization's resources (Augier & Teece, 2007) by adding value through people with essential knowledge and employee experience, while encouraging new ideas, energy, and creativity for business. In such an environment, superior organizational effectiveness is based on the ability of organizations to integrate, shape, and transform both exiting internal resources and external resources to address environmental changes, the process of which is known as dynamic capabilities (Siriyasub, Jadesadalug, & Thammaapipon, 2024).

Dynamic Capabilities (DCs) are a set of organizational competencies that allow companies to perceive opportunities from both internal and external factors, enabling the organization to respond quickly to changes in the environment (Sawangrat, 2024), stay competitive and achieve in uncertain environments (Duncan, 2019). They are mainly supported by managers or business leaders to integrate and reconfigure organizational resources (Adner & Helfat, 2003) along with building, modifying, or creating ordinary capabilities as strategic routines (Winter, 2003). Dynamic capabilities contribute to organizational effectiveness through the effective modification of existing operating routines. This includes focusing on learning and

integration, seeking to develop core competencies of the organization to support fluctuating market needs, and sustaining competitive advantage (Wongwanich & Laohavichien, 2023). Many scholars and management experts (Lado & Wilson, 1994; Lepak & Snell, 1999; Wright et al., 2001; Leão, Gama, & Fleury, 2023) agree that dynamic capabilities can enhance and sustain organizational effectiveness over time when they are developed with complementary human resource development practices. In line with Kareem and Mijbas (2019), organizations need to develop not only human resources but also develop the dynamic capabilities of employees to sense environmental situations, patterns of learning response, and transformation in daily operations. In turn, organizations will be able to achieve superior organizational effectiveness. Therefore, dynamic capability and firm performance are often intertwined because dynamic capabilities aim to improve an organization's performance effectiveness (Zollo & Winter, 2002). This means there is a positive and direct relationship between DCs and company performance (Hernandez-Linares et al., 2021).

Accordingly, Dynamic Capabilities correlate with High-performance Organizations (HPOs). According to Waal (2007) and Mullins (2006), an organization achieves sustained financial results that are better than the growth of its competitors in the same industry by welcoming changes and reacting quickly. HPOs strengthen management processes that align with strategy, structure and people throughout the organization, and they focus on innovation and improvement of their core capabilities. This includes prioritizing employees as one of the organization's main assets. Blackman, Buick, O'Donnell, O'Flynn, and West (2012) mention that both management and employees clearly understand their roles by improving their capabilities to manage routine operations, and this will improve all levels of the firm moving it towards becoming a high-performance organization. Several scholars provide a variety of definitions of HPOs. De Waal (2020) states that an HPO is an organization that achieves financial and non-financial results better than those firms in the same industry for more than five years, and this is in line with American Management Association (2007) definition. Miller (2002) provides a definition similar to Schermerhorn, Hunt, and Osborn (2003) which states that an HPO is an organization designed to support employee working effectiveness and quickly

respond to such an environment. This includes needing to have a clear backup plan for dealing with various conditions, including a scenario analysis of each impact for achieving success (Yaemsuda, 2023). The components of an HPO are management quality, employee quality, strategy-focused organization, learning organization and agile organization (de Waal, 2015; Sowaphas, Duangdara, & Otayarak, 2020). Many research studies have been conducted on the relationship between dynamic capabilities and organizational performance which show that dynamic capabilities are causal or facilitating factors for high performance organizations, and indicate a positive relationship based on empirical studies (Peteraf & Barney, 2003; Easterby Smith et al., 2009; Teece, 2009; Hung et al., 2010).

The potential of dynamic capabilities are also factors in increasing competitive advantage and in creating or generating new ideas towards achieving high performance (Noordin & Mohtar, 2013). This underlines that a dynamic capability framework and high organization performance enable business leaders to achieve competitive advantage. Competitive Advantage (CA) is determined by a business strategy of cost reduction, and it creates a differentiation of products or services. It takes advantage of opportunities according to environmental changes to increase organization efficiency and success as business objectives (Noordin & Mohtar, 2013; Beigi et al., 2023). Several authors have similar definitions to Porter, who defines competitive advantage as a company's ability to create more economic value than its competitors by providing greater value to a customer relative to the costs of making a product or providing a service and which enables it to overcome the competitive forces in its industry (Lepak & Gowan, 2010; Dess, Lumpkin, & Eisner, 2010; Tuan & Yoshi, 2010; Ehmke, 2022; Hadj et al., 2020). Additionally, CA is the consequence of strategy implementation in building, integrating, and configuring several internal and external capabilities of the firm for wealth creation or growth over time (Sitanggang & Absah, 2019). This includes a responsive service delivery that aligns with market needs and customer behavior (Kanjaikaew, Chemsripong, & Khorchuklang, 2023). Lara and Guimaraes (2014) see dynamic capabilities as an organization's assets that are built up from existing resources in business, and dynamic capabilities are considered key in creating a competitive advantage for organizations, as future business competition and environmental conditions are

difficult to predict. Many studies have shown that dynamic capabilities have an impact on competitive advantage. O'Reilly III and Tushman (2008) found that dynamic capabilities can combine organizational resources to achieve low costs and high utilization of business assets, and these findings indicate that dynamic capabilities have a positive influence on competitive advantage. Dynamic capabilities also impact the competitiveness of organizations leading to competitive advantage beyond competitors and long-term success as well (Cui et al., 2005). In line with Breznik and Lahovnik (2016) indicated that the firms with dynamic capabilities are capable of competitive competencies increment that impact to operations in organization. After theory reviewing, there are three potentially successful business strategic approaches to outstanding than other organization as cost leadership, differentiation (Porter, 1980; Marcus, 2011; Barney, 2011) and Innovative Technology (Foss, 2012). The research finding, supported by Chen and Tsai (2012), Chatterji and Patro (2014), Li and Liu (2014), Wilden and Gudergan (2015) found that dynamic capabilities based on an organization's resources have a significantly positive impact on the organization's performance and competitive advantage. In long-term competition, the continual development of dynamic capabilities is needed to maintain a firm's competitive advantage (Teece, 2016; Wu, 2007), while some see dynamic capabilities as key to competitive advantage (Teece, Pisano, & Shuen, 1997; Ilmudeen, Bao, Alharbi, & Nawaz, 2020).

While discussing the benefits of dynamic capabilities in an organization, Nonaka, Hirose, and Takeda (2016) provided an example of best practice in global business success. They looked at the dynamic capabilities of General Electric (GE), and the way in which the business' purpose embraces employees' commitment to sensing opportunity by driving a culture that the employees wanted to see, and by taking action based on customer feedback in specific contexts to increase the company's agility. The sensing phase is rooted in direct interactions with the environment. It is only through interactions with actual business activities, customers, competitors, and colleagues that one can sense viable business opportunities. Fujifilm, a Japanese multinational photography and imaging company, is an exemplary multinational company that stresses the importance of direct interactions with customers, colleagues, and competitors. The core of the Fujifilm Way is a 'see-think-

plan-do' process and a 'whole body' theory of business where employees are encouraged to utilize all five physical senses in daily business practices (Komori, 2015). Another example of a Japanese multinational company is Eisai, a pharmaceutical company that is a leading global brand. Eisai believes that the sensing of contextual knowledge occurs only through direct interactions with the environment, and the extent to which top management can sense business opportunities is limited, if not impossible. They require employees to spend 1 percent of their work time (Equivalent to approximately 2.5 workdays) with real patients to obtain contextual knowledge. In so doing, every employee is expected to grasp the essence of reality and obtain insights into future opportunities. In sum, top management alone cannot sufficiently sense viable opportunities. Rather, they sense results mostly from frontline workers who directly interact with the environment, and those sensed opportunities are synthesized organizationally to be applied on a global scale.

Therefore, a dynamic capabilities framework is a useful tool that enables leaders to think strategically about the future of their organizations according to capabilities that allow them to react quickly and accurately to changes in the external environment and avoid blockages. This includes maintaining levels of competence building (Soyer, Onar, & Sanchez, 2017), especially in relation to organizational effectiveness (Wilhelm, Schlomer, & Maurer, 2015). Additionally, by Monteiro, Soares, and Rua (2017), especially in relation to organizational effectiveness (Wilhelm, Schlomer, & Maurer, 2015). Additionally, according to Monteiro, Soares, and Rua (2017), in the turbulent and fast-growing market, a firm's resources must be dynamic, and its managers need to know how to adjust its strategy with the environment to create new skills that can meet the dynamics of the market. In addition, management also need to have awareness of the creation of dynamic capabilities, which become mandatory to upgrade the firm into a high performance organization and further achieve better performance than its competitors (Pattanasing, 2021). This is similar to the findings of O'Reilly and Tushman (2013) and Taylor and Helfat (2009), who agreed that managers need to direct and help organizations to reorganize and renew their skills and resources to exploit existing competencies and to develop new ones.

Statement of the problem

Thailand is now an important economic partner of Japan, and there are approximately 6,000 Japanese companies presently operating in Thailand (one-third of all foreign direct investment into Thailand). These companies are consistently ranked among the top investments in Thailand and accounted for 26.81% of FDI in 2023 (DBD, 2023). The top three provinces in which Japanese companies are located are 1) Bangkok (53.1%), 2) Chonburi (12.2%), and 3) Samutprakarn (10.5%). Considering business types, the most common types are 1) Manufacturing, 2) Wholesale and Retail and 3) Service respectively. Chonburi province is an important location within which most of the Japanese manufacturing businesses are located. There were 16 industrial estates, a large-scale port, and 496 companies in 2023.

In 2023, the economic relationship between Japan and Thailand faced new transformational challenges. The Nation (2023) reported that over a six-month period investment had fallen, reflecting a decrease in the Diffusion Index (DI) caused by inflation and the shrinkage of Thai exports. This is also supported by survey results from the Japanese Chamber of Commerce Bangkok (JCC) in 2023, which found that the top three challenges Japanese companies faced while investing in Thailand were 1) high competition with other companies, 2) high cost of raw materials, and 3) increased labor cost increments. According to the survey results, Japanese companies expressed concern to the Thai government and the Ministry of Labor over labor shortages, the level of education in human resource development that is aligned with industrial trends, and the minimum wage. In order to handle the dynamic business market in Thailand, Japanese companies indicated that they needed to 1) focus on digital transformation to improve work efficiency and optimization (92% of the respondents), 2) visualize business processes (66% from the respondents) and 3) encourage communication effectiveness within their organization (31% of the respondents) respectively (JCC, 2023). However, in addition to human resources issues, most Japanese companies mentioned that there is 1) a lack of quality employees (54% of the respondents) and 2) a shortage of employees (especially Engineers (including R&D positions) (53% of the respondents), General Office Managers (34% of the respondents) and Digital Specialists (29% of the respondents).

Even though Thailand is a major manufacturing hub for Japan's automotive companies, firmly supporting the development of the next-generation automotive industry to meet growing demands (The World Folio, 2018), the Japanese Chamber of Commerce, Bangkok (2023) found that Japanese companies have decreased their investment in manufacturing plants and machinery. Most Japanese companies anticipate turning their business development focus towards Vietnam and Indonesia as a priority. This shift could signal that Thailand is moving towards a position of lower competitive advantage and reduced dynamic capability. This is in line with forecasts from the Department of Industrial Promotion (2015), which predicted that the economy in Thailand will be driven by innovation, which will also require higher-skilled labor in the Thai manufacturing sector. However, Thai labor is currently considered below par in terms of quality (labor cost and productivity) compared to ASEAN countries. Additionally, Satimanon (2017) and Chareonwongsak (2020) found that Thai labor skills were mismatched with the changing business environment.

To maintain competitive advantage and sustain organizational performance, the Ministry of Economy, Trade, and Industry (METI, 2020) suggested that manufacturing industries need to strengthen their dynamic capabilities in this age of uncertainty. Increasing competitive advantage not only means investing in machinery but also making data-driven decisions and investing in training and developing people within the organization to adapt rapidly to external environment changes. However, as the external environment changes, it becomes increasingly difficult for organizations to enhance their competitive advantages and maintain firm performance, especially given the high demands and pressure from shareholders (Suangsub, Chemsripong, & Srisermpoke, 2022). As previously mentioned, dynamic capabilities are the foundation of competitive advantage. Therefore, when organizations in Thailand have low dynamic capabilities, it negatively impacts both short-term and long-term business competitive advantage. This includes Japanese manufacturing companies that struggle to develop the capabilities of local members to support business objectives, leading to delays in enhancing high-performance organizations. This research aims to study dynamic capabilities, high performance organizations, and competitive advantage in Japanese manufacturing companies in Chonburi province.

After reviewing dynamic capabilities in Thailand, the following related studies were found. Uengpaiboonkit, Uon, and Teerathanachiyakun (2018) examined the dynamic capabilities model of small and medium enterprises in the Thai transportation business. Nantharojphong, Jadesadalug, and Sansook (2019) investigated dynamic talent management capabilities, focusing on causal relationships and effects. Pattanasing (2021) explored the impact of dynamic capabilities and dynamic performance measurement on competitive performance, presenting evidence from Thai hotel entrepreneurs. Specifically, the study examined the causal relationships among dynamic capabilities, dynamic performance measurement, high-performance organizations (HPOs), and the competitive performance of hotel businesses in the world-class tourism destination of Thailand. Darawong (2017) researched the enhancement of dynamic capabilities of new product development teams (cross-functional teams) in Thailand in response to a shifting business environment. Sakhonkaruhatdej, Khorchurklang, and Changkaew (2016) studied dynamic capabilities, competitive advantage, and business success in the Thai food processing industry. Palabud (2020) investigated the influence of strategic innovation capability on organizational sustainability, conducting an empirical study of the automotive business in Thailand. Fukfon, Piriyaikul and Jinuntdech (2020) examined employees' dynamic capabilities in the context of organizational management through technology change in private enterprises. Suwunniponth (2017) explored the causal relationship between human capital potential, dynamic capability, and the competitive capability of entrepreneurs in the Thai software industry to enhance competitiveness within the ASEAN Economic Community. Piyawongwathana, Chinaworn, Klamsakun, and Seesa-Ard (2016) investigated the influence of organizational learning and dynamic capabilities on organizational performance, focusing on hospitals in Thailand. Lastly, Rotjanakorn (2021) studied the development of dynamic capabilities for the Thai automotive industry's performance under the disruptive influence of electric vehicle technology.

As mentioned in the previously cited studies, there is no existing research on dynamic capabilities, high-performance organizations, and competitive advantage in Japanese manufacturing companies in Chonburi province, Thailand. Moreover, previous studies have not provided practical ways to create or enhance dynamic

capabilities, focusing instead on defining dynamic capabilities and investigating related variables. To support executives and HR practitioners in Japanese manufacturing companies in Chonburi province in proactively developing activities and plans to enhance dynamic capabilities among employees, this study employs a mixed-method approach. This approach not only investigates dynamic capabilities and confirms the relationship among dynamic capabilities, high performance organizations and competitive advantage (Quantitative method) but also highlights the significant positive factors through focus group techniques to gain more practical insights from experts (Qualitative method).

Therefore, the aim of this research is to investigate dynamic capabilities, high-performance organizations, and competitive advantage in Japanese manufacturing companies in Chonburi province. The study seeks to provide empirical evidence on the relationship among these three factors and to offer recommendations for development activities that can enhance employees' dynamic capabilities, thereby enhancing high-performance organizations and sustaining competitive advantage. The theoretical management framework for this study encompasses three main factors: 1) dynamic capabilities, 2) high-performance organizations, and 3) competitive advantage. The findings will inform the creation of a discussion guide to gather practical insights from experts, contributing to inductive results. The key informants in this study will be Japanese manufacturing companies in Chonburi province.

Purpose of the study

1. To study dynamic capabilities, high-Performance organizations and competitive advantage in Japanese manufacturing companies in Chonburi province
2. To investigate the relationships among dynamic capabilities, high-performance organizations and competitive advantage in Japanese manufacturing companies in Chonburi province.
3. To provide recommendations for development activities aimed at fostering employees' dynamic capabilities to enhance high-performance organizations and sustain competitive advantage.

Research questions

1. What is the causal model of factors affecting dynamic capabilities, high-performance organizations, and competitive advantage in Japanese manufacturing companies in Chonburi province?
2. What are the relationships between dynamic capabilities, high-performance organizations, and competitive advantage in Japanese manufacturing companies in Chonburi province?
3. What development activities can enhance dynamic capabilities, high-performance organizations, and competitive advantage in Japanese manufacturing companies in Chonburi province?

Research hypothesis

Hypothesis 1: Dynamic capabilities have a positive and significant relationship with high-performance organizations.

Hypothesis 2: Dynamic capabilities have a positive and significant relationship with competitive advantage.

Hypothesis 3: High-performance organizations have a positive and significant relationship with competitive advantage.

Conceptual framework

Based on the research objectives and research questions, this study employs a mixed-method approach, conducting the quantitative phase first, followed by the qualitative phase. After reviewing the relevant literature and research studies, the table below summarizes the variables used to create the conceptual framework for this study.

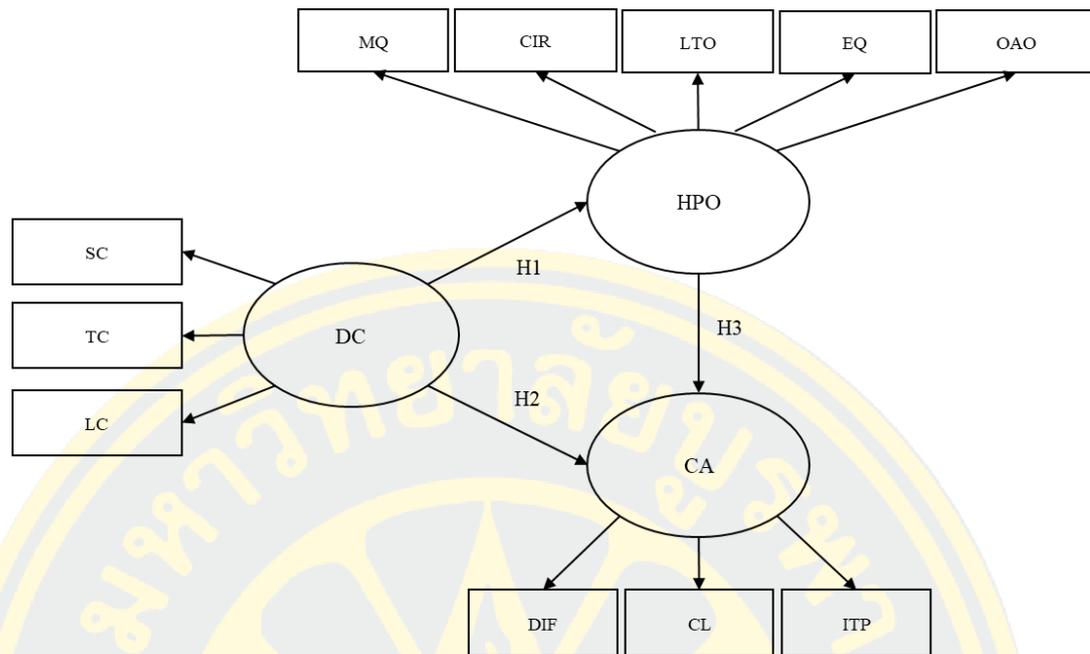


Figure 1 Factors in Dynamic Capabilities in High Performance Organization for Competitive Advantage in Japanese Manufacturing Companies in Chonburi Province.

In Figure 1, the full names of the abbreviations are defined as follows:

1. DC (Dynamic Capability)
 - 1.1 SC (Sensing Capability)
 - 1.2 TC (Transforming Capability)
 - 1.3 LC (Learning Capability)
2. HPO (High-Performance Organizations)
 - 2.1 MQ (Management Quality)
 - 2.2 CIR (Continuous Improvement and Renewal)
 - 2.3 LTO (Long-Term Orientation)
 - 2.4 EQ (Employee Quality)
 - 2.5 OAO (Openness and Action Orientation)
3. CA (Competitive Advantage)
 - 3.1 DIF (Differentiation)
 - 3.2 CL (Cost Leadership)

3.3 ITP (Innovation Technology and Processes)

To support all components of dynamic capabilities, high-performance organizations and competitive advantage in this research study, Table 1 summarizes the findings from the theoretical review and previous research studies.

Table 1 Summary variables of Dynamic Capability, High Performance Organization and Competitive Advantage

Latent variables	Observe variables	Authors/ Researchers
Dynamic Capability	Sensing Capability	Teece (2014); Pavlou and El Sawy (2011); Darawong (2017); Nieves et al. (2017); Takahashi, Bulgacov, and Giacomini (2017); Rotjanakorn (2019); Pattanasing, Aujirapongpan and Srimai (2019); Rashidirad and Salimian (2020); Pattanasing et al. (2021); Ali et al. (2021); Pichlak (2021); Fatoki (2021); Chancharoen et al. (2023)
	Transforming Capability	Teece (2014); Piyawongwathana, Chinnaworn, and Nummaung (2014); Takahashi, Bulgacov, and Giacomini (2017); Rotjanakorn (2019); Pattanasing, Aujirapongpan, and Srimai (2019); Pattanasing et al. (2021); Ali et al. (2021); Beigi et al. (2023); Chancharoen et al. (2023)

Table 1 (Cont.)

Latent variables	Observe variables	Authors/ Researchers
	Learning Capability	Pavlou and ElSawy (2011); Darawong (2017); Nieves et al. (2017); Takahashi, Bulgacov, and Giacomini (2017); Pattanasing, Aujirapongpan, and Srimai (2019); Rashidirad and Salimian (2020); Pattanasing et al. (2021); Pichlak (2021); Fatoki (2021); Beigi et al. (2023); Chancharoen et al. (2023)
High-Performance Organization	Management Quality	de Waal (2015); Pattanasing, Aujirapongpan, and Srimai (2019); Zbierowski (2019); The HPO Center (2019); Thipat, Buasuwan, and Sarnswang (2020); Pattanasing et al. (2021); Premssmit et al. (2021); Charoenchai and Kunacheva (2022); Xanthopoulou et al. (2023)
	Continuous Improvement and Renewal	de Waal (2015); Pattanasing, Aujirapongpan, and Srimai (2019); Zbierowski (2019); The HPO Center (2019); Thipat, Buasuwan, and Sarnswang (2020); Pattanasing et al. (2021); Premssmit et al. (2021); Charoenchai and Kunacheva (2022); Xanthopoulou et al. (2023)
High-Performance Organization	Long- term Orientation	de Waal (2015); Pattanasing, Aujirapongpan, and Srimai (2019); Zbierowski (2019); The HPO Center (2019); Thipat, Buasuwan, and Sarnswang (2020); Pattanasing et al. (2021); Premssmit et al. (2021); Charoenchai and Kunacheva (2022); Xanthopoulou et al. (2023)

Table 1 (Cont.)

Latent variables	Observe variables	Authors/ Researchers
	Employee Quality	de Waal (2015); Pattanasing, Aujirapongpan, and Srimai (2019); Gerdruang and Bunchaphattanasakda (2019); Zbierowski (2019); The HPO Center (2019); Thipat, Buasuwan, and Sarnswang (2020); Pattanasing et al. (2021); Premssmit et al. (2021); Charoenchai and Kunacheva (2022); Xanthopoulou et al. (2023)
	Openness and Action Orientation	de Waal (2015); Pattanasing, Aujirapongpan and Srimai (2019); Zbierowski (2019); The HPO Center (2019); Thipat, Buasuwan, & Sarnswang (2020); Pattanasing et al. (2021); Premssmit et al. (2021); Charoenchai and Kunacheva (2022); Xanthopoulou et al. (2023)
	Differentiation	Porter (1980); Marcus (2011); Barney (2011); Sumer (2012); Wen-Cheng et al. (2013); Wannarak et al. (2018); Ramanut and Boonyoo (2019); Songsom (2019); Namwong et al. (2021); Jintana, Boonlab, and Supromin (2022); Kanjaikaew et al. (2023)
Competitive Advantage	Cost leadership	Porter (1980); Marcus (2011); Barney (2011); Sumer (2012); Wen-Cheng et al. (2013); Kaewjunant and Pongpeng (2018); Wannarak, et al. (2018); Ramanut and Boonyoo (2019); Songsom (2019); Jintana, Boonlab, and Supromin (2022); Suttipun (2023); Tessarolo, Azolin, and Louzada (2023); Wening, Moertono, and Muafi (2023); Kanjaikaew et al. (2023)

Table 1 (Cont.)

Latent variables	Observe variables	Authors/ Researchers
	Innovative Technology and process	Harmsen, Grunert, and Declerck, (2000); Dasgupta et al. (2009); Sumer (2012); Foss et al. (2012); Wen-Cheng et al. (2013); Kaewjunant and Pongpeng (2018); Booklear (2019); Thanapatra (2019); Jintana, Boonlab, and Supromin (2022); Wening, Moertonono, and Muafi (2023)

Scope of the study

This research proposes to 1) study dynamic capabilities, high-performance organizations, and competitive advantage in Japanese manufacturing companies in Chonburi province, 2) investigate the relationships among dynamic capabilities, high-performance organizations and competitive advantage in Japanese manufacturing companies in Chonburi province, and 3) provide recommendations for development activities aimed at fostering employees' dynamic capabilities to enhance high-performance organizations and sustain competitive advantage. To achieve these objectives, this study employs a mixed-methods research design, while using an explanatory sequential research strategy. This approach involves collecting and analyzing quantitative data in the first phase and then using the results to inform the second qualitative phase. The data collection and data analysis for both phases spanned five months, from November 2023 to March 2024. The scope of the study is as follows:

1. Scope of Content of Quantitative Phase

The quantitative phase of the research focused on dynamic capabilities, high-performance organizations, and competitive advantage in Japanese manufacturing companies in Chonburi province. It consisted of three main factors: 1) Dynamic Capabilities, 2) High-Performance Organization, and 3) Competitive Advantage.

1.1 Population and Sample

1.1.1 The population was selected from large-sized (size L) Japanese manufacturing businesses in Chonburi province, totalling 108 companies. The sampling size was calculated by multiplying 20 people multiply by 11 factors, however in this study totally there are 230 respondents.

1.1.2 Stratified Sampling was used as the sampling technique.

1.1.3 The informants in this research consisted of 1) Managers and above, 2) Supervisors/Leaders, and 3) Operations/Staff who have worked in Japanese manufacturing companies in Chonburi province.

1.2 Variables.

The latent variables were inferred from the following observed variables:

1.2.1 Dynamic Capabilities: Sensing Capability, Transforming Capability and Learning Capability.

1.2.2 High Performance Organization: Management Quality, Continuous Improvement and Renewal, Long-Term Orientation, Employee Quality, and Openness and Action Orientation.

1.2.3 Competitive Advantage: Differentiation, Cost Leadership and Innovative Technology and Processes.

1.3 Data Collection.

Primary data collection was conducted using online surveys (Google Forms).

1.4 Data Analysis.

All descriptive statistics were calculated using IBM SPSS statistical software, and all hypothesis testing was conducted using Structural Equation Modelling (SEM) on the LISREL Program.

2. Scope of Content of Qualitative phase

The qualitative phase of the research focused on providing recommendations for development activities aimed at improving employees' dynamic capabilities to enhance high-performance organizations and sustain competitive advantage.

2.1 Participants

2.1.1 The participants were 10 managers who 1) held positions at management level or above, 2) were involved in people or organizational development within their organization, and 3) worked in Japanese manufacturing companies in Chonburi province.

2.1.2 Purposive Sampling was used as the sampling technique.

2.2 Data Collection

A focus group session lasting approximately 90 minutes was conducted with all 10 managers in a private meeting room.

2.3 Data Analysis

Thematic Analysis was used to analyze and interpret the qualitative data.

Phase 1: To answer research questions 1 and 2, this phase employed a quantitative method using an online survey. The findings from this phase informed question 3: “What development activities can enhance dynamic capabilities, high-performance organizations, and competitive advantage in Japanese manufacturing companies in Chonburi province?” The conceptual framework is illustrated in the figure below:

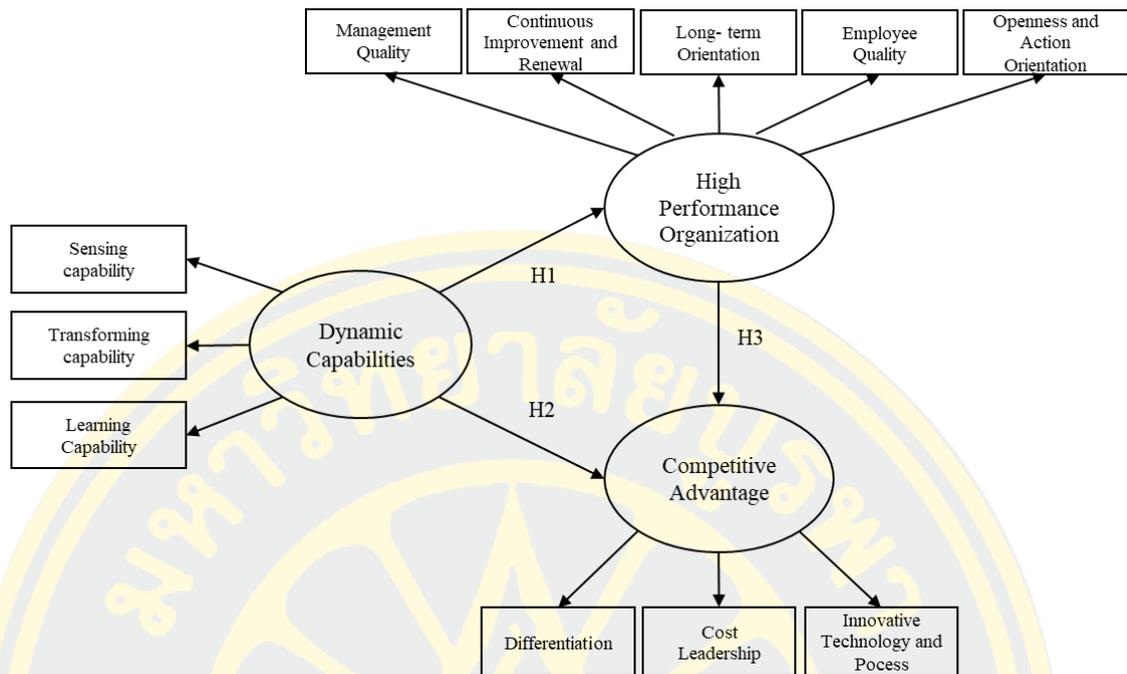


Figure 2 Conceptual framework in quantitative research

Phase 2: After identifying key factors from the quantitative phase, this phase focused on providing recommendations for dynamic capabilities activities aimed at enhancing high-performance organizations and maintaining competitive advantage. This was conducted using a qualitative method, specifically a focus group discussion with 10 managers, based on the findings of the quantitative method (Phase 1).

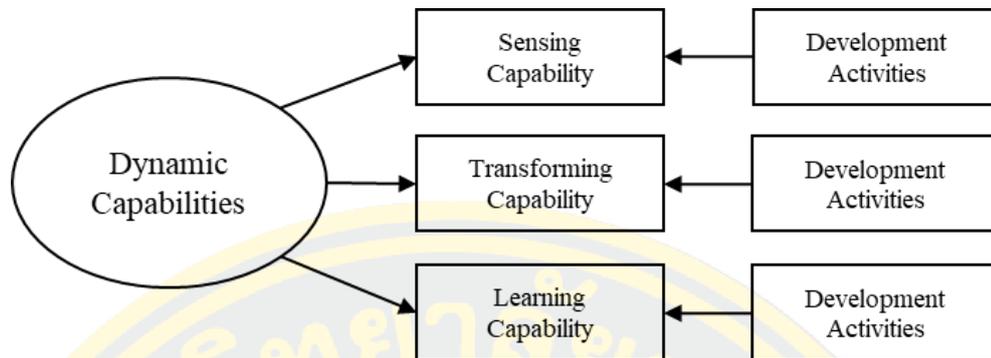


Figure 3 Guidelines for the development of Dynamic Capabilities

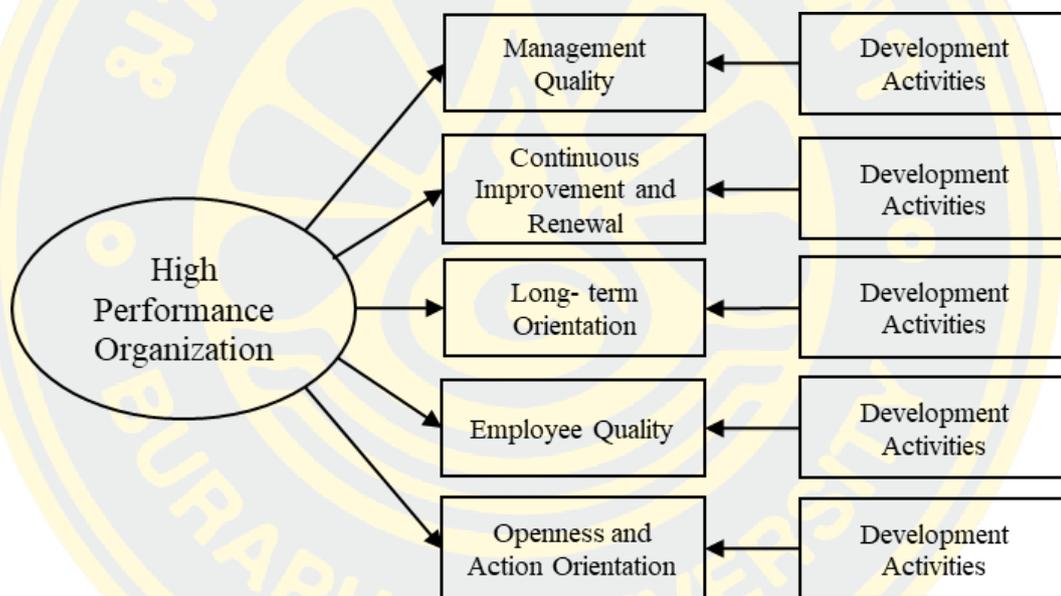


Figure 4 Guidelines for the development of High-Performance Organizations

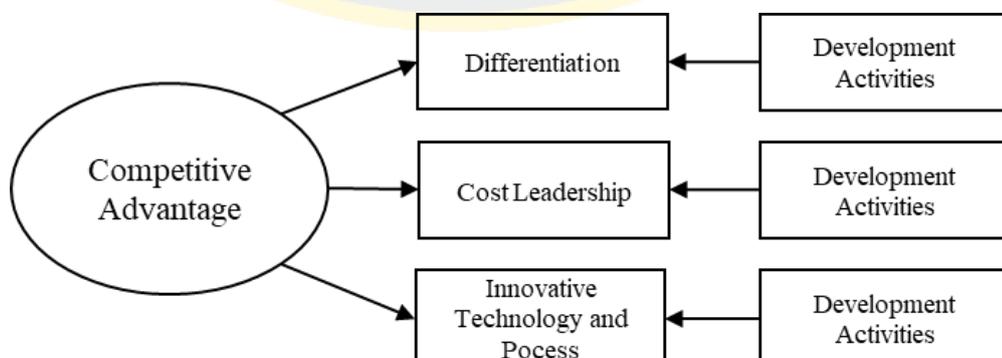


Figure 5 Guidelines for the development of Competitive Advantage

Significance of the study

This research makes significant contributions by examining the factors among dynamic capabilities, high-performance organizations, and competitive advantage, and by including recommendations for development activities for Japanese manufacturing companies. The results of this study will contribute to knowledge in the following ways.

1. Employees will understand the key competencies of dynamic capabilities, high-performance organizations, and competitive advantage, helping them to increase their dynamic capabilities and conduct self-assessments to identify improvement and self-development, thereby enhancing their potential.

2. Superiors and Managers, as key players driving development mechanisms at all organizational levels, will gain valuable insights into contributing factors and activities guidelines. This will enable them to support their employees in enhancing dynamic capabilities, improving high-performance organizations, and sustaining competitive advantage.

3. Human Resources departments will receive guidelines for development activities for each factor, enabling them to apply internal development activities and review tools to upgrade essential employee knowledge, skills, and abilities. This will enhance organizational performance to meet organizational objectives.

4. The results of the study will support organizations in identifying effective leading factors for focus and investment, aimed at creating employees' dynamic capabilities to enhance high-performance organizations and sustain competitive advantage.

5. Other interested companies (whether in similar or different businesses) will receive practical recommendations for development activities to increase dynamic capabilities, enhance high-performance organizations, and retain competitive advantage within their own organizations.

6. This research will provide applicable data for researchers interested in this issue and other organizational developments in Thailand, aiding in the enhancement of dynamic capabilities to build competitive advantage for Thai Labor.

Definition of terms

To facilitate understanding, the following terms have been defined as they are used in this study:

Dynamic Capabilities (DC) are abilities that allow employees within an organization to sense and shape opportunities and threats, to seize opportunities, and to maintain competitiveness. This is achieved by enhancing, combining, protecting, and reconfiguring the organization's intangible and tangible assets to address rapidly changing environments. Dynamic Capabilities include:

- **Sensing Capability (SC)**, which is the ability to perceive and understand business changes, opportunities, and obstructions that threaten an organization. This involves forecasting the future and reconfiguring abilities, while recognizing existing capabilities compared to competitors in order to adjust and improve the organization.

- **Transforming Capability (TC)**, which is the ability to transform processes, existing organizational resources, and capabilities to create new organizational capabilities. This is done by modifying, developing, and integrating these elements to build new capabilities, leading to the innovation of new products, services and processes beneficial to the organization.

- **Learning Capability (LC)**, which is the ability to acquire knowledge through formal & informal learning within the organization, while acquiring new external information by gaining through interactions with customers and suppliers. This involves designing value from information and facilitating its dissemination throughout the organization to upgrade its current knowledge base.

High-Performance Organizations (HPO) are organizations that have excellent management across various financial and non-financial aspects, achieving superior results compared to their peer group over a period of five years or more. Key characteristics of HPOs include:

- **Management Quality (MQ)**, which is the ability of organizational leaders to build a visionary culture, manage a diverse workforce, and instill a set of behaviors that align with the organization's goals. This involves maintaining strong relationships with employees, valuing their loyalty, showing them respect, creating and encouraging belief and trust, treating people fairly, and coaching and facilitating employees to achieve better results.

- **Openness and Action Orientation (OAO)**, which is a focus on valuing employees' opinions by allowing them to conduct experiments while learning from their mistakes. This involves fostering a dialogue between management and employees to review and share experiences, using mistakes as learning opportunities to improve employee performance.

- **Long-Term Orientation (LTO)**, which is a commitment to building long-term relationships with all stakeholder groups by creating a safe work environment, both physically and mentally, for employees. This also includes sharing benefits with customers and suppliers across a broad network and expressing positive attitudes toward society.

- **Continuous Improvements and Renewal (CIR)**, which is a continuous effort by the organization and its employees to improve and upgrade products, services, and work processes. This aims to intelligently maintain or build a competitive advantage in response to market changes.

- **Employee Quality (EQ)**, which is a combination of a diverse management team and workforce that operates as a cohesive unit to enhance the organization's efficiency and effectiveness. This involves sharing power, collaborative decision-making, participation, and developing employee skills through performance management programs to close individual gaps.

Competitive Advantage (CA) is an advantage over competitors earned by offering greater value or lower prices, or by offering additional benefits that justify higher prices. This includes providing added value through technology and processes in products. Competitive Advantage includes:

- **Differentiation (DIF)**, which means the unique features of a product, such as its location, brand image, technology, innovation, dealers, networks, customer service, or quality, for which customers are willing to pay. To succeed in this strategy, a firm needs to have internal strengths, such as leading scientific research, highly skilled employees, a creative product development team, and a strong public relations team to communicate the perceived quality and innovation of its products and services.

- **Cost Leadership (CL)**, which is the strategy of taking advantage of economies of scale by producing high volumes of standardized products at a low per-

unit cost for price-sensitive consumers. Alternatively, it involves offering customers a range of products or services at the lowest available price compared to competitors' products with similar attributes.

- **Innovative Technology and Processes (ITP)**, which means the discovery or creation of new, smarter, and more efficient activities, products, services, processes, and structures within an organization. Product innovations are perceived as new by customers, while process innovations refer to new processes which either reduce the cost of production or enable the production of new products.

Japanese Manufacturing Companies are organizations that produce products by transforming raw materials using various processes, equipment, operations, and manpower according to a detailed plan. During processing, the raw materials undergo changes to become part of a product or products. In this context, the owners of the manufacturing operations and products are of Japanese nationality.

Limitation of the study

As the study focuses on dynamic capabilities, high-performance organizations and competitive advantage in Japanese manufacturing companies in Chonburi province, the following limitations were identified:

Firstly, the study only considered Japanese manufacturing companies in the data collection phase; thus, the results and recommendations are limited in representing only those Japanese manufacturing companies in Chonburi province.

Secondly, the original plan was to collect data via online surveys over a four-week period. However, despite weekly follow-ups with respondents and attempts to connect with key contacts, the surveys were conducted over a six-week period to reach the minimum number of respondents.

Thirdly, the focus group discussion was conducted solely with Thai managers; therefore, the findings may not reflect the viewpoints of Japanese managers.

Chapter summary

The introduction highlighted the importance of addressing business uncertainty in general and the need for organizations to effectively create and utilize their resources for sustainable success. It emphasized that human capital is a key factor in driving effective strategies, integrating, building, and reconfiguring internal and external resources to address environmental changes and achieve long-term success. Chapter 1 outlined the problem the study aims to address in addition to the research purpose, assumptions, and research questions. Furthermore, it provided definitions of terms, the study population, and limitations. Chapter 2 presents a literature review as the theoretical framework and discusses previous research studied. Chapter 3 introduces the design and methodology of the study (both quantitative and qualitative), including data collection procedures, data analysis and ethical considerations and concerns.

CHAPTER 2

LITERATURE REVIEW

The purpose of this chapter is to place the study of dynamic capabilities, high-performance organizations and competitive advantage within a broader organizational context. To explore these interactions further, this chapter begins by reviewing the literature on dynamic capabilities, introducing their theoretical foundations, and the dynamic capability view. Next, the literature on high-performance organizations and competitive advantage is discussed in terms of their nature, structure, and development. The chapter concludes by presenting a conceptual framework of dynamic capabilities, high-performance organizations and competitive advantage, along with previous relevant research studies.

1. Dynamic Capabilities

1.1 Definition of Dynamic Capabilities

1.2 Foundation of Dynamic Capabilities

1.3 Synthesis of variables used for Dynamic Capabilities

1.4 Dynamic Capabilities, High-Performance Organization and Competitive Advantage

2. High-Performance Organization

2.1 Definition of High-Performance Organization

2.2 Foundation of High-Performance Organization

2.3 Synthesis of variables used for High-Performance Organization

3. Competitive Advantage

3.1 Definition of Competitive Advantage

3.2 Foundation of Competitive Advantage

3.3 Synthesis of variables used for Competitive Advantage

4. Japanese manufacturing companies in Chonburi province

5. Related Research

Dynamic Capabilities

1. Definition of Dynamic Capabilities

Teece and Pisano (1994); Teece et al. (1997) introduced the concept of dynamic capabilities and defined them as “the firm’s ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments” (p. 516). Teece (1994) further elaborated the word "dynamic" as describing changes in the business environment and specific strategic reactions required when time to market is critical, innovation is forced, and future competition and markets are unpredictable. The word "capabilities" underlines the importance of appropriate strategic management in adapting, integrating, and reconfiguring internal and external functional competences and resources to meet changing environmental demands.

Subsequently, dynamic capabilities were defined by many authors as follows. Eisenhardt and Martin (2000) defined dynamic capabilities as the organizational and strategic routines that use existing resources to integrate, reconfigure and gain resources to align with market changes. Griffith and Harvey (2001, p. 597) defined dynamic capabilities as an integration of resources that are not easy to replicate, including internal coordinating effectiveness that can provide a firm with a competitive advantage. Zollo and Winter (2002, p. 340) defined dynamic capabilities as patterns of collective, learned, and stable activities that organizations systematically create and adjust to enhance their operating routines in pursuit of enhanced effectiveness. Lee, Lee, and Rho (2002) considered dynamic capabilities as sources of sustainable competitive advantage that allow organizations to survive in rapidly changing environments. Adner and Helfat (2003) described dynamic capabilities as the abilities of managers to build, integrate, and transform organizational competences and resources. Winter (2003) considered dynamic capabilities as those that enhanced, modified, or built upon ordinary capabilities. Teece (2007, p. 1319) categorized dynamic capabilities into three main categories: 1) sensing and shaping opportunities and threats, 2) seizing opportunities, and 3) maintaining competitive advantage through enhancing, combining, protecting, and reconfiguring the firm’s intangible and tangible assets. Pavlou and El Sawy (2011) proposed dynamic capabilities as a means of addressing turbulent environments by

helping managers extend, modify, and reconfigure existing operational capabilities to better match the environment. Meanwhile, Helfat, and Martin (2015) considered dynamic capabilities as the ability of management to shape, enhance, and modify the generation of business income by connecting the quality of managerial decisions, strategic changes, and organizational performance.

In conclusion, dynamic capabilities are categorized into three components: sensing – scanning the environment and identifying new opportunities, seizing – mobilizing and developing resources to respond to identified opportunities, and reconfiguring – reorganizing existing resources and routines (Helfat & Peteraf, 2015; Helfat & Winter, 2011; Protogerou, Caloghirou, & Lioukas, 2012; Teece, 2007, 2012; Teece, Pisano, & Shuen, 1997; Zollo & Winter, 2002). Business leaders should use dynamic capabilities within an organization by searching, scanning, and anticipating future market demands, and by shaping and structuring market opportunities to create a sustainable competitive advantage (Agwunobi & Osborne, 2016; Brown, 2020). For a more in-depth understanding, definitions from several authors are shown in Table 2.

Table 2 Definitions of Dynamic Capabilities

Author	Definitions
Teece et al. (1997)	The firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments.
Eisenhardt and Martin (2000, p. 1006)	Dynamic capabilities are the firm's processes that use resources - specifically the processes that integrate, reconfigure, gain, and release resources to match and even create market change.
Griffth and Harvey (2001, p. 597)	Dynamic capabilities are a combination of resources that are difficult-to-imitate, including effective coordination of inter-organizational relationships, are on a global basis, and can provide a firm with a competitive advantage.

Table 2 (Cont.)

Author	Definitions
Cand Winter (2002, p. 340)	Dynamic capabilities are patterns of group action or behavior throughout an organization which systematically generate and modify operating routines for improved effectiveness.
Lee, Lee, and Rho (2002, p. 734)	Dynamic capabilities are conceived as a source of sustainable advantage in Schumpeterian regimes of rapid change.
Adner and Helfat (2003, p. 1012)	The capabilities with which managers build, integrate, and reconfigure organizational resources and competences
Winter (2003, p. 991)	Those (capabilities) that operate to extend, modify, or create ordinary capabilities
Teece (2007, p. 1319)	Dynamic capabilities can be disaggregated in their capacity (a) to sense and shape opportunities and threats, (b) to seize opportunities, and (c) to maintain competitiveness through enhancing, combining, protecting, and, when necessary, reconfiguring the business enterprise's intangible and tangible assets.
Barreto (2010)	Dynamic capabilities are the firm's potential to systematically solve problems by sensing opportunities and making timely market-oriented decisions.
Pavlou and El Sawy (2011, p. 239)	Dynamic capabilities have been proposed as a means for addressing turbulent environments by helping managers extend, modify, and reconfigure existing operational capabilities to better match the environment.
Helfat and Martin (2015, p. 1)	The capabilities with which managers create, extend, and modify the ways in which firms make a living-helps to explain the relationship between the quality of managerial decisions, strategic change, and organizational performance.

Table 2 (Cont.)

Author	Definitions
Teece and Leih (2016)	Dynamic capabilities are higher-level activities that allow companies to produce goods and services competitively in the market.
Darawong (2017)	The ways in which employees can transform their routine work to support business changes with maximum effectiveness.
Zhou et al. (2019)	Dynamic capabilities are categorized into three components: perception capabilities, integration capabilities and resource allocation.
Wongwanich and Laohavichien (2023)	The ways in which organizations focus on learning and integration, seeking to develop their core competencies to support fluctuating market needs, and to sustain their competitive advantage.
Siriyasub, Jadesadalug, and Thammaapipon (2024)	The ability of organizations to perceive opportunity-based transformation and maintain competitive advantage by sensing external environmental pressure, learning to continually develop, and implement organizational transformation.
Sawangrat (2024)	An organization's ability to perceive opportunities from both internal and external factors, enabling the organization to respond quickly to changes in the environment.

In this study, dynamic capabilities are abilities that allow employees within an organization to sense and shape opportunities and threats, and to maintain competitive advantage through enhancing, combining and protecting integration capabilities and resource allocation, and learning for continuous development. This enables the organization to address rapidly changing environments.

2. Foundation of Dynamic Capabilities

The general framework advanced here sees dynamic capabilities as the foundation of a firm's competitive advantage in rapidly changing environments. This framework suggests that an organization's development and utilization of superior dynamic capabilities will determine the nature and extent of intangible assets it can build and/or gather, as well as the level of economic profits it can earn (see Figure 6). Furthermore, the framework emphasizes that the past will impact current and future performance. However, there is much that management can do to simultaneously design processes and structures to support innovation while unshackling the enterprise from dysfunctional processes and structures designed for an earlier period.

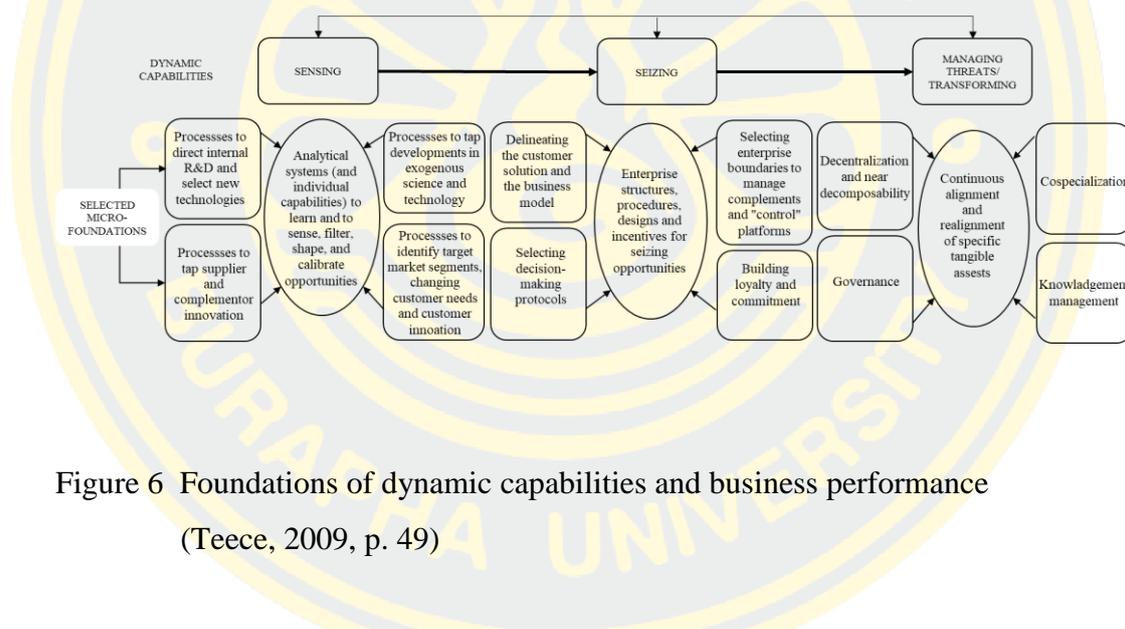


Figure 6 Foundations of dynamic capabilities and business performance
(Tece, 2009, p. 49)

Tece and Pisano (1997) and Tece, Pisano, and Shuen (1997), proposed three organizational and managerial processes – coordination/integration, learning and reconfiguring – as core elements of dynamic capabilities. These processes are a subset of the process that supports sensing, seizing, and managing threats. When combined, they can be considered a process of “orchestration.” A key strategic management role involves finding new sources of value and enhancing and/or combining internal and external firm assets, including supporting inter-firm collaborations. Because many of the most valuable assets inside the firm are knowledge related and hence non-tradable, the coordination and integration of such assets create value that cannot be

replicated in a market. This distinctive managerial role is rooted in economic theory, where managers seek new combinations by aligning cospecialized assets. The need to sense and seize opportunities, as well as reconfigure when change occurs, requires the allocation, reallocation, combination, and recombination of resources and assets.

These are key strategic functions of executives. Indeed, the skills required to identify and exploit complementarities and manage specialization are scarce. Finding new ways to maximize or increase the value of a firm's assets makes it necessary to know the structure of the firm's assets while being able to identify gaps to provide solutions exceeding customer expectations. Filling these gaps involves creating new assets or gaining strategic insight (Ettlie & Pavlou, 2006).

The capabilities view draws from the theory of evolutionary economics in explicating how organizational routines evolve. It explains how firms develop the ability to extend their current levels of competency through the heuristics of routine building over time. Depending on their outcomes, the development of new routines helps determine whether a firm ultimately succeeds or fails (Nelson & Winter, 2002). While evolutionary economics' influence on the dynamic capabilities construct is evident, there appears to be a stronger tie between the dynamic capabilities view and the resource-based view of a firm. Dynamic capabilities are defined here as the higher-level capabilities of a firm to purposefully extend, modify, or create ordinary capabilities (Collis, 1994; Helfat, 2007; Winter, 2003). In addition, to build and maintain a competitive advantage, firms need to simultaneously develop and apply sensing, seizing, and transformational/reconfiguring capabilities. Furthermore, to achieve a competitive advantage, organizations must have the capabilities to sense opportunities and obstacles that are available to them, seize them internally, and maximize their impacts (Peece & Leih, 2016). Zott (2003, p. 120) recognizes that "dynamic capabilities are more than a simple addition to the resource-based view." The resource-based view centers on a firm's resources and evaluates the effect they have on the overall organization. The goal of the resource-based view is to explain why some firms are more competitive than others because of their unique resources and capabilities (Helfat & Peteraf, 2003). This process, therefore, is associated with a firm's resource-based changes, which include the improvement of existing capabilities and the development of new capabilities (Prashantham & Floyd, 2012).

In conclusion, dynamic capabilities are meta-competencies that go beyond ordinary competencies, which enable firms to not only invent but also innovate profitably. Dynamic capabilities, by contrast, relate to high-level activities that are linked to management's ability (Duncan, 2019) to sense and then seize opportunities, navigate threats, and combine and reconfigure resources. Additionally, they involve building, modifying, or creating ordinary capabilities as strategic routines to meet changing customer needs, while sustaining and amplifying evolutionary fitness, thereby building long-term value for investors (Teece, 2009). Senior managers need to direct and help organizations to reorganize and renew their skills and resources to exploit existing competencies and to develop new ones (O'Reilly & Tushman, 2013; Taylor & Helfat, 2009). Barreto (2010) explained "firms' bundles of resources and capabilities provide a competitive advantage as long as they are valuable and rare, and for such an advantage to be sustainable over time, they must also be costly to imitate and non-substitutable" (p. 259). The dynamic capabilities framework is a useful tool that can be used by business leaders to think strategically about the future of their organizations and their capabilities. This will allow firms to respond swiftly and accurately to align with external environmental changes, which should be recognized, strengthened, and combined into business models, business investments, and long-term strategic visioning. This approach helps avoid blockages and maintains levels of competence building and organizational changes (Soyer, 2017), especially in relation to organizational effectiveness (Wilhelm, Schlomer, & Maurer, 2015).

3. Synthesis of variables used for Dynamic Capabilities

According to the theoretical framework mentioned earlier, dynamic capabilities are categorized into three main components: sensing, seizing, and reconfiguring/transforming (Helfat & Peteraf, 2015; Helfat & Winter, 2011; Protogerou, Caloghirou, & Lioukas, 2012; Teece, 2007, 2012; Teece, Pisano, & Shuen, 1997; Zollo & Winter, 2002). Subsequent scholarly studies have explored various antecedents of dynamic capabilities as shown below.

Table 3 Synthesis components of Dynamic Capabilities

No.	Component	Sources
1	Sensing capability	Tece (2014)
2	Seizing capability	Pavlou and ElSawy, (2011)
3	Transforming capability	Piyongwathana, Chinnaworn, and Nummaung (2014)
4	Learning capability	Sakhonkarutdej et al. (2016)
		Darwong (2017)
		Nieves et al. (2017)
		Takahashi, Bulgacov and Giacomini (2017)
		Duncan (2019)
		Rotjanakorn (2019)
		Zhou et al. (2019)
		Pattanasing, Aujirapongpan, and Srimai (2019)
		Rashidrad and Salimian (2020)
		Pattanasing et al. (2021)
		Namwong et al. (2021)
		Ali et al. (2021)
		Pichlak (2021)
		Fatoki (2021)
		Wongwanich and Chienwattanasuk (2021)
		Beigi et al. (2023)
		Chancharoen et al. (2023)
	Total	20
	Sum	%
		65%
		25%
		50%
		50%
	Factors Selected	✓
		✓
		✓
		✓

Table 3 (Cont.)

No.	Components	Sources
1	Teece (2014)	
2	Pavlou and ElSawy, (2011)	
3	Piyawongwathana, Chinnaworn, and Nummaung (2014)	
4	Sakhonkaruhadej et al. (2016)	
5	Darawong (2017)	
6	Nieves et al. (2017)	
7	Takahashi, Bulgacov and Giacomini (2017)	
8	Duncan (2019)	
9	Rotjanakorn (2019)	
10	Zhou et al. (2019)	
11	Pattanasing, Aujirapongpan, and Srimal (2019)	
12	Rashidrad and Salimian (2020)	
13	Pattanasing et al. (2021)	
14	Namwong et al. (2021)	
15	Ali et al. (2021)	
16	Pichlak (2021)	
17	Fatoki (2021)	
18	Wongwanich and Chienwattanasuk (2021)	
19	Beigi et al. (2023)	
20	Chancharoen et al. (2023)	
Total	20	
Sum	%	
5	27%	
6	40%	
7	30%	
8	20%	
Factors Selected		

Table 3 (Cont.)

No.	Components	Sources										Total	Sum	Factors Selected											
9	Absorptive capability	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	20	20%		
10	Perception capabilities	-	-	-	✓	-	-	-	✓	-	✓	-	-	-	-	-	-	-	-	✓	-	-	4	20%	
11	Resource allocation	-	-	-	-	-	-	-	-	✓	✓	-	-	-	-	-	-	-	-	-	-	-	1	5%	
12	Opportunity Search	-	-	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	5%	
		Tece (2014)	Pavou and EISawy, (2011)	Piyongwathana, Chinnaworn, and Nummaung (2014)	Sakhonkaruhardej et al. (2016)	Darawong (2017)	Nieves et al. (2017)	Takahashi, Bulgacov and Giacomini (2017)	Duncan (2019)	Rotjanakorn (2019)	Zhou et al. (2019)	Pattanasing, Aufirapongpan, and Srimai (2019)	Rashdirad and Salmian (2020)	Pattanasing et al. (2021)	Namwong et al. (2021)	Ah et al. (2021)	Pichlak (2021)	Fatoki (2021)	Wongwanich and Chienwathanasuk (2021)	Beigi et al. (2023)	Chancharoen et al. (2023)				

Table 3 (Cont.)

No.	Sources		Components	Information	Stock
	No.	Sources			
1	1	Tece (2014)	-	-	-
2	2	Pavou and EISawy, (2011)	-	-	-
3	3	Piyongwathana, Chinnaworn, and Nummaung (2014)	✓	-	-
4	4	Sakhonkaruhardej et al. (2016)	-	-	-
5	5	Darawong (2017)	-	-	-
6	6	Nieves et al. (2017)	-	-	-
7	7	Takahashi, Bulgacov and Giacomini (2017)	-	-	-
8	8	Duncan (2019)	-	-	-
9	9	Rotjanakorn (2019)	-	-	-
10	10	Zhou et al. (2019)	-	-	-
11	11	Pattanasing, Aufrapongpan, and Srimai (2019)	-	-	-
12	12	Rashidirad and Salmian (2020)	-	-	-
13	13	Pattanasing et al. (2021)	-	-	-
14	14	Namwong et al. (2021)	-	-	-
15	15	Ah et al. (2021)	-	-	-
16	16	Pichlak (2021)	-	-	-
17	17	Fatoki (2021)	-	-	-
18	18	Wongwanich and Chienwathanasuk (2021)	-	-	-
19	19	Beigi et al. (2023)	-	-	-
20	20	Chancharoen et al. (2023)	-	-	-
	$\bar{20}$	Total	1	-	-
	%	Sum	5%	-	-
		Factors Selected			

Table 3 shows the synthesis of the variables used for dynamic capabilities, and the research identified 13 components; however, only those variables that appeared in more than 50% of the reviewed literature were selected for the purposes of this study. Consequently, three key components were chosen to support the conceptual framework in this study: 1) Sensing capability, 2) Transforming capability, and 3) Learning capability.

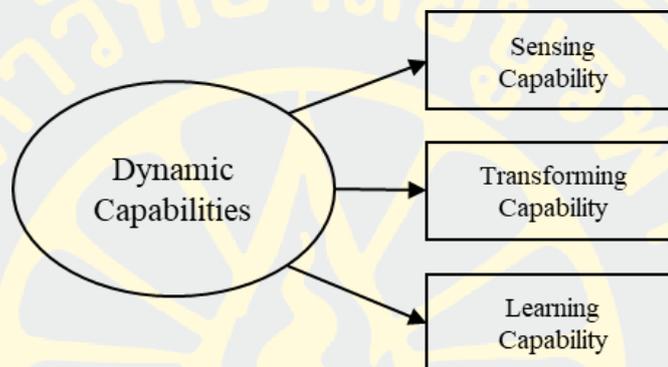


Figure 7 Components of Dynamic Capabilities

The following section discusses the supporting literature of the study, with a focus on the components of dynamic capabilities.

Sensing capability

In the context of regular business changes, such as customer needs, newer competitors and technological transformation, sensing involves environment scanning, tracking innovation trends, and interpreting new organizational opportunities. Sensing is the ability that allows business employees and leaders to quickly perceive opportunity-based transformation, identify, assess, and develop opportunities while interacting with the external environment. This process regularly explores and analyzes information and knowledge to provide essential information to support effective decision-making by management (Rashidirad & Salimian, 2020). Sensing also involves predicting the future and reconfiguring toward new competencies (Teece & Leih, 2016; Teece et al., 2016), along with awareness and understanding of environmental transformations, opportunities, and obstacles

(Jantunen et al., 2012; Wilden et al. 2016). Additionally, sensing is an organization's ability to search and monitor changes in the business environment and customer needs to develop new products or services to create more opportunities in the market (Wongwanich & Laohavichien, 2023).

Pavlou and El Sawy (2006a) further explain that sensing is a process of understanding the environment and indicating market needs while creating new opportunities. Moreover, opportunity recognition involves identifying changes in the business environment. Sensing is also related to monitoring organizational capabilities and developing new problem-solving technologies or transforming customer preferences. The ability to monitor organizational capabilities involves tracking the original capabilities of an organization and examining its ability to reconfigure and follow up on a development process to identify whether it has achieved the required capabilities or not (MacInerney-May, 2011). Furthermore, sensing entails investing in research activities, probing technological possibilities and customer needs, understanding latent demand, evaluating the evolution of industries and markets, and reacting to the responses of competitors and suppliers (Teece, 2007; Teece, 2009; Nieves et al., 2017). Additionally, Rashidirad and Salimian (2020) found that sensing has a positive relation to and creates value in the non-financial aspects of organizational performance measurement from a stakeholder's viewpoint.

Sensing results mostly from frontline workers who directly interact with the environment, and those sensed opportunities are synthesized organizationally to be applied on a larger scale. Therefore, sensing is the beginning of the essential skills employees need to perceive opportunities that lead to benefits for the firm. In conclusion, sensing is the ability to perceive and understand business environment changes and the opportunities and obstructions that threaten an organization and then being able to forecast the future and make developmental transformations, while recognizing existing capabilities compared to competitors in order to adjust and improve the organization.

Transforming capability

Transforming capability is the ability to adapt, decrease or increase existing resources to align with business transformations and to develop and build new

organizational capabilities (Teece, 2012). Jurksiene and Pundziene (2016); Eng and Okten (2011) further explain that transforming capability involves management's ability to transform processes, organizational resources, and knowledge, as well as to restructure capabilities and create internal change to manage organizational learning and creativity. Wilden et al. (2016) define it as the ability to modify organizational patterns and details in line with decisions. Furthermore, MacInerney-May (2011) explains that it is the ability to adjust an organization's resources to be consistent with capability creation and integration, thereby creating new competencies. This means that transforming capability involves both an ability to create new capabilities within an organization and an ability to transform existing resources and capabilities

A firm's reconfiguration capability promotes continuous transformation, enabling it to obtain new resources and capture innovation benefits. This leads to the creation of new products, services, and operation processes (Wang & Ahmed, 2007; Lazonick & Prencipe, 2005). This capability overlaps with innovative capabilities, as described by (Wang & Ahmed, 2007), and is related to the organizational ability to create new products. This is in line with (2001) who indicates that innovative capability is the ability to generate new ideas and knowledge for better product performance, operational process efficiency, and system innovations that are useful for the organization.

In summary, transforming capability is the ability to transform processes, existing organizational resources, and capabilities to create new organizational capabilities. This is achieved by modifying, developing, and integrating resources to build new capabilities, which then capture innovations in new products, services and processes that are beneficial to the firm.

Learning capability

Duchek (2020) explains that because of the growing complexity of business, it is important to encourage individuals and firms to learn regularly in order to continuously adapt to changing environments. Learning capability involves obtaining, absorbing, adapting, and applying existing knowledge to create new knowledge, as well as learning new external information and later adjusting or applying this knowledge within the organization. It also includes the ability to transmit this new

knowledge throughout the entire firm, which is consistent with the concept of absorptive capacity and the readiness to transform as the environment changes (Teece, 2012; Darawong, 2017; Pavlou & El Sawy, 2006b; MacInerney-May, 2011; Wang & Ahmed, 2007; Wongwanich & Laohavichien, 2023). This proactive approach to acquiring new external information for organizational learning impacts the design of appropriate organizational structures, prioritizes valuable information, and facilitates its dissemination throughout and beyond the organization, thereby increasing the firm's current knowledge base and expanding its intellectual capacity (Verona & Ravasi, 2003; Todorova & Durisin, 2007).

Matysiak et al. (2018) further describe learning capability as the ability of a firm to use opportunities identified through sensing capability to develop and introduce new products and services. Therefore, learning helps organizations to create value in a rapidly changing business environment and is an asset that enables firms to transform and use existing resources appropriately (Zott, 2003; Nieves et al., 2017; Rashidirad & Salimian, 2020). This is in line with Desai et al. (2007); Tangmutasawat, Jarutirasarn, and Nami (2021), who state that learning capability allows employees in an organization to apply knowledge to correct their routine operations in a timely manner and better manage their knowledge, thereby positively increasing dynamic capabilities.

To sum up, learning capability is the ability to learn faster than competitors in an uncertain business environment and to find ways to create long-term competitive advantage. It is important to encourage individuals to learn regularly and continuously adapt as the environment changes. Therefore, this study defines learning capability as the ability to acquire knowledge through formal & informal learning within a firm, while also acquiring new external information through interactions with customers and suppliers. This involves designing valuable information that facilitates its dissemination throughout the organization, thereby upgrading the organization's current knowledge and enhancing the firm's intellectual capacity.

Dynamic Capabilities, High-Performance Organization and Competitive Advantage

In this era of rapid technological transformation, the dynamic capabilities framework emphasizes organizational and managerial competencies that allow firms to achieve competitive advantage (Teece, 2009). Eisenhardt and Martin (2000) stated that competitive advantage depends on dynamic capabilities that create unique organizational competencies and enhance the value of people development within an organization. In long-term competition, the continual development of dynamic capabilities is essential to maintain a firm's competitive advantage (Teece, 2016; Wu, 2007). Therefore, the dynamic capabilities approach has become an influential framework for understanding how a firm's resource stock evolves to achieve or maintain sustainable competitive advantages (Ambrosini & Bowman, 2009; Augier & Teece, 2009; Cavusgil, Seggie, & Talai, 2007). Employees who recognize the organization's value can continuously search for other opportunities to create new products, impacting competitive performance through differentiation and innovation (Chatterji & Patro, 2014; Wilden & Gudergan, 2015). Research by Chen and Tsai (2012) found that dynamic capabilities, when based on the effective use of organizational resources, positively impact organization performance and competitiveness.

Agwunobi and Osborne (2016) supported the idea that organizational leaders who can seize opportunities to transform and reconfigure assets and resources to sustain profitable growth play key roles in enhancing a business' dynamic capabilities. Also, leaders who combine an organization's dynamic capabilities with a good business model can guide organizational transformation, allowing the organization to increase profits while sustaining and enhancing capabilities and resources (Teece, 2018). Dynamic capabilities and firm performance are often intertwined because dynamic capabilities aim to improve a firm's performance effectiveness (Zollo & Winter, 2002). Blackman (2012) concluded that an organization able to respond rapidly to environmental changes must have management and employees who understand that their roles are important to the firm. To accomplish the essentials of dynamic capabilities, they should know which improvement capabilities are needed to develop routine operations that enhance the

firm's performance towards becoming a High-Performance Organization (HPO). As an HPO, the organization should welcome changes, react quickly, build integrated and aligned management processes with strategy, structure and people throughout the organization, focus on innovation and improvement of its core capabilities, and treat employees as its main asset (de Waal, 2007).

Several studies present the relationship between dynamic capabilities, high performance organizations, and competitive advantage. Pattanasing (2021); Piyawongwathana (2016); Rotjanakorn (2019); Suwunniponth (2017); Uengpaiboonkit (2018) claimed that dynamic capabilities have a positive impact on high-performance organizations and competitive performance. The innovative capabilities and performance outcomes of an organization were also highlighted by (Phusavat, Comepa, Sitko-Lutek, & Ooi, 2011; Rujirawanich, Addison, & Smallman, 2011). Furthermore, Noordin, and Mohtar (2013) claimed that innovative capability is a factor that increases competitive capabilities and the ability to create new ideas, leading to high performance. In addition, high performance-organizations have a positive impact on competitive performance (Pattanasing, 2021; Rotjanakorn, 2019). Cui et al. (2005) also mentioned that dynamic capabilities impact the competitiveness of an organization, leading to competitive advantage beyond competitors and long-term success as well.

In conclusion, after reviewing the theoretical and research-related aspects of dynamic capabilities, it is clear that dynamic capabilities directly impact competitive advantage incrementally and enhance high-performance organizations. Therefore, this study will review the literature on high-performance organizations and competitive advantage as dependent variables to support the creation of the conceptual framework.

High-Performance Organization (HPO)

1. High-Performance Organization Definitions

The concept of a High-Performance Organization (HPO) originally appeared in a book by Peters and Waterman's (1982), which defined an HPO as an organization that maintains a strong organizational culture and alignment among leadership, strategies, structure, and employee competencies. This concept has been developed and improved over time. De Waal (2007) defined an HPO as an organization that

achieves better financial results than its competitors by quickly responding to customers, adapting well to changes, having a long-term strategic management, integrating management structures, continuously improving core competencies, treating employees fairly, and maintaining them as organizational assets. Amah and Oyetunde (2019) defined an HPO as an organization that combines economic, social, and environmental achievements, including actions in organizational operations to achieve results that consider how to preserve the social and economic environment. Furthermore, Do and Mai (2020) considered an HPO as an organization that continually combines good practices to increase organizational efficiency, responds to market demands, outperforms competitors, and remains competitive in the business environment for a long time.

Several scholars have provided a variety of definitions, viewpoints, and components of high-performance organizations, depending on their experiences and perceptions; however, there is no overall consensus. Miller (2002) similar with Schermerhorn (2003) similarly defined a high-performance organization as an organization designed to support effective employee performance and sustainable organizational effectiveness through personal development. Epstein (2004) explained that these definitions often describe achievements or attributes of an HPO, such as strong financial results, customer satisfaction, high levels of employee creativity, productivity, and innovation in routine operations, aligned performance measurement and reward systems, and strong leadership. Buytendijk (2006) defined an HPO as an organization that can understand and reach the market before others, keep talented employees and handle internal and external pressures well.

American Management Association (2007) states that an HPO is an organization with excellent management in several aspects, with accomplishments that have been sustained over a long period of time. In addition, de Waal (2007) and Mullins (2006) defined an HPO as an organization that achieves financial results better than its competitors in the same industry over a period of at least five to ten years by quickly responding to customers, being ready for changes, building management processes that are integrated and aligned with strategy, structure and people throughout the organization, focusing on innovation and improvement of its core capabilities, and treating its employees as its main asset. Blanchard (2007)

defined an HPO as an organization that continuously delivers excellent results with high levels of employee satisfaction and commitment to success. To understand the variety of definitions and viewpoints of high-performance organizations, definitions from several authors are shown in Table 4.

Table 4 Definitions of High-Performance Organization

Author	Definitions
Peters and Waterman (1982)	An organization that maintains a strong culture and alignment among leadership, strategies, structure, and employee competencies
De Waal (2007)	An organization that achieves better financial results than competitors in the long run by adapting well to changes and rapidly responding to them, managing for the long term, establishing an integrated management structure, continuously improving core competencies, and treating employees as its main assets
Amah and Oyetunde (2019)	An organization that combines economic terms, social and environmental achievements, and actions to achieve results that consider how to preserve the social and economic environment in organizational operations
Do and Mai (2020)	An organization that continually merges a set of good practices to increase organizational efficiency, responds to market demands, outperforms competitors, and remains competitive in the business environment for a long time
Miller (2002); Schermerhorn, Hunt, and Osborn (2003)	High performance organizations are organizations designed to support employee performance, while effectively sustaining organizational effectiveness through personal development

Table 4 (Cont.)

Author	Definitions
Epstein (2004)	Achievements or attributes of an HPO include strong financial results, satisfied customers and employees, high levels of individual initiative, productivity, and innovation, aligned performance measurement and reward systems, and strong leadership
Buytendijk (2006)	HPOs are organizations that can understand and reach the market before others, keep talented employees, and handle internal and external pressures well.
The American Management Association (2007)	HPOs are organizations with excellent management in various aspects, and with accomplishments that have been sustained over a long period of time.
de Waal (2007); Mullins (2006)	An organization that has achieved sustained financial results that are better than its competitors in the same industry over a period of at least five to ten years and that welcomes changes and reacts quickly, builds management processes that are integrated and aligned with strategy, structure and people throughout the organization, focuses on innovation and improvement of its core capabilities, and treats employees as its main asset
Blanchard (2007)	High performance organizations are enterprises that over time continue to produce outstanding results with the highest level of human satisfaction and commitment to success.
Nantharojphong, Kittisaknawin, and Eesawadi (2017)	An organization that has the potential to adapt as situations change, using the existing potential of its employees effectively. It combines processes, technology, and collaboration in teams to achieve business objectives efficiently.

Table 4 (Cont.)

Author	Definitions
de Waal (2020)	An organization that achieves financial and non-financial results that are considerably better than those of its peer group over a period of five years or more by focusing in a disciplined way on that what really matters to the organization
Sowaphas, Duangdara, and Otayarak (2020)	Gives priority to employee's potential and feelings, emphasizing human resources in the organization. Teamwork involves analyzing, planning, problem solving, and decision making collaboratively. HPOs have a flexible structure and organizational structure and are always ready to deal with change.
Premsmi et al. (2021)	HPOs are successful and continuously growing firms with high-performance employees, who build competitive advantages. These organizations are able to cope with external pressures, demonstrating high levels of agility to adapt and respond to changes. They exhibit good quality management and are able to effectively integrate innovation and technology to develop productivity and core competencies.
Yaemsuda (2023)	An organization that has a clear backup plan for dealing with various conditions, including scenario analysis of each potential impact. It supports employees in achieving business objectives on time and with high-quality work, ensuring acceptance and success

Scholars have provided similar definitions of a high-performance organization, describing it as an organization designed to support employee effectiveness in quickly responding to business environment changes. An HPO is also aware of employee needs and customer expectations, builds organizational values to

be responsive to customer needs, and maintains a strong culture at all levels of the organization to achieve sustained financial results that are better than those of its competitors. Therefore, a high-performance organization is defined as an organization which has excellent management across various financial and non-financial aspects. This includes an effective working design to support employees in performing well within a personnel development system that satisfies customers and employees, encourages high levels of individual initiative, productivity, and innovation, aligns performance measurement and reward systems, and demonstrates strong leadership and financial results that are significantly better than those of its peer group over a period of five years or more.

2. Foundation of High-Performance Organization

As the forces of globalization continue to influence the world economy, creating a boundary-less economy and facilitating instant communication, organizations face both the opportunities of the global marketplace and the problems of job losses to foreign countries. Additionally, customer behavior is always changing – with an increasing need for more speed, lower cost, higher quality, and more innovative products and services. Providers that are unable to meet these customer needs risk losing valued customers. To address these challenges, organizations must attempt to become high-performance organizations by changing their organizational structure, empowering employees at each process and level, and focusing more on employee competency development. Meanwhile, organizations are also downsizing, hiring more temporary employees, retaining talent, providing career growth for core staff, and encouraging employees to engage in self-learning in order to increase employee engagement. Lawler (2005) mentioned that organizations need to transition to high performance organizations because of the relationship between organizations and employees. Human capital is a strategic factor that supports competitive advantage. Thus, when organizations build good relationships with their employees, it positively impacts employee engagement and loyalty. Assigning challenging projects, providing learning opportunities, trusting employees, and offering appropriate rewards will attract and retain talented employees, contributing to the organization becoming a high-performance organization. Lawler (2005) called this cycle the

Virtuous Spiral, as shown in Figure 8. The spiral begins when an organization has a strategy that includes attracting talent, motivating, developing, engaging employees, and providing rewards. Whenever employees receive sufficient motivation, they take on more challenging projects or assignments, finally resulting in the organization becoming a high-performance organization. High-performance organizations also attract high-performing, high-potential employees, which is hard for competitors to imitate.



Figure 8 Virtuous spiral

Sources: Lawler (2005)

Long-term performance success for any organization begins with strong foundations of human capital – the commercial value of people with job-relevant abilities, knowledge, experience, ideas, energies, creativity, and dedication (Pfeffer, 1998). When managers give priority to human capital, they recognize that even in this age of high technology, people are indispensable resources. Only through human efforts can great advantages be realized from other material resources of the organization, such as technology, information, raw materials and money. Critical among the many players in our new economy are knowledge workers, people whose minds rather than physical capabilities become critical assets for organizations. Human capital in this respect becomes intellectual capital represented in employee potential as skills, competencies, initiatives, and responsibilities within an organization's workforce (Ulrich, 1998).

The primacy of intellectual capital is another hallmark of high-performance organizations. HPOs unlock intellectual capital through empowerment by allowing individuals and/or groups to use their full potential and know-how to make decisions that affect their work. The value of people as human assets is also mobilized through social capital – the performance potential represented in the relationships maintained among people at work (Adlere & Kwon, 2002). HPOs mobilize social capital through a commitment to teams and teamwork, arranging the flow of work around key business processes and then empowering teams to fully implement them. Focusing on groups of people within an organization achieves greater flexibility, internal collaboration, invention, and speed. They also use fewer levels of management and change the way managers operate. In team settings, managers become much less directive and instead emphasize coaching that facilitates teamwork and work results that meet customer expectations (Bradley et al., 1998). This approach changes the very essence of how things get done, the setting in which people work, and the value delivered to customers and clients. We are well into an era that gives primacy to the high-performance organization – one that operates in a way that brings out the best in people and produces sustainable high-performance results while creating high quality-of-work-life environments (Pfeffer, 1998).

3. Synthesis of variables used for High-Performance Organization

As mentioned earlier, several scholars have provided various components of high-performance organizations, depending on their experiences and perceptions; however, there is no consensus. After reviewing existing theories and previously studied research, the components of HPOs have been summarized in Table 5.

Table 5 (Cont.)

No.	Components	Sources
11	Stimulating People to Achieve High Performance	1 ✓ Holbeche (2004) 2 Overholt et al. (2006) 3 Buytendijk (2006) 4 Schermhorn, Hunt, and Osborn (2010) 5 Blanchard (2010) 6 de Waal (2015) 7 Pattanasing, Auftraponpan, and Srimal,(2019) 8 Gerduang and Bunchaphattanasakda (2019) 9 Zbierowski (2019) 10 The HPO Center (2019) 11 Sowaphas et al. (2020) 12 Thipat, Buaswan, and Sarnswang (2020) 13 Thipat, Buaswan and Sarnswang (2020) 14 Pattanasing et al. (2021) 15 Premsmit et al. (2021) 16 Wongwanich and Chienwathanasuk (2021) 17 Charoenchai &and Kunacheva (2022) 18 Songkajorn et. al. (2022) 19 Xanthopoulou et al. (2023) 20 Mai and Do (2023) 20 Holbeche (2004)
12	Becoming A Great Place to Work	1 ✓ Holbeche (2004) 2 Overholt et al. (2006) 3 Buytendijk (2006) 4 Schermhorn, Hunt, and Osborn (2010) 5 Blanchard (2010) 6 de Waal (2015) 7 Pattanasing, Auftraponpan, and Srimal,(2019) 8 Gerduang and Bunchaphattanasakda (2019) 9 Zbierowski (2019) 10 The HPO Center (2019) 11 Sowaphas et al. (2020) 12 Thipat, Buaswan, and Sarnswang (2020) 13 Thipat, Buaswan and Sarnswang (2020) 14 Pattanasing et al. (2021) 15 Premsmit et al. (2021) 16 Wongwanich and Chienwathanasuk (2021) 17 Charoenchai &and Kunacheva (2022) 18 Songkajorn et. al. (2022) 19 Xanthopoulou et al. (2023) 20 Mai and Do (2023) 20 Holbeche (2004)
13	Becoming a Values-based Organization	1 ✓ Holbeche (2004) 2 Overholt et al. (2006) 3 Buytendijk (2006) 4 Schermhorn, Hunt, and Osborn (2010) 5 Blanchard (2010) 6 de Waal (2015) 7 Pattanasing, Auftraponpan, and Srimal,(2019) 8 Gerduang and Bunchaphattanasakda (2019) 9 Zbierowski (2019) 10 The HPO Center (2019) 11 Sowaphas et al. (2020) 12 Thipat, Buaswan, and Sarnswang (2020) 13 Thipat, Buaswan and Sarnswang (2020) 14 Pattanasing et al. (2021) 15 Premsmit et al. (2021) 16 Wongwanich and Chienwathanasuk (2021) 17 Charoenchai &and Kunacheva (2022) 18 Songkajorn et. al. (2022) 19 Xanthopoulou et al. (2023) 20 Mai and Do (2023) 20 Holbeche (2004)
		Buytendijk (2006) Overholt et al. (2006) % Holbeche (2004) 20 Mai and Do (2023) 20 Xanthopoulou et al. (2023) 19 Songkajorn et. al. (2022) 18 Charoenchai &and Kunacheva (2022) 17 Wongwanich and Chienwathanasuk (2021) 16 Premsmit et al. (2021) 15 Pattanasing et al. (2021) 14 Thipat, Buaswan and Sarnswang (2020) 13 Thipat, Buaswan, and Sarnswang (2020) 12 Sowaphas et al. (2020) 11 The HPO Center (2019) 10 Zbierowski (2019) 9 Gerduang and Bunchaphattanasakda (2019) 8 Pattanasing, Auftraponpan, and Srimal,(2019) 7 de Waal (2015) 6 Blanchard (2010) 5 Schermhorn, Hunt, and Osborn (2010) 4 Buytendijk (2006) 3 Overholt et al. (2006) 2 Holbeche (2004) 1

Table 5 (Cont.)

No.	Components	Sources
14	Set Ambitious Target	1 Overholt et al. (2006) 2 Buyendijk (2006)
15	Shared Values	3 Buyendijk (2006) 4 Schermhorn, Hunt, and Osborn (2010) 5 Blanchard (2010) 6 de Waal (2015) 7 Pattanasing, Auftraponpan, and Srimal,(2019) 8 Gerduang and Bunchaphattanasakda (2019) 9 Zbierowski (2019) 10 The HPO Center (2019) 11 Sowaphas et al. (2020) 12 Thipat, Buaswan, and Sarnswang (2020) 13 Thipat, Buaswan and Sarnswang (2020) 14 Pattanasing et al. (2021) 15 Premsmit et al. (2021) 16 Wongwanich and Chienwathanasuk (2021) 17 Charoenchai &and Kunacheva (2022) 18 Songkajorn et. al. (2022)
16	Focus & Alignment	19 Xanthopoulou et al. (2023) 20 Mai and Do (2023) 21 Holbeche (2004)
17	Organizational Agility	22 Overholt et al. (2006)
18	Share Business Model	23 Buyendijk (2006)

Table 5 (Cont.)

No.	Components	Sources
19	Strategic approach	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 Overholt et al. (2006)
20	Customer approach	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 Overholt et al. (2006)
21	Leadership approach	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 Overholt et al. (2006)
22	Process and structure	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 Overholt et al. (2006)
23	Innovation Process	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 Overholt et al. (2006)

Table 5 (Cont.)

No.	Components	Sources
24	Organization structure	1 Holbeche (2004)
25	Organization culture	2 Overholt et al. (2006)
26	Share information and Open Communication	3 Buyendijk (2006)
27	Compelling Vision	4 Schermerhorn, Hunt, and Osborn (2010)
		5 Blanchard (2010)
		6 de Waal (2015)
		7 Pattanasing, Auftraponpan, and Srimal,(2019)
		8 Gerduang and Bunchaphattanasakda (2019)
		9 Zbierowski (2019)
		10 The HPO Center (2019)
		11 Sowaphas et al. (2020)
		12 Thipat, Buaswan, and Sarnswang (2020)
		13 Thipat, Buaswan and Sarnswang (2020)
		14 Pattanasing et al. (2021)
		15 Premsmit et al. (2021)
		16 Wongwanich and Chienwathanasuk (2021)
		17 Charoenchai &and Kunacheva (2022)
		18 Songkajorn et. al. (2022)
		19 Xanthopoulou et al. (2023)
		20 Mai and Do (2023)
		20 Holbeche (2004)
		% Overholt et al. (2006)
		Buyendijk (2006)

Table 5 (Cont.)

No.	Components	Sources
28	Ongoing Learning	1 Holbeche (2004) 2 Overholt et al. (2006) 3 Buytendijk (2006)
29	Relentless Focus on Customer Results	4 Schermhorn, Hunt, and Osborn (2010) 5 Blanchard (2010) 6 de Waal (2015) 7 Pattanasing, Auftraponpan, and Sritai,(2019) 8 Gertruang and Bunchaphattanasakda (2019) 9 Zbierowski (2019) 10 The HPO Center (2019) 11 Sowaphas et al. (2020) 12 Thipat, Buaswan, and Sarnswang (2020) 13 Thipat, Buaswan and Sarnswang (2020) 14 Pattanasing et al. (2021) 15 Premsmit et al. (2021) 16 Wongwanich and Chienwathanasuk (2021) 17 Charoenchai &and Kunacheva (2022) 18 Songkajorn et. al. (2022) 19 Xanthopoulou et al. (2023) 20 Mai and Do (2023)
30	Energizing Systems and Structures	1 Holbeche (2004) 2 Overholt et al. (2006) 3 Buytendijk (2006) 4 Schermhorn, Hunt, and Osborn (2010) 5 Blanchard (2010) 6 de Waal (2015) 7 Pattanasing, Auftraponpan, and Sritai,(2019) 8 Gertruang and Bunchaphattanasakda (2019) 9 Zbierowski (2019) 10 The HPO Center (2019) 11 Sowaphas et al. (2020) 12 Thipat, Buaswan, and Sarnswang (2020) 13 Thipat, Buaswan and Sarnswang (2020) 14 Pattanasing et al. (2021) 15 Premsmit et al. (2021) 16 Wongwanich and Chienwathanasuk (2021) 17 Charoenchai &and Kunacheva (2022) 18 Songkajorn et. al. (2022) 19 Xanthopoulou et al. (2023) 20 Mai and Do (2023) 21 Holbeche (2004) 22 Overholt et al. (2006) 23 Buytendijk (2006)

Table 5 (Cont.)

No.	Sources	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	20	%	Buyendijk (2006)
	Components																							
31	Shared Power and High Involvement	-	-	-	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	✓	2	10%	Buyendijk (2006)
32	Strategy Focused Organization	-	-	-	-	-	-	-	-	-	-	✓	-	-	-	-	-	-	-	-	-	1	5%	Buyendijk (2006)
33	Team Work	-	-	-	-	-	-	-	-	-	-	✓	-	-	-	-	-	-	-	-	-	1	5%	Buyendijk (2006)
34	Learning Organization	-	-	-	✓	-	-	-	-	-	-	✓	-	-	-	-	-	-	-	-	-	2	10%	Buyendijk (2006)
		Holbeche (2004)	Overholt et al. (2006)	Buyendijk (2006)	Schermhorn, Hunt, and Osborn (2010)	Blanchard (2010)	de Waal (2015)	Pattnasing, Auftraponpan, and Srimal,(2019)	Gerduang and Bunchaphattanasakda (2019)	Zbierowski (2019)	The HPO Center (2019)	Sowaphas et al. (2020)	Thipat, Buaswan, and Sarnswang (2020)	Thipat, Buaswan and Sarnswang (2020)	Pattnasing et al. (2021)	Premmit et al. (2021)	Wongwanich and Chienwathanasuk (2021)	Charoenchai &and Kunacheva (2022)	Songkajorn et. al. (2022)	Xanthopoulou et al. (2023)	Mai and Do (2023)	Holbeche (2004)	Overholt et al. (2006)	Buyendijk (2006)

Table 5 (Cont.)

No.	Components	Sources
40	Integrate production technology	1 Holbeche (2004) 2 Overholt et al. (2006) 3 Buytendijk (2006) 4 Schermhorn, Hunt, and Osborn (2010) 5 Blanchard (2010) 6 de Waal (2015) 7 Pattanasing, Auftraponpan, and Srimali,(2019) 8 Gerduang and Bunchaphattanasakda (2019) 9 Zbierowski (2019) 10 The HPO Center (2019) 11 Sowaphas et al. (2020) 12 Thipat, Buaswan, and Sarnswang (2020) 13 Thipat, Buaswan and Sarnswang (2020) 14 Pattanasing et al. (2021) 15 Premsmit et al. (2021) 16 Wongwanich and Chienwathanasuk (2021) 17 Charoenchai &and Kunacheva (2022) 18 Songkajorn et. al. (2022) 19 Xanthopoulou et al. (2023) 20 Mai and Do (2023) 21 Holbeche (2004) 22 Overholt et al. (2006)
41	Internal Environment	1 5% 2 5%
42	External Environment	1 5% 2 5%
43	Resources	1 5% 2 5%
44	Self-directing work teams	1 5% 2 5%

Table 5 (Cont.)

No.	Sources	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	20	%	Buyendijk (2006)
45	Components	Holbeche (2004)	Overholt et al. (2006)	Buyendijk (2006)	Schermhorn, Hunt, and Osborn (2010)	Blanchard (2010)	de Waal (2015)	Pattanasang, Auftraponpan, and Srimal,(2019)	Gerduang and Bunchaphattanasakda (2019)	Zbierowski (2019)	The HPO Center (2019)	Sowaphas et al. (2020)	Thipat, Buaswan, and Sarnswang (2020)	Thipat, Buaswan and Sarnswang (2020)	Pattanasang et al. (2021)	Premisit et al. (2021)	Wongwanich and Chienwathanasuk (2021)	Charoenchai &and Kunacheva (2022)	Songkajorn et. al. (2022)	Xanthopoulou et al. (2023)	Mai and Do (2023)	Holbeche (2004)	Overholt et al. (2006)	Buyendijk (2006)
46	Financial Perspective	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	✓	-	-	-	-	-	1	5%
47	Customer Perspective	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	✓	-	-	-	-	-	1	5%
48	Internal Process Perspective	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	✓	-	-	-	-	-	1	5%
48	Learning and Growth Perspective	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	✓	-	-	-	-	-	1	5%

Table 5 (Cont.)

No.	Components	Sources
49	Firm's profitability	1 Holbeche (2004) 2 Overholt et al. (2006) 3 Buytendijk (2006)
50	Firm's sales	4 Schermhorn, Hunt, and Osborn (2010) 5 Blanchard (2010) 6 de Waal (2015) 7 Pattanasing, Auftraponpan, and Srimai,(2019) 8 Gerduang and Bunchaphattanasakda (2019) 9 Zbierowski (2019) 10 The HPO Center (2019) 11 Sowaphas et al. (2020) 12 Thipat, Buaswan, and Sarnswang (2020) 13 Thipat, Buaswan and Sarnswang (2020) 14 Pattanasing et al. (2021) 15 Premsmit et al. (2021) 16 Wongwanich and Chienwathanasuk (2021) 17 Charoenchai &and Kunacheva (2022) 18 Songkajorn et. al. (2022)
51	Customers satisfaction	19 Xanthopoulou et al. (2023) 20 Mai and Do (2023)
52	Firm's market share	20 Holbeche (2004) 20 Overholt et al. (2006) 20 Buytendijk (2006)
53	Worth of our money	20 Holbeche (2004) 20 Overholt et al. (2006) 20 Buytendijk (2006)

Table 5 (Cont.)

No.	Sources	Components	
		labor and Time	Firm's creditability
54			
1	Holbeche (2004)	.	.
2	Overholt et al. (2006)	.	.
3	Buytendijk (2006)	.	.
4	Schermehorn, Hunt, and Osborn (2010)	.	.
5	Blanchard (2010)	.	.
6	de Waal (2015)	.	.
7	Pattanasang, Auftraponpan, and Srimal,(2019)	.	.
8	Gerduang and Bunchaphattanasakda (2019)	.	.
9	Zbierowski (2019)	.	.
10	The HPO Center (2019)	.	.
11	Sowaphas et al. (2020)	.	.
12	Thipat, Buasuwan, and Sarnswang (2020)	.	.
13	Thipat, Buasuwan and Sarnswang (2020)	.	.
14	Pattanasang et al. (2021)	.	.
15	Premssmit et al. (2021)	.	.
16	Wongwanich and Chienwathanasuk (2021)	.	.
17	Charoenchai &and Kunacheva (2022)	.	.
18	Songkajorn et. al. (2022)	.	.
19	Xanthopoulou et al. (2023)	.	.
20	Mai and Do (2023)	✓	✓
20	Holbeche (2004)	1	1
%	Overholt et al. (2006)	5%	5%
	Buytendijk (2006)		

As mentioned at the beginning of this section, several scholars provided various definitions, viewpoints, and components of high-performance organizations based on their experiences and perceptions. Table 5 shows the synthesis of variables used for High-Performance Organizations, and the research identified 55 components; however, only those variables that appeared in more than 50% of the reviewed literature were selected for the purposes of this study. Consequently, five key components were chosen to support the conceptual framework in this study: 1) Openness and Action Orientation, 2) Management Quality, 3) Long- term Orientation, 4) Continuous Improvement and Renewal, and 5) Employee Quality.

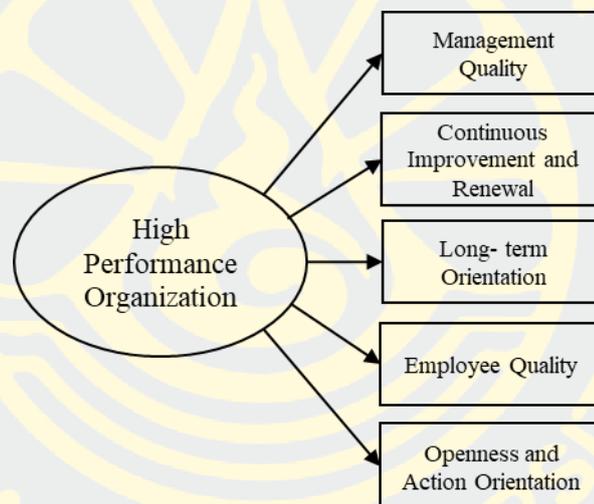


Figure 9 Components of High-Performance Organization

The next section discusses the supporting literature with regards to the components of high-performance organizations.

Management Quality

Organizational leaders need to have strong leadership skills aligned with key success factors for organizational achievement (Sowaphas et al., 2020). Leaders must foster employee cooperation to meet their organization's objectives. Overholt et al. (2006) noted that leadership involves organizational leaders managing their employees to meet a set of expected behaviors. Effective leadership means managing a diversity of norms and values, which is crucial for high-performance organizations

because of the variety of employees within such an organization. Whenever organizational changes occur, there might be resistance from employees, similar to the problem of misaligned organizational and customer value (Buytendijk, 2006). De Waal (2015) pointed out that high-quality management involves maintaining trusting relationships with people at all organizational levels by valuing employees' loyalty, treating intelligent people appropriately, showing respect, building and maintaining relationships between employees and other groups, inspiring belief and trust in others, and treating people fairly (Holbeche, 2004). In HPOs, management coaches and facilitates employees to achieve better results by being supportive, helping them, protecting them from outside interference, and being available. (Blanchard, 2007) When aiming to become a high-performing organization, leadership is the driving force. In HPOs, the role of formal leadership is radically different from traditional organizations. High performing organizations do not rely on cultivating a great, charismatic leader but on building a visionary organization that endures beyond the leader and establishing practices that support collaboration and involvement.

In conclusion, high-quality management involves the ability of organizational leaders to build a visionary organization, manage the diversity of employees to achieve a set of behaviors within an organization by maintaining relationships with employees, valuing employees' loyalty, showing people respect, creating and encouraging belief and trust in others, treating people fairly, and coaching and facilitating employees to achieve better results.

Continuous Improvements and Renewal

The HPO Center (2015) states that in HPOs, employees are always motivated to bring out the best of themselves, their colleagues and the organization. The organization also tries to improve, reduce duplicate functions, and adapt work processes to align with its new products and/or services to create competitive advantages to respond to market developments. This is in line with Buytendijk (2006); Kaplan and Norton (2001), who proposed that an HPO must continuously upgrade itself and speedily create new capabilities to adapt to environmental changes. This involves modifying work processes appropriately and ensuring that

measurements and reports are well-organized (Rogers & Blenko, 2006). Furthermore, creative ideas and innovations must be realized (Linder & Brooks, 2004; de Waal, 2008; Mische, 2001). Conducting measurements and producing reports on significant improvement matters, including both financial and nonfinancial aspects, are important drivers of improvement in management (de Waal, 2007, 2008).

In conclusion, continuous improvement and renewal involve the organization and its employees trying to do everything they can to improve and upgrade products, services and work processes in smarter and better ways. This effort aims to maintain or build competitive advantages in response to market changes.

Long-Term Orientation

The HPO Center (2015) noted that long-term success always takes priority over short-term benefits in high-performance organizations (HPOs). There is a safe and stable work environment, where employee safety means not only physical safety but also creating an environment where employees feel safe speaking up about issues and discussing them with each other. HPOs create opportunities for career progress and pay more attention to long-term relationships with all stakeholder groups, such as stockholders, employees, suppliers, clients and society as a whole (HPO Center, 2019). Linder and Brooks (2004), Blanchard (2009), de Waal (2008) and MBNQA (NIST, 2019) stated that an HPO is an organization that focuses on its product and/or service receivers and customers, with employees supported by operational networks that include other organizations and concerned stakeholders. Moreover, both the HPO Center (2015, 2019) and de Waal (2007, 2008) further comment that an HPO encourages and creates leadership from within while making the workplace a physically and mentally safe and secure venue for employees within which termination is considered only as a last resort. This is consistent with Buytendijk (2006); Holbeche (2005); Epstein (2004); Brokaw and Mullins (2006); Collins (2001); Hanna (1988); Coulson-Thomas (2012); Lawler (2005), who all state that an HPO focuses on human capital management by encouraging high-potential employees, balancing workloads among employees and working groups, and making necessary modifications to the working environment to support human capital development.

In summary, long-term orientation involves building long-term relationships with all stakeholder groups by creating a safe work environment both physically and mentally for employees. It also involves building opportunities for sharing benefits to customers and suppliers creating a broad network, and expressing positive attitudes toward society.

Employee Quality

In high-performance organizations (HPOs), power and decision making are delegated throughout the organization, not only from the top of the hierarchy. Involvement, collaboration, and teamwork are considered a way of life (Blanchard, 2007). De Waal (2015) explained that a key factor of high workforce quality in HPOs is the combination of a diverse management team and workforce, and the ability to recruit a workforce with maximum flexibility. An HPO continuously focuses on employee learning and development by training its employees to be both resilient and flexible, encouraging them to learn from others by involving other stockholders, especially suppliers and customers. This involves inspiring and driving employee performance to achieve extraordinary results, holding them responsible for their performance, and fostering creativity in finding new productive ways to achieve desired results. In addition, Buytendijk (2006) also suggested linking all organizational programs under “Performance Management” to conduct gap analyses and drive organizational development. Furthermore, Sowaphas et al. (2020) mentioned that teamwork is extremely important for enhancing organizational efficiency and effectiveness, with team-based operations leading to business success.

Therefore, in this study, employee quality is defined as combining a diverse management team and workforce to enhance organizational efficiency and effectiveness through teamwork. This involves sharing power, making decisions together, fostering participation and collaboration, and developing employee skills through performance management programs to close individual gaps.

Openness and Action Orientation

The HPO Center (2015) proposes that managers and employees in high-performance organizations (HPOs) engage in open dialogue with each other.

Members of an HPO should spend time exchanging knowledge, experiences, and learning to continuously improve performance and generate new ideas to upgrade their work. Employees in HPOs are encouraged to conduct experiments and learn from their mistakes, driving their organization towards total performance. De Waal (2008) says that in an HPO, employees exchange knowledge both internally and externally through networking to enhance or generate new ideas for organizational improvement with higher efficiency. This is achieved by focusing on employee participation (Blanchard, 2009; Buytendijk, 2006; Hanna, 1988) and maintaining open communication among personnel (de Waal, 2008; Blanchard, 2009), along with flexibility in self-adaptation while accepting transformations (Buytendijk, 2006; Hanna, 1988; Lawler, 2005)

Finally, openness and action orientation focus on valuing employees' opinions by allowing them to conduct experiments and accepting their mistakes as learning opportunities. This involves management and employees engaging in dialogue with each other and together reviewing and sharing experiences learned from those mistakes in order to improve employee performance.

Competitive Advantage

1. Competitive Advantage Definitions

The search for corporate success serves as the basis for organizational strategy. In terms of the strategic management field, the search for success is equivalent to the search for competitive advantage – the potential to earn above-average returns (Foss et al., 2012). Porter (1985) pioneered the concept of competitive advantage as the value a business can produce for customers at a cost lower than its competitors. Value is defined as that which customers are willing to pay – either the firm offers lower prices than competitors for the same quality or provides unique products, services and/or benefits that customers are willing to pay a higher price for.

Several authors have provided similar definitions to Porter's. Lepak and Gowan (2010); Dess, Lumpkin, and Eisner (2010) defined competitive advantage as a company's ability to create more economic value than its competitors by providing greater value to customers relative to the costs of making a product or providing a service, enabling it to overcome the competitive forces in its industry. Similarly, Cole

Ehmke (2022); Hadj et al. (2020) defined competitive advantage as a company's ability to gain an edge over its competitors by offering customers greater value, delivering high-quality products and services, either by offering more benefits at a lower cost or providing extra benefits for similar products, possibly at higher prices. In addition, Barney (2011) distinguished between a temporary competitive advantage, which lasts for a very short period, and a sustained competitive advantage, which can last much longer. Therefore, competitive advantage is the increased economic value a firm is able to create.

David and David (2017); Marcus (2011) mentioned that the goal of strategic management is to gain and maintain competitive advantage. A firm can sustain a competitive advantage for only a certain period because rival firms eventually imitate and undermine that advantage. Thus, it is not adequate to simply obtain competitive advantage. Marcus (2011) noted that sustained competitive advantage occurs when a firm performs better than its main competitors and achieves above-average performance in an industry for at least 10 years or more. David and David (2017) further explained that a firm must strive to achieve sustained competitive advantage (SCA) by 1) continually adjusting to external trends and internal organizational changes in capabilities, competencies, and resources, and 2) effectively formulating, applying, and assessing strategies that take advantage of these factors. The concept of competitive advantage analyzes the economics of a company's activities, mainly focusing on its ability to generate a much greater return on invested capital and linking the company's strategy with the main financial markets over an extended period (Yuleva, 2019).

In conclusion, competitive advantage is an advantage over competitors, earned by offering greater value, lower prices, or more benefits that justify higher prices, including the added value of technology and processes through products.

Several authors and researchers have provided definitions of competitive advantage, as shown in Table 6.

Table 6 Definitions of Competitive Advantage

Author (year)	Definitions
Porter (1985)	Competitive advantage is the value a firm can create for its customers that exceeds the firm's cost of creating it.
Runyan, Huddleston, and Swinney (2007)	Competitive advantage is attributed to a firm's resources and capabilities.
Lepak and Gowan 2010; Dess, Lumpkin, and Eisner 2010	Competitive advantage is a company's ability to create more economic value than its competitors by providing greater value to customers relative to the costs of making a product or providing a service that enables it to overcome the competitive forces in its industry.
Cole Ehmke (2022); Hadj et al. (2020)	Competitive advantage is a company's ability to gain an edge over its competitors by offering customers greater value, delivering high-quality products and services, either through lower prices or by providing additional benefits and services that justify similar or possibly higher prices.
Barney (2011)	Temporary competitive advantage lasts for a very short period, while a sustained competitive advantage, on the other hand, can last much longer., Overall, competitive advantage is the increased economic value a firm is able to create.
Tuan and Yoshi (2010)	Competitive advantage is the ability of a business to do something which another firm finds difficult to imitate. It is the ability that allows a business to perform better than its competitors.
Wang (2014)	Competitive advantage means an organization using its resources effectively and competently in routine business operations, practices, and activities in a better way than its competitors.

Table 6 (Cont.)

Author (year)	Definitions
Sitanggang and Absah, 2019	Competitive advantage is the strategic implementation of building, combining, and transforming various internal and external capabilities of the firm for long-term growth.
Bunthong, Suttapong, and Yuangyai (2019)	Competitive advantage occurs when an organization creates a difference or performs better than its competitors in terms of resources and capabilities. Having a good brand can attract and motivate high-potential employees to join the organization, enabling the organization to outperform its competitors.
Payutvorased (2021)	Competitive advantage is characterized by an excellent organization that strategically offers outstanding products and services, higher value, and higher efficiency than its competitors, based on customer satisfaction.
Srikanlayaniwart, Chemsripon, and Yawised (2022)	Competitive advantage is achieved when the firm's resources are valuable (resources can create valuable products and services), rare (cannot be easily accessed by competitors), difficult to imitate (competitors cannot easily replicate), and appropriate (the firm has ownership and can leverage as needed). In other words, a business differs from its competitors in a way that can be perceived by customers.
Kanjaikaew, Chemsripong, and Khorchuklang (2023)	Competitive advantage refers to an organization's upper hand in conducting business better than its rivals in terms of low-cost management, quality of products and services, differentiation, and responsive service delivery that aligns with market needs and customer behavior

In conclusion, competitive advantage is an advantage over competitors, earned by offering greater value, lower prices, or more benefits that justify higher

prices. This includes providing added value through technology and processes in products and/or services, differentiating from competitors in a way that can be perceived by customers, and having a good brand that attracts high-potential employees to join the organization.

2. Foundation of Competitive Advantage

The business environment has been radically reshaped. A strategic inflection point occurs when a company faces major changes in its competitive environment, such as new technologies, different regulations, or transformations in customer values and preferences. Strategic inflection points require changes in a company's strategy (Fogg, 2012; Marcus, 2011). Strategy involves the moves companies make to better achieve sustained competitive advantage based on an understanding of the opportunities and threats that exist in a firm's external environment and the strengths and weaknesses that exist internally. An understanding of external and internal environments also helps employees decide in which types of business their firm should compete (Marcus, 2011).

External analysis involves a firm classifying critical opportunities and threats in the competitive environment. Examples of opportunities include untapped customer markets, technological advances that can aid the company, and untapped labor pools. Threats include potential labor shortages, new competitors entering the market, pending legislation that might adversely affect that company, and competitors' technological innovations (Noe, Hollenbeck, Gerhart, & Wright, 2019). Therefore, organizational leaders monitor and scan the environment, analyze competitors (Dess, Lumpkin, & Eisner, 2010), and assess trends in competition and their impact on the firm's opportunities and threats (Barney, 2011). External factors for analysis, as mentioned by several authors, include Porter's (1985) five forces: existing rivals, new entrants, substitutes, customers, and suppliers. David and David (2017); Dess, Lumpkin, and Eisner (2010) provided similar frameworks for the external environment, consisting of: 1) the general environment, which consists of several elements including demographic, technological, and economic segments, and 2) competitors and other organizations (in the same industry) that may threaten the success of a firm's products and/or services. To take advantage of external

opportunities and avoid or reduce the impact of external threats, recognizing, observing, and assessing external opportunities and threats are essential for business success (David & David, 2017).

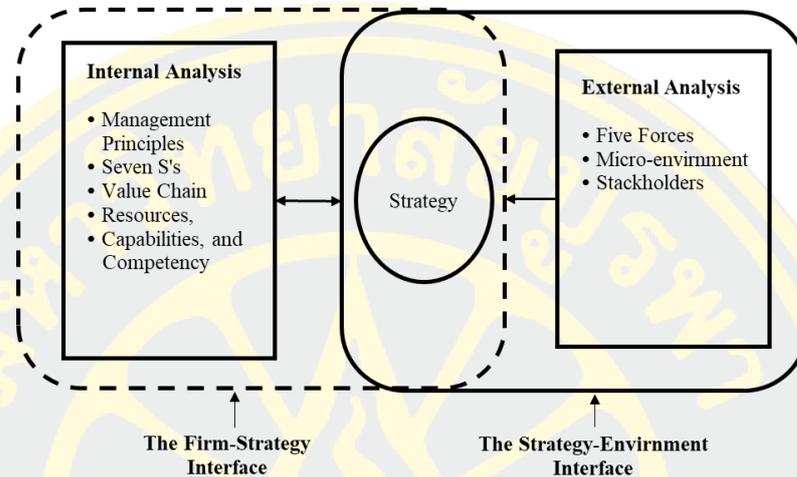


Figure 10 Strategy requires external analysis and internal analysis (Marcus, 2011, p. 54)

An essential task for all organizations is to build the company's internal strengths and eliminate its weakness. Figure 10 shows both the internal and external analyses that are necessary to craft a firm's strategy (Marcus, 2011). Additionally, Barney (2011) explained that internal analysis helps a firm identify its organizational strengths and weaknesses. It also helps a firm understand which of its resources and capabilities are likely to be sources of advantage and which are less likely to be advantageous. Furthermore, internal analysis can be used by firms to identify those areas of their organization that require improvement and change. Therefore, internal analysis involves analyzing the strengths, weakness and relationships among the activities established in the organization's value chain (Newbert, 2008). By identifying and evaluating its strengths and weaknesses, the organization can focus on the quantity and quality of existing resources within the firm, including financial, capital, technological, and workforce resources (Noe, Hollenbeck, Gerhart, & Wright, 2019). After scanning the external environment, strategists must understand the firm's capabilities, which can be diagnosed in various ways. Combining external and

internal analysis is known as SWOT analysis – Strength, Weakness, Opportunities, and Threats (Noe et al., 2019).

Competitive advantage can be considered as arising from two factors: resources and capabilities (Colgate, 1998), which form the basis of superior performance (Hoopes & Madsen, 2008). The resources-based view (RBV) perspective focuses on constructing the organizational capabilities of a firm by interconnecting both tangible and intangible resources (Almor & Hashai, 2004). Resources are categorized differently by researchers, including financial, physical, human, technological, reputational, and organizational resources (Shapiro, 1999), which are used to initiate and develop a firm's strategies (Ray, Barney, & Muhanna, 2004). However, competitive advantage arises from an organization's capabilities when routine business operations result from bundling resources working together.

The theory of the resources-based view (RBV) was developed by strategists in the 1980s to explain competitive advantage. RBV of a firm combines two perspectives: 1) the internal analysis of phenomena within a company and 2) an external analysis of the industry and its competitive environment (Collis and Montgomery, 1990). Dess, Lumpkin, and Eisner (2010) also mentioned that the ability of a firm's resources to confer competitive advantages cannot be determined without taking into consideration the broader competitive context. A firm's resources must be evaluated in terms of how valuable, rare, and hard they are for competitors to duplicate. However, RBV is a view rather than a theory of internal strengths and weaknesses. RBV sees the organization as a combination of resources, capabilities, and competencies and attempts to understand the influence of these factors on performance. Therefore, competitive advantage comes from how a firm's resources, capabilities, and competencies are arranged. Ideas on core competencies, capabilities and dynamic capabilities are closely related to RBV and may focus on types of resources (Foss et al., 2012).

The concept of RBV has been widely discussed in the context of enhancing sustainable competitive advantage (Barney, 2001; Black & Boal, 1994). A firm can reach competitive advantage through RBV when it has valuable capabilities, such as bundles of resources that give it an advantage over other firms (Douglas, Jenkins, & Kennedy, 2012), including the ability to develop products or services different from

competitors. (Wernerfelt, 1984; Dunphy et al., 1997; Eisenhardt & Martin, 2000; Zablah et al., 2004). The resources and capabilities that enable sustainable competitive advantage beyond competitors are value, rarity, imitability and non-substitutability (Barney, 1991; Barney et al., 2001; Richard et al., 2007), supporting the business achieve its goals and enhancing competitive advantage (Orankjpaiboon, 2015). However, as the business environment rapidly changes, relying solely on resources and capabilities is insufficient for survival. Therefore, the organization needs to continuously develop (Hitt et al., 1997; Daniel & Wilson, 2003) and consider opportunities and weaknesses based on external environment analysis to handle changes and quickly transform for sustainable competitive advantage (Benner & Tushman, 2003; Kor et al., 2007).

The capacity or ability to perform or deploy an organization's resources positively is a sustainable organizational capability (Amit & Schoemaker, 1993; Eisenhardt & Martin, 2000). According to Jarratt (2004), firms should engage in organizational renewal when facing environmental change, including modifying the firm's resources and competencies, especially its products. On the other hand, McGuinness and Morgan (2005) mentioned this skill as an organizational transformation capability. The ability to adapt, integrate and re-structure a firm's resources in response to the changing environment constitutes strategic management (Fang, Huang, & Huang, 2010). Essentially, the process of developing dynamic capabilities and competitive advantage includes managerial approaches, organizational routines, and managerial experience (Zheng et al., 2011). The perception of RBV has evolved to provide core competencies over time, with dynamic capabilities applied uncompromisingly and harmoniously for effective responses to business environmental changes (Chien & Tsai, 2012).

In conclusion, the concept of RBV theory is naturally discussed in the discipline of strategic management. A firm's resources are diversely characterized in both tangible and intangible patterns within an organization. All resources are directed towards capabilities that achieve competitive advantage. An organization's capabilities include the ability to distribute its capabilities or strategic resources to create a competitive advantage beyond competitor actions in response to business environmental changes (Killen & Hunt, 2010; Witcher & Chau, 2007). Thus,

resources and capabilities are linked together to perform management strategies effectively, ensuring survival in a competitive environment in the long-term (Kruasom, 2017).

3. Synthesis of variables used for Competitive Advantage

A firm pursues a business-level strategy when it seeks competitive advantage in a single market or industry. A competitive advantage exists when the firm can produce at a lower cost than its competitors while maintaining the same quality or benefits. This is known as a cost advantage. Alternatively, a firm can deliver benefits or quality in its products and/or services that exceed those of its competitors. This is known as a differentiation advantage. Competitive advantage theory suggests that states and businesses should pursue policies that create high-quality goods to sell at high prices in the market (Wen-Cheng et al., 2013). After reviewing the theory, three potentially successful strategic business approaches that would enable an organization to outperform other firms in its industry have been identified as follows

Table 7 Synthesis of variables used for Competitive Advantage

No.	Components	Sources	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Total	Sum	Factors Selected
1	Cost leadership	✓	✓	-	-	✓	✓	✓	-	✓	✓	✓	✓	✓	-	-	-	✓	✓	✓	✓	✓	14	70%	✓
2	Differentiation	✓	-	-	✓	✓	✓	✓	-	✓	-	✓	✓	✓	-	-	✓	✓	-	-	-	✓	11	55%	✓
3	Focus Orientation	✓	-	-	-	-	-	✓	-	-	-	-	-	✓	-	-	-	-	-	-	-	3	15%	-	
4	Innovative Technology and process	-	✓	✓	-	-	-	✓	✓	✓	✓	-	-	-	✓	✓	-	✓	-	-	✓	10	50%	✓	
5	Market Responsiveness	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	10%	-	

Table 7 (Cont.)

No.	Components	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Total	Sum	Factors Selected
6	Neutralizing risk	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	✓	-	1	5%	
7	Knowledge Creation	-	-	-	-	-	-	-	-	-	-	-	-	✓	-	-	-	-	-	-	-	1	5%	
8	Innovation and Entrepreneurship	-	-	-	-	-	-	-	-	-	-	-	-	✓	-	-	-	-	-	-	-	1	5%	
9	Product Cost Efficiency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	5%	
		Tece (2014)	Pavou and EISawy, (2011)	Piyawongwathana, Chinnaworn, and Nummaung (2014)	Sakhonkarunhardej et al. (2016)	Darawong (2017)	Nieves et al. (2017)	Takahashi, Bulgacov and Giacomini (2017)	Duncan (2019)	Rotjanakorn (2019)	Zhou et al. (2019)	Pattanasing, Aujiropongpan, and Srimai (2019)	Rashidirad and Salimian (2020)	Pattanasing et al. (2021)	Namwong et al. (2021)	Ali et al. (2021)	Pichlak (2021)	Fatoki (2021)	Wongwanich and Chienwathanasuk (2021)	Beigi et al. (2023)	Chancharoen et al. (2023)			

Table 7 (Cont.)

No.	Sources	Sources											Total	Sum	Factors Selected									
		1	2	3	4	5	6	7	8	9	10	11				12	13	14	15	16	17	18	19	20
10	Product offers unique benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	5%	
11	Customer Responsiveness	-	-	-	-	-	-	-	-	-	✓	-	-	-	-	-	-	-	✓	-	-	2	10%	
12	Customer Relationship Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	5%	
13	Market Orientation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	5%	
14	Niche Market	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	5%	
		Tece (2014)	Pavlou and EISawy, (2011)	Piyawongwathana, Chinnaworn, and Nummaung (2014)	Sakhonkarurhadej et al. (2016)	Darawong (2017)	Nieves et al. (2017)	Takahashi, Bulgacov and Giacomini (2017)	Duncan (2019)	Rotjanakorn (2019)	Zhou et al. (2019)	Pattanasing, Aufjarapongpan, and Srimal (2019)	Rashidrad and Salimian (2020)	Pattanasing et al. (2021)	Namwong et al. (2021)	Ali et al. (2021)	Pichlak (2021)	Fatoki (2021)	Wongwanich and Chienwattanasuk (2021)	Beigi et al. (2023)	Chancharoen et al. (2023)			

Table 7 (Cont.)

No.	Components	Sources
1	Tece (2014)	
2	Paylou and EISawy, (2011)	
3	Piyawongwathana, Chimaworn, and Nummaung (2014)	
4	Sakhonkarunhatej et al. (2016)	
5	Darawong (2017)	
6	Nieves et al. (2017)	
7	Takahashi, Bulgacov and Giacomini (2017)	
8	Duncan (2019)	
9	Rotjanakorn (2019)	
10	Zhou et al. (2019)	
11	Pattanasing, Aujirapongpan , and Srimai (2019)	
12	Rashidirad and Salimian (2020)	
13	Pattanasing et al. (2021)	
14	Namwong et al. (2021)	
15	Ali et al. (2021)	
16	Pichlak (2021)	
17	Fatoki (2021)	
18	Wongwanich and Chienwattanasuk (2021)	
19	Beigi et al. (2023)	
20	Chancharoen et al. (2023)	
$\bar{20}$	Total	
	Sum	
15	Customer Satisfaction	5%
16	Quality	5%
17	Delivery	5%
18	Strategic Management	5%
19	Flexibility	5%

Table 7 shows the synthesizes of the variables used for competitive advantage, and the research identified 19 components, however, only those variables that appeared in more than 40% of the reviewed literature were selected for the purposes of this study. Consequently, three key components were chosen to support the conceptual framework in this study: 1) Differentiation, 2) Cost Leadership and 3) Innovative Technology and Process.

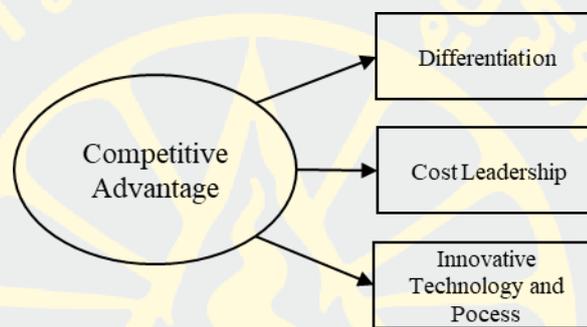


Figure 11 Components of Competitive Advantage

The following section discusses the supporting literature of the study, with a focus on the components of competitive advantage.

Differentiation

Differentiation is a business approach used by firms to achieve competitive advantage by increasing the willingness of customers to pay for the products or services they sell (Barney, 2011). Lepak and Gowan (2010), David and David (2010), Lumpkin and Eisner (2010); Wen-Cheng et al. (2013) emphasize achieving competitive advantage over competing firms by providing something unique for which customers are willing to pay a premium. Differentiation is aimed at the broad market and involves the creation of products or services that are perceived throughout the industry as unique. This specialty can be associated with design, brand image, technology, features, dealers, networks, or customer service (Chuchinprakarn, 2003) Tanwar, 2013; Marcus, 2011). Many companies within an industry may succeed with

a differentiation strategy, particularly when each provides something unique to its customers.

In fact, there are an unlimited number of potential sources of differentiation from competitors, such as unique product features, location, innovation, reputation, customer service, or quality, which can serve as sources of competitive advantage (Lepak & Gowan, 2010). Wen-Cheng et al. (2013) suggested that to succeed in a differentiation strategy, firms typically possess internal strengths, such as leadership in scientific research, and expertise in product development. They typically have strong teams in sales and marketing and are highly effective in communicating the perceived strengths of their products, while emphasizing their reputation for quality and innovation. Marcus (2011) states that uniqueness can be achieved through a high level of quality, and/or strong relations with suppliers. Chuchinprakarn (2003) found that businesses emphasizing after-sales service and providing necessary recommendations to enhance customer convenience can differentiate themselves and impress customers. This approach, including providing high-quality products and services, builds trust and reliability over the long term, is accepted by customers, and enhances brand image.

Finally, differentiation involves unique product features, location, brand image, technology & innovation, dealers, networks, customer service, or quality, for which customers are willing to pay. To succeed in this strategy, firms need to have internal strengths such as leadership in scientific research, highly skilled employees, creative product development teams, and strong public relation teams to communicate the perceived strengths in the quality and innovation of their products and services.

Cost Leadership

A firm that chooses a cost leadership business strategy focuses on gaining advantage by reducing its economic costs below those of all its competitors (Barney, 2011). A company with a cost leadership strategy may serve one or more different industry segments by typically focusing on products that can benefit from high-volume or economies of scale (Lepak & Gowan, 2010). David and David (2017) and Dess, Lumpkin, and Eisner (2010) emphasized that a cost leadership business strategy aimed to produce standardized products at a low per-unit cost for price-sensitive

consumers or offering customers a range of products or services at the lowest price available compared to competitors products with similar attributes. For companies that concentrate on cost leadership, issues related to efficiencies and cost reductions dominate management decisions. Because costs are the underlying focus, facilities need to run smoothly and at maximum capacity, and the company must minimize overheads and extraneous costs associated with administration, service, advertising, and research (Lepak and Gowan, 2010).

Santana (2009) stated that one of the primary strategies in achieving cost targets in highly competitive markets is cost advantage. The term “cost advantage” refers to the gain firms achieve from successful cost management compared to their competitors. It includes manufacturing unit costs, business operations costs, and sales and administration expenses. Therefore, cost advantage is beneficial for firms’ profitability and competitiveness. Firms have a cost advantage when they can maximize value to customers by utilizing skilled employees, controlling costs, securing low-cost raw materials, and maintaining efficient routine operations (Maikah, 2015). Wang et al. (2014) mentioned that cost advantage is a way for firms to create a competitive advantage. Excellence in cost advantage while remaining competitive puts a firm in a strong position to increase market share and improve profitability. Likewise, cost advantage can help firms achieve sustainable competitive advantage through the effectiveness and potentiality of cost positioning.

Kabir (2016) states that one of the factors that affect customer satisfaction is the price and value of products and/or services or the consistency of pricing and value of benefits. Gakuya and Mbugua (2018) described cost advantage as having a positive influence on customer loyalty. Keeping the cost low can be a key strategy to running the business when compared with competitors, even though aspects of quality, service, and other areas cannot be ignored (Porter, 1980). The cost aspect is essential in creating a competitive advantage. If the cost is low or can be significantly reduced, the business will have a higher profit margin (Patcharachotsuthi, 2022). The understanding of cost in this study is consistent with the study of Chantaranamchoo (2012); Petsiri et al. (2017), which revealed the cost of transforming economic development strategies from creating a low-cost competitive advantage to a cost-benefiting business enables business success. To be successful in this strategy, firms

expect to benefit from economies of scale and experience curve effects, process engineering skills, products designed for ease of manufacture, sustained access to low-cost capital, close supervision of labor, cost controls, and incentives based on quantitative targets.

In conclusion, cost is an essential factor in running a business. Cost leadership takes advantage of economies of scale by producing high volumes of standardized products at a low per-unit cost for price-sensitive consumers or offering customers a range of products or services at the lowest price available compared to competitor's products with similar attributes.

Innovative Technology and Process

In today's competitive landscape, the principle of the "survival of the fittest" applies to firms as much as anyone else. Success is not necessarily determined by a firm's size or resources but its ability to adapt, identify new opportunities, and develop new ways of doing business. Adaption to change is crucial in the context of competition among modern firms. Management innovation involves finding or creating new activities, and smarter and more efficient ways of developing processes and structures in organizational activities within firms (Foss et al., 2012). Songsuntornwong (2016) stated that innovation is essential for development and improvement, enhancing efficiency in operations such as material usage, operation time, and waste reduction ratios in daily organizational operations. Innovation includes product, service, and process innovations (Wen-Cheng et al., 2013). Product innovations are products perceived as new by producers or customers, including end-users and distributors. Processes innovations refer to new processes that reduce operation costs or enable the production of new products (Harmsen, Grunert, & Declerck, 2000; Hart, 2000). As Songsom (2019) mentioned, process innovativeness involves improvements or creativity in daily operations for higher productivity, including the application of technology management. Knudsen and Cokpekin (2012); Sirito et al. (2017) found that creativity affects innovation, especially in innovative products and processes. Furthermore, the increasing importance of technology and innovation capabilities in an organization's growth guides the collection and operation of technological resources and capabilities (Dasgupta, Sahay, & Gupta, 2009).

In this study, innovative technology and processes involve finding or creating new activities, and smarter and more efficient ways of producing products, services, processes and structures in organizational activities in firms. Product innovations are products and services perceived as new by the customer, and process innovation refers to new processes that either reduce the cost of production or enable the production of new products.

Japanese Manufacturing Companies in Chonburi Province

Thailand and Japan share a long-standing friendship and mutual trust as well as a resilient economic relationship lasting over 600 years. This relationship between the two countries has evolved and developed into a strategic partnership, especially economically. Today, Japan is the largest investor in Thailand, and there are presently approximately 6,000 Japanese companies with operations in Thailand, representing one-third of the total accumulated foreign direct investment in Thailand (The Thailand-Japan Economic Forum, 2023). Thailand is an important hub in Southeast Asia for Japanese companies, attracting investors with stable investment policies by the Thai government, advantageous infrastructure, strong industrial clusters, and supply chains beneficial to Japanese companies.

As of 2023, Japan had invested 976,084.15 million baht, constituting 26.81% of foreign investment. The second-largest investor was Singapore, with 10.51%, (382,628.96 million baht), followed by China with 7.66% (278,899.39 million baht) (DBD data warehouse, 2023). Among Japanese companies, the predominant business types are manufacturing (2,344 companies), wholesale and retail (1,486 companies), and services (1,017 companies). The top three provinces hosting Japanese companies are 1) Bangkok (53.1%), 2) Chonburi (12.2%), and 3) Samutprakarn (10.5%). Chonburi province is an important location for manufacturing, and there are 16 industrial estates and a large port. Chonburi province is also part of the Eastern Economic Corridor (EEC) and showcases itself as an excellent hub for manufacturing and maintenance, with 496 Japanese manufacturing companies located there. The Ministry of Industry, Thailand, categorizes businesses into three sizes: 1) size S (investment lower than 20 million baht, 2) size M (20-200 million baht) and 3) size L (over 200 million baht). Among the 496 companies, 135

are size S, 253 are size M, and 108 are size L. This study focuses on the dynamic capabilities of high-performance organizations and has selected the 108 size L (large) Japanese manufacturing companies.

In 2023, the economic relationship between Japan and Thailand faced new transformational challenges, including geo-political and geo-economical changes, an aging society with a low birthrate, rapid shifts towards carbon neutrality, technological advancements (including AI), energy security, and supply chain disruptions. These challenges forced Japan and Thailand to cooperate effectively, constructively and innovatively (The Thailand-Japan Economic Forum, 2023). The Nation (2023) reported a decline in Japanese businesses confidence over a six-month period, reflected by a decrease in the Diffusion Index (DI) caused by inflation and reduced Thai exports. A survey from the Japanese Chamber of Commerce Bangkok (JCC) involving 512 Japanese companies in 2023 identified a number of key challenges: 1) high competition with other companies (63% of the respondents), 2) higher costs of raw materials (59%) and 3) rising Labor costs (45%). To deal with the dynamic business market in Thailand, Japanese companies indicated that they needed to 1) focus on digital transformation to improve work efficiency and optimization (92% of the respondents), 2) visualize business processes (66%) and 3) encourage communication effectiveness within their organization (31%). In addition, the top human resource concerns of Japanese companies were 1) a lack of quality employees (54% of the respondents), 2) a shortage of employees, especially Engineers (including R&D) (53%), General Managers (34%) and Digital Specialists (29%) (JCC, 2023).

Based on these results, and as mentioned previously, Japanese companies have requested the Thai government to focus on transportation infrastructure development, air pollution measurement implementation, customs duty & clearance regulation improvement, and labor shortage solutions. They would also like to see an improvement in education and human resource development aligned with industrial progress and minimum wage determination. However, recognized improvements included the continuous development of transportation and communication infrastructure, digitalization procedures, green energy implementation and flood prevention.

Thailand, being a significant manufacturing base for Japanese manufacturing companies, firmly supports the development of next-generation industries, especially the automotive industry and the building of large EV manufacturing bases in the country to meet growing domestic and regional demand (The world folio, 2018). The Thai government is continuously enhancing the country's value-added capabilities. The EEC, an extension of the former Eastern Seaboard (EBS) Development Program, supports Thailand as a powerhouse for industrial production, offering robust infrastructure, logistics systems, industrial estates, and further investment programs to attract investors.

Previous relevant research studies

To provide knowledge and context for the topic, acknowledge useful research designs from previous studies, and avoid replicating previous findings, the following research studies have been reviewed.

Wilden, Siegfried, Nielsen, and Lings (2013) conducted a research study titled "Dynamic Capabilities and Performance: Strategy, Structure and Environment." The researchers used a mixed methods approach to investigate the relationship between dynamic capabilities and firm performance, as well as the relationship between dynamic capabilities and competitive intensity. Organization structure acted as a moderator, setting the level of dynamic capabilities and their impact on organizational performance. Specifically, the researchers hypothesized that the performance-enhancing effects of dynamic capabilities would be stronger for firms with a more organic organizational structural since such organizational structures are likely to facilitate the positive effects attributable to those firms' capacities to 1) sense and shape opportunities, 2) seize those opportunities, and 3) redeploy and reconfigure their resource base. The control variables included firm size (in terms of number of employees and sales volume), the age of the firm, and the industry to which it belonged. To test the hypotheses, the study used both survey data and reported financial data, achieving a response rate of 8.3%, (equal to 228 usable responses). They used PLS-SEM to analyze the data after issuing a questionnaire and conducting in-depth interviews with 16 senior managers and four researchers. The results show that dynamic capabilities have an increasingly positive effect on a firm's financial

solvency the more organically an organization is structured. Additionally, when dynamic capabilities are increasingly embedded in an organization's structure, they have an equivalent positive effect on the organization and its sales growth. Finally, the researchers investigated whether the effects of dynamic capabilities were contingent on the degree of competitive intensity. The results showed that dynamic capabilities have a positive effect on both sales growth and financial solvency, particularly when the firm is faced with increasing levels of competitive intensity.

Piyawongwathana (2016) conducted a study titled "Organizational learning and dynamic capability influencing organizational performance." The objectives of this research study were to study the relationship between organizational dynamic capability and organizational performance. Based on the research objectives, the study employed a quantitative research methodology, and focused on hospitals in Thailand, a sector of the service economy. Questionnaires were sent to the directors of 540 Thai hospitals, with 238 responses received (45%). Structural Equation Modeling (SEM) was used to determine causal relationships between the independent and dependent variables. According to the findings, organizational learning influences dynamic capability and organizational performance. The results also showed that organizational learning has a highly positive effect on dynamic capabilities (0.73); on the other hand, dynamic capabilities have a moderately positive effect on financial performance (0.38) and non-financial performance (0.29). In conclusion, this research study found that organizational learning has positive impacts on both financial and non-financial performance through dynamic capabilities.

Suwunniponth (2017) conducted a mixed-method study titled "Human capital potential and dynamic capability of entrepreneurs in Thai software industries for enhancing competitiveness capabilities in the ASEAN economic community." The objectives of this research were to 1) study the causal relationship between human capital potential, dynamic capability, and competitiveness capability of enterprises in the Thai software industry to enhance competitiveness capabilities and 2) develop suggestions to strengthen human capital potential, dynamic capability, and competitiveness capability of enterprises in the Thai software industry to enhance competitiveness capabilities in the ASEAN economic community. For the quantitative research, 300 enterprises in the software industry were selected by stratified random

sampling. A questionnaire was used to collect data, and a structure equation model (SEM) was applied for data analysis. For the qualitative research, in-depth interviewing (structured interviews) with eight entrepreneurs and focus group discussions with seven experts were conducted, and content analysis was used for data analysis. The results of the hypothesis testing showed that human capital potential had a direct positive effect on dynamic capability and an indirect effect on competitiveness capability. Moreover, dynamic capability had a direct positive effect on competitiveness capabilities. All variables predicted the competitiveness capability of software enterprises at 68.4%, with a significance level of 0.01. Additionally, it was recommended that software companies should emphasize human intellectual capital development, collaboration among employee groups, dynamic capabilities networking, and value chains according to the development of the firm's competitive advantage. Moreover, software businesses should develop the ability to compete through differentiation and new innovations in products and processes and be supported in enhancing their competency in the AEC.

Uengpaiboonkit (2018) developed a model in their study titled "The dynamic capabilities model of small and medium enterprises in Thai transportation business." The sample for this research consisted of 420 employees, including owners, managers, staff and employees, who were selected using a multi-stage sampling method. Questionnaires were distributed between April 2016 - June 2016, and the returned response rate was 100%. This quantitative (exploratory) research study analyzed data using Pearson's Product-Moment Correlation Coefficient, Construct Reliability, Average Variance Extracted and Structural Equation Model (SEM). Findings from the research showed that the model of dynamic capabilities of small and medium enterprises in Thai transportation businesses (DCT model) was as follows: 1) Intellectual capital positively influences dynamic capabilities (0.62, p. 0.5), 2) Innovation positively influences dynamic capabilities (0.12, p. 0.5), 3) Dynamic environment positively influences dynamic capabilities (0.27, p. 0.5), 4) Dynamic capabilities positively influence competitive advantage (0.18, p. 0.1), and 5) Intellectual capital and dynamic environment indirectly positively influence competitive advantage under dynamic capabilities (0.11, 0.02, and 0.05, p. 0.5).

The overall results of the study found that the Dynamic Capabilities of Transportation Model (DCT Model) consists of three independent variables: intellectual capital, innovation, and dynamic environment. It was found that dynamic capabilities significantly influence competitive advantage at the 0.1 level. This study provides insights into factors supporting decision making for conceptual framework creation, highlighting that dynamic capabilities influence competitive advantage and the factors contributing to dynamic capability.

Pattanasing, Aujirapongpan, and Srimai (2019) conducted a quantitative study titled “Dynamic capabilities and high-performance organization of hotel business: Empirical investigation into world class tourism destination.” Thai tourism has faced many challenges in becoming a popular global tourism destination and achieving high-performance hotel businesses with excellent, responsive services. Therefore, the purpose of this study was to provide empirical evidence on the causal relationships among dynamic capabilities, high-performance organizations, and the organizational performance of hotel businesses in a world-class tourism destination. The study surveyed high-level administrators (e.g., business owners, general managers, managers, or manager-equivalents) within the hotel business on Samui Island, and responses from a total of 109 respondents were analyzed. The data were first analyzed using SPSS to describe sample characteristics, followed by t-tests and ANOVA to compare groups of hotel characteristics. Finally, confirmatory factor analysis and structural equation modeling (SEM) were conducted. The results showed that hotel characteristics affected dynamic capabilities, high-performance organizations and performance in different ways. The findings showed that a high-performance organization has a direct positive effect on performance and fully mediates the relationship between dynamic capabilities and performance. These findings should be useful for hotel managers aiming to improve their hotels’ dynamic capabilities, enhancing high-performance organizational capabilities and firm performance.

Gafencu (2019) wrote a dissertation titled “The influence of strategic alliances on the development of dynamic capabilities.” The purpose of the research study was to investigate whether the successful completion of a program of strategic alliances and partnerships leads to different levels of dynamic capabilities inside

aerospace and defense companies that design and manufacture new or improved products, compared to companies that do not have a successful program of running strategic associations in the same industry. To address the research objective, the study used a quantitative method. The independent variable of the study was the success of strategic alliances and partnerships, while the dependent variables were the three dynamic capabilities (Sensing, seizing, and reconfiguring). Control variables included industry, age, size, and the number of R&D employees to determine the eligibility criteria for the participants. The study used a survey to collect data, with 210 valid responses received. The software selected to perform the analysis was IBM SPSS. The strategy for executing hypothesis testing included the one-way ANCOVA test on the matching dependent variables in the two groups (One group having success in strategic alliances, and the other group without success in strategic alliances), and controlling the size of the organization. The research results found that a successful program of strategic alliances and partnerships influences dynamic capabilities (Sensing, seizing, and reconfiguring).

Rotjanakorn (2019) used a qualitative method to study “The development of dynamic capability for Thai automotive industry performance under the disruptive of electric vehicle technology.” The research objectives studied 1) Dynamic Capability, Competitive Advantage, Innovation Capability, and Firm Performance, and 2) A model for the Dynamic Capability development of the Thai automotive industry. The study reviewed the relationship between dynamic capabilities and competitive advantage, dynamic capabilities and innovation capabilities, and dynamic capabilities and firm organization. The study used qualitative research (grounded theory), and purposive sampling was deployed to collect data through in-depth interviews (12 questions in semi-structured interviews), which were developed based on theory and endorsed by qualified experts within the Thai automotive industry. Data saturation was achieved after interviewing 20 key contributors. The research results were categorized into five items: 1) opinions on the disruptive impacts of electric vehicles in the Thai automotive industry, which has both positive and negative aspects. Positive aspects include increased competition, new investment in business, new technology; however, negative aspects include a decline in the number of manufacturing businesses, a high unemployment rate, and a loss of investment;

2) advance preparation for the disruptive impacts of electric vehicles, categorized into 3 steps: 2.1) searching and learning about business transformation, laws and compliance of electric vehicles in each country, 2.2) anticipating future business opportunities along with creating plans to align with environmental changes, 2.3) transforming the allocation of resources to fit with rapid changes in a timely manner; 3) innovation capabilities development, including: 3.1) product innovation by quality improvement, responding to customer needs and R&D for new products, 3.2) process innovation by using more technology and eliminating losses in working processes, 4) competitive advantage development, of which the Thai automotive industry relies on human resources (skills) and the strength of the supply chain, and 5) success factors for the automotive industry, categorized into two groups: 5.1) government support by offering incentives to investors, investment policies, taxes, or essential R&D and 5.2) automotive industry groups together determining electric vehicle development policies, in particular focusing on technology and personnel development in order to address rapid changes in the business environment. Based on the research findings, the study created a model for the development of dynamic capabilities for Thai automotive industry performance under the disruptive impacts of electric vehicle technology.

Yao-Ping Peng et al. (2019) employed a quantitative method using the perspectives of dynamic capabilities and ambidexterity to investigate the direct effect of the development of an organization's explorative and exploitative capabilities on organizational tensions and performance. They sampled high-tech Taiwanese firms to test their hypotheses and surveyed the informants' knowledge of their companies. They sent out 1,000 questionnaires and received 234 valid responses (a 23.4% effective response rate). Two methods were used to investigate the hypotheses: 1) hierarchical regression models to illustrate the primary effects, namely the effect of explorative and exploitative capabilities on organizational performance and tensions, and 2) multiple linear regression analyses to assess the effects of BD and CD on organizational performance and tensions. The empirical results show that there is a curvilinear relationship between explorative capabilities, exploitative capabilities, and organizational performance, which conforms to the arguments established in this study. The results showed that when organizations have limited resources, the

continuous development of specific capabilities affects the development requirements of other capabilities. The concept of ambidexterity in this study was used to discuss the relationship between the development of dynamic capabilities and the tension between explorative and exploitative capabilities. The empirical results demonstrate that both BD and CD can successfully reduce the negative influence of tension, thereby enhancing organizational performance. The study showed that a firm's strategies and organizational structure are important in building essential capabilities and continuously adapting to changes in employee characteristics or risk assessment to avoid being pushed out of the business under the uncertainty of a dynamic environment. A dynamic capability was developed consistent with the capability life cycle theory, as this capability is one of the organization's competencies. Therefore, dynamic capabilities are worth exploring in terms of how they adjust to changes in the business environment and the mechanisms used to guide firms to implement such development activities.

Wannarak, Uon, and Teerathanachaiyakun (2019) conducted research titled "The competitive advantage model of transportation and logistics business." The objectives of the study were to identify the factors that influence competitive advantage and business performance, study the influence of competitive advantage on business performance, and analyze the competitive advantage model of the transport and logistics industry in Thailand. The study used a multi-stage random sampling method and asked two executives from each of 200 institutes to complete a questionnaire. In total, 440 people received the questionnaire, and 396 respondents replied (a 90% response rate). Structural Equation Modelling was then used for technical analysis. The findings of the research showed that 1) factors affecting competitive advantage include the working system, human capital, business networking, technology capability and innovative organization, 2) all five factors have a direct positive influence on competitive advantage and an indirect positive influence on business performance, and 3) the ADVL model simulations are consistent with empirical data based on a harmonized index of six accepted criteria. The ADVL model includes seven core elements and 19 sub-elements as follows: 1) working system (four components) 2) human capital (two components) 3) business networking (three components) 4) technology capability (three components) 5) innovative

organization (two components) 6) competitive advantage (two components), and 7) business performance (two components).

Gerdruang and Bunchaphattanasakda (2019) used a mixed-method approach in a study titled “Development guideline to be a high-performance organization of the office of national broadcasting and telecommunication commission (NBTC).” The aim of this research was to study the characteristics and development guidelines of the Office of The National Broadcasting and Telecommunications Commission (NBTC) as they pertain to a high-performance organization. The quantitative study used questionnaires to collect data from 240 employees who worked for the NBTC. The qualitative study used in-depth interviews and a purposive sampling of 10 participants, including five experts and five scholars knowledgeable in management, organizational management, and communication, using content analysis. The results from this study demonstrate that 1) all internal organizational characteristics, with organizational structure as the primary factor, followed by knowledge management, organizational culture, technology, employees, management and leadership, innovation process, organizational strategy, and resources respectively, can support the NBTC in becoming a high-performance organization and that 2) in the context of the NBTC, the characteristics of management and leadership, corporate strategy, knowledge management, and employees affect the development guidelines for becoming a high-performance organization. Therefore, these characteristics can support the development guidelines for the NBTC to become a high-performance organization.

Fukfon, Piriyaikul, and Jinuntdech (2020) conducted a quantitative study titled “Employee’s dynamic capabilities on the context of organizational management through technology change.” The objective was to investigate the influence of marketing management and research and development management through strategic technology implementation, employees’ organizational structural fit, and employees’ organizational cultural fit on employees’ dynamic capabilities. The samples included 270 employees from private business sectors at the operation staff level who were concerned with organizational change through technology, specifically in banking, accounting and marketing. The data were analyzed by SPSS for statistical description and covariance-based modelling to test the hypothesis. The findings suggested that

marketing management had positive influences on strategic technology implementation, employees' organizational structural fit, and employees' organizational cultural fit. Moreover, research and development management had positive influences on strategic technology implementation. Simultaneously, employees' organizational structural fit and employees' organizational cultural fit showed positive influences on employees' dynamic capability. A key assumption in this research was that employees' organizational structural fit and employees' organizational cultural fit highly influence employees' dynamic capabilities. The research discussion explained that employees are able to enhance their dynamic capabilities when an organization provides an appropriate structure and organizational culture to support teamwork, training, education and knowledge sharing (Yan & Goa, 2016; Wieczorek & Mitrega, 2017; Lucy, Fallon-Byrne, & Brian Harney, 2017). These characteristics are similar to those of high-performance organizations.

Sittichai and Silcharu (2020) conducted a research study titled "Guidelines for creating competitive advantage for processed food industry cluster." The objectives of this research were to study guidelines for creating a competitive advantage for the processed food industry cluster, and to develop a Structural Equation Model (SEM) for creating competitive advantage for the processed food industry cluster. The research sample consisted of 100 entrepreneurs, including 50 entrepreneurs in the processed food business using raw materials from plants and 50 entrepreneurs in the processed food business using raw materials from animals, all of whom were located in the Bangkok Metropolitan Area and vicinity and were selected using stratified random sampling method. A questionnaire was used for data collection, and structural modeling analysis was used for data analysis. The findings demonstrated that there are four components of guidelines for creating competitive advantage. The most important components were 1) the creation of collaboration networks, followed (in order of importance) by 2) the creation of an innovation component, 3) the information technology component, and 4) the organizational adjustment component, respectively. The results indicated no significant difference between business owners who use raw materials from plants and those using raw materials from animals.

Ali, Hussin, Haddad, Alkhodary, and Marei (2021) conducted a quantitative study titled “Dynamic capabilities and their impact on intellectual capital and innovation performance.” The study found that intellectual capital influences innovation performance as a non-tangible asset in the banking sector. In addition, dynamic capabilities were found to play a moderate role between intellectual capital and innovation performance. There were 364 participants from Iraqi commercial banks, and purposive sampling was used. Structural equation modelling (SEM) was utilized to analyze the collected data from the survey questionnaire using SPSS and AMOS. The research results found that dynamic capabilities play a moderate role between intellectual capital and innovation performance, significantly influencing employees’ levels of intellectual capital and innovativeness in the commercial banking sector resulting in better competitive advantages. Accordingly, the study offered insights and guidance for academics and practitioners on the impacts of developing intellectual capital on competitive performance enhancement, especially in the context of Iraqi commercial banks.

Pattanasing (2021) conducted a quantitative research study titled “The impact of dynamic capabilities and dynamic performance measurement on competitive performance: Evidence from Thai hotel entrepreneurs” This study aimed to provide empirical evidence on the causal relationships among dynamic capabilities, the measurement of dynamic performance on high-performance organizations (HPOs), and the competitive performance of hotel businesses in the world-class tourism destination of Thailand. The participants in this research consisted of four and five-star hotel businesses awarded a star rating from the Thai Hotels Association across seven provinces, namely, Bangkok, Phuket, Chon Buri, Krabi, Surat Thani, Phang Nga and Chiang Mai. This research used stratified random sampling, resulting in 115 usable questionnaires. A minimum sample size of 100 to 500 is recommended for conducting structural equation modelling analysis (Schumacker & Lomax, 2015). The data were first analyzed using descriptive statistics, and hypothesis testing was undertaken using structural equation modelling (SEM). The results showed that dynamic capabilities have both a significant direct and indirect effect on HPOs, dynamic capabilities have a significant direct effect on dynamic performance measurement, dynamic performance measurement has a significant direct effect on

HPOs, dynamic capabilities and dynamic performance measurement have significant indirect effects on competitive performance via HPOs, and HPOs have a significant direct effect on competitive performance.

Rodrigues, Franco, Silva, and Oliveira (2021) conducted a multiple case study (Qualitative method) titled “Success factors of SMEs: Empirical study guided by dynamic capabilities and resources-based view.” This study aimed to identify and analyze the success factors of small and medium-sized enterprises (SMEs) following dynamic capabilities and resources-based views. The multiple case study method was used, and 10 SMEs/cases in Portugal were selected. The owner-managers of these SMEs were interviewed, and content analysis was used for data analysis. The most significant success factors recognized were: 1) strategic planning, 2) manager/management capacity, 3) entrepreneurship and innovation, 4) human resources, 5) networks/partnerships, and 6) financing. To sustain business growth and create competitive advantage, all the previously mentioned factors were identified as key drivers of SMEs in their regions. The findings also indicate that while SMEs are focused on success, some development is still needed in the way they are managed. In particular, the transition from “domestic/entrepreneurial” management to “professional” management and a greater focus on the shortage of their resources and on the dynamic capabilities of their human capital stand out.

Wongwanich and Chienwatthanasuk (2021) conducted a study titled “The Casual Effect of Dynamic Capabilities and Information System Quality on the Performance of Small and Medium Enterprises in the Digital Age: The Study of Mediating Variables of Product, Process and Marketing Innovation.” The aims of this study were to investigate 1) the impact of dynamic capabilities on the performance of small and medium enterprises in the digital era, 2) the effect of dynamic capabilities on product, process and marketing innovation of small and medium enterprises in the digital era, 3) the impact of information system quality on the performance of small and medium enterprises in the digital era, 4) the impact of information system quality on product innovation, process and marketing of small and medium enterprises in the digital era, 5) the impact of product, process and marketing innovation on the performance of small and medium enterprises in the digital era, and 6) the mediating impact of product, process and marketing innovation variables between dynamic

capabilities and information system quality on the performance of small and medium enterprises in the digital era. The study used a multistage sample technique, and a questionnaire was issued to gather data from 500 small and medium-sized business entrepreneurs in Thailand. This study utilized percentage, mean, standard deviation, path analysis, and confirmatory factor analysis. The results show that 1) dynamic capabilities have a direct impact on the performance of small and medium enterprises in the digital era measured at 0.42 and a total effect of 0.73, 2) dynamic capabilities have a direct impact on product innovation, process and marketing of small and medium enterprises in the digital era measured at 0.85, 0.74, and 0.86, respectively, 3) information system quality has a direct impact on the performance of small and medium enterprises in the digital era measured at 0.15 and a total effect of 0.20, 4) information system quality has an indirect impact on the process innovation of small and medium enterprises in the digital age with a total effect of 0.25 (However, information system quality did not statistically affect product and marketing innovation), 5) product and process innovation has an indirect impact on the performance of small and medium enterprises in the digital era with a total effect of 0.43 and 0.13 (However, marketing innovation did not statistically impact performance of small and medium enterprises in the digital era), 6) product, process and marketing innovation had a mediating impact between dynamic capabilities and the performance of small and medium enterprises in the digital era with an effect value of 0.31 (However, product, process and marketing innovation did not have a mediating impact between information system quality and the performance of small and medium enterprises in the digital era at the statistically significant level of 0.05).

Fatoki (2021) conducted a research study titled “Dynamic capabilities and performance of hospitality firms in South Africa: The mediating effect of innovation.” The purpose of the research was to examine the impact of four dimensions of dynamic capabilities - sensing capability, learning capability, integrating capability, and coordinating capability - on the performance of hospitality businesses. Furthermore, the study investigated the mediating role of product innovation in the relationship between dynamic capabilities and performance. The study employed a quantitative research design and used the cross-sectional survey method for data collection. Partial Least Square Structural Equation Modelling was used for data analysis, and 135

questionnaires were returned from hotels, lodges and guesthouses in South Africa. The results demonstrate that sensing capability, learning capability, and coordinating capability significantly impact the performance of hospitality businesses. Furthermore, the results show that innovation capability mediates the relationship between sensing capability, learning capabilities, and performance because innovation is vital to a firm's competitive advantage and higher organizational performance. The study emphasized the importance of providing seminars and training to develop dynamic capabilities and innovation for executive management and employees.

Ipinazar, Zarrabeitia, Rio Belver, and Alegría (2021) conducted a study titled "Organization culture transformation model: Towards a high-performance organization." The main objective of this research was to design an Organizational Culture Transformation Model (OCTM) prototype in order to enable a High-Performance Organization (HPO). The research involved three main processes: 1) a definition of the main OCTM work elements as an initial hypothesis based on a work environment approach. 2) a scientific visualization of the key organizational culture research hubs through an analysis of the main topics in research publications, conducted in parallel, and 3) merging the first two processes to create a definition of the OCTM prototype. The final process delivered the main objective of the study: the Organizational Culture Transformation Model prototype. After completing the processes, the study identified the following elements of OCTM: 1) clear communication, 2) change management, 3) servant leadership, 4) common vision, 5) strategy deployment, 6) reward & recognition, 7) continuous improvement, 8) assess & renewal, 9) line-driven management, 10) open space for communication, 11) work & development plan. The resulting model serves as a reference framework for those companies that wish to conduct an in-depth re-structuring of their operations, focusing on their human capital.

Awamleh and Bustami (2022) conducted a quantitative study titled "Examine the mediating role of the information technology capabilities on the relation between artificial intelligence and competitive advantage during the covid-19 pandemic." The research aimed to delve into the mediating role of IT capabilities in the relationship between artificial intelligence and competitive advantage during the COVID-19 pandemic. The study included 224 samples from e-commerce enterprises

in Jordan. PLS3 was used to analyze the information collected and to address the research objective. The findings of this study demonstrated that artificial Intelligence was positively associated with IT capabilities during the COVID-19 Pandemic, AI and IT capabilities, and competitive advantages are associated and affect each other, IT capabilities and artificial intelligence are more important than ever in gaining a competitive advantage, and were especially so during the COVID-19 pandemic, technological features provide a reliable and effective channel for transferring high-quality information, and as a result, IT capabilities are required for effective business processes in organizations.

Songkajorn, Aujirapongpan, Jiraphanumes, and Pattanasing (2022) conducted a study titled “Organizational strategic intuition for high performance: The role of knowledge-based dynamic capabilities and digital transformation.” The objective of this study was to investigate the role of organizational strategic intuition (OSI) and its relationships with knowledge-based dynamic capabilities (KBDCs), digital transformation (DT), and high-performance organizations (HPOs). The study employed a quantitative approach and used a questionnaire for data collection from Chief Executive Officers (CEOs) and engineers of several companies in the auto parts industry. Partial least squares structural equation modeling (PLS-SEM) was used to test the hypotheses. The results found significant impacts among the six pairs of constructed relationships. Further in-depth investigations also found that: 1) KBDCs had a positive impact on DT, 2) KBDCs and DT had a positive impact on OSI, and 3) KBDCs, DT, and OSI had a positive impact on HPOs. The practical contribution of this study is a combined comprehensive contextualization of OSI that offers in-depth information for CEOs and practitioners to support the creation of OSI and encourage better strategic decision making. This research emphasized that developing knowledge and DT can support OSI, and companies can increase the potential of KBDCs based on all dimensions of knowledge management.

Chinchang (2022) conducted a quantitative research study titled “Structural Relationship Model of Organizational Dynamic Capabilities, Organizational Creativity, Organizational Innovativeness and Business Excellence: An Empirical Investigation from Information and Communication Technology Business in Thailand.” The objectives of this study were to develop a causal relationship model of

organizational dynamic capabilities, organizational creativity, organizational innovativeness, and business excellence from Information and Communication Technology businesses in Thailand and to study a causal relationship among organizational dynamic capabilities, organizational creativity, organizational innovativeness and business excellence from Information and Communication Technology businesses. A questionnaire was distributed to top-level managers who worked in the Information and Communication Technology business sector across 340 companies, with 175 responses received. The data were analyzed using structural equation models (SEM) to find causal relationship, and the findings were as follows:

- 1) Organizational dynamic capabilities had a positive influence on organizational creativity and organizational innovativeness,
- 2) organizational creativity had a positive influence on organizational innovativeness and business excellence,
- 3) organizational innovativeness had a positive influence on business excellence, and
- 4) a causal relationship exists among organizational dynamic capabilities, organizational creativity, organizational innovativeness, and business excellence.

The results of this study provided guidelines for driving managerial procedures and developing practical skills related to organizational dynamic capabilities, organizational creativity, organizational innovativeness, and business excellence among Information and Communication Technology businesses in Thailand.

Thapayom (2022) conducted a study titled “The Relationships among Target Cost Management, Cost Advantage, Customer Satisfaction and Sustainable Competitive Advantage of Micro, Small and Medium-sized Enterprises (MSMEs) in Thailand.” The aim of this study was to investigate the impacts of target cost management on competitive advantage over the long-term. A questionnaire was distributed to 400 Micro, Small and Medium-sized Enterprises in Thailand via e-mail to Accounting Executives. Structural equation modeling (SEM) was used as a statistical technique to test the hypothesis. The results showed that target cost management had a significant positive association with cost advantage, customer satisfaction and sustainable competitive advantage. Similarly, cost advantage was positively related to customer satisfaction. Moreover, customer satisfaction had a positive influence on sustainable competitive advantage. According to the empirical data, executives should create a business vision, determine how to implement target

cost management in their business, connect strategy to operational tools, cost advantages, customer satisfaction and sustainable competitive advantage, and address competitive forces and dynamic environments. Therefore, organizations should implement changes by restructuring, redesigning and re-engineering their practices, operations, functions, and strategies in order to meet target cost management goals.

Jun-Chul and Jun-Woo (2022) conducted a study titled “Realization of a Sustainable High-Performance Organization through Procedural Justice: The Dual Mediating Role of Organizational Trust and Organizational Commitment.” The study aimed to achieve sustainable growth and ensure competitive advantage in response to rapidly changing industries by empirically analyzing the dual mediation effect of organizational trust (OT) and organizational commitment (OC) on the relationship between procedural justice (PJ) and work engagement in an organization. This study used a quantitative method, and questionnaires were distributed to 370 employees either by hard copy or email. The final sample was reduced to 366 respondents (98.9%), and a structural equation model was used for data analysis. The results showed the following: Firstly, procedural justice had positive effects on organizational trust, organizational commitment, and work engagement. Secondly, organizational trust had significantly positive effects on organizational commitment, but it did not have significant effects on work engagement. Thirdly, organizational commitment had significantly positive effects on work engagement. Fourthly, organizational commitment had significant mediation effects with regard to the influence of procedural justice on work engagement. Furthermore, organizational trust and organizational commitment had significant dual mediation effects. The results verified the importance of procedural justice in an organization. Additionally, these results provided theoretical and practical implications in that procedural justice can increase organizational trust, organizational commitment, and ultimately organizational performance.

Insee and Suttipun (2023) conducted a quantitative research study titled “R&D spending, competitive advantage, and firm performance in Thailand.” The purpose of the study was to investigate the relationship between Research & Development spending and firm performance and to investigate the mediating effect of competitive advantage on the relationship between Research & Development

spending and firm performance in the private business sector in Thailand. A questionnaire was used for data collection, and responses were received from 151 private companies in Thailand. A Structure Equation Model (SEM) was used to test the hypothesis. The results showed that there was a positive relationship between Research & Development spending and firm performance mediated by competitive advantage in the private business sector in Thailand. Additionally, Research & Development spending did not have a direct relationship with firm performance. The results indicated that competitive advantage is an important factor in enhancing organizational performance by balancing corporate Research & Development spending. Additionally, the resource-based view theory can explain the relationship between Research & Development spending, competitive advantage, and corporate performance in Thailand and globally.

Nguyen (2023) conducted a mixed-methods study titled “Sources of sustainable competitive advantage and direction of development: a study on pharmaceutical SMEs.” The purpose of this study was to evaluate small and medium-sized (SME) pharmaceutical firms in southern Vietnam, considering their current strategic orientation, their development path, and the sustainability of their competitive advantage. This research was conducted with six pharmaceutical companies from southern Vietnam, with two representatives of each company participating in interviews. The interviewees were middle or top-level managers, who thoroughly understood their companies' operations. The questionnaires utilized Manufacturing Strategy Index (MSI) and S&R. The results illustrated that all six pharmaceutical companies performed as Analyzers both in the past and in the future when employing operations strategy. Furthermore, all companies found that quality was the most important competitive factor in the past and future, spearhead technology and knowledge (T&K) was the main source of risk in operations strategy and Sustainable Competitive Advantage, and the Weak Market Test showed that the research results were consistent with the actual situations of the six pharmaceutical companies.

Beigi (2023) conducted a quantitative study titled “A Framework for Firm Performance Under the Influence of Knowledge Management and Dynamic Capabilities: Examining the Mediating Role of Sustainable Competitive Advantage.”

The objectives of this study were to examine the effects of knowledge management (KM) and dynamic capabilities (DCs) on the performance improvement of an organization's knowledge through the mediating role of sustainable competitive advantage (SCA). The optimal sample size of 288 people was calculated using G-Power software version 3.1. A simple random sampling method was used for key informant selection, and an online survey was used for data collection, with 186 questionnaires returned (a response rate of 64%). Smart PLS 3 was used for data analysis. The research results indicate that knowledge management and dynamic capabilities enhance the performance improvement of an organization's knowledge through the strengthening of sustainable competitive advantage. The study suggested that creating and applying KM and DCs simultaneously, through SCA, can provide an essential setting for the significant improvement of knowledge firms' performance and assist managers and policymakers in understanding how to improve the firm's performance (FP) in dynamic environments. This research was created on the assumptions of the resource-based view and from the perspective of a firms' dynamic capabilities. The research results offer support to managers and practitioners in building and retaining a sustainable competitive advantage and improving performance through a knowledge management approach and dynamic capabilities.

Leão, Gama, and Fleury (2023) conducted a study titled "Developing Dynamic Capability in Social Strategies." The aims of the study were to understand how firms develop dynamic capabilities to implement social strategies and manage pressures from local and global stakeholders. A multiple case study was conducted with four Brazilian multinationals. The findings indicated that organizations develop dynamic capabilities to adapt to environment changes by observing and learning from organization's stakeholders, building good relationships with other organizations, and continuously adopting or changing according to social strategies. The findings extend the literature by converging social strategies and dynamic capabilities, presenting evidence that these firms are developing and deploying dynamic capabilities to implement social strategies. The research results also indicate that organizations can develop complicated and dynamic capabilities to handle stakeholder's demands at both local and global levels. Finally, this study contributes to the dynamic capabilities

and social strategy literature by demonstrating that such capabilities are critical in managing multiple stakeholders.

Xanthopoulou et al. (2023) conducted a quantitative research study titled “Investigating the Relationships among High-Performance Organizations, Knowledge-Management Best Practices, and Innovation: Evidence from the Greek Public Sector.” The aims of the study were to examine the relationships among high-performance organizations (HPOs), knowledge management (KM) best practices, and organizational innovation in the Greek public sector. The study employed the PLS-SEM method to validate and assess the research model. A total of 270 questionnaires were returned from employees in the Greek public sector. The results show that knowledge management (KM) best practices support the mechanisms for organizational innovation development within the relationships between high-performance organizations (HPOs) and organizational innovation in the Greek public sector. Furthermore, this research shows significant implications and contributions as the first study to investigate this relationship and explore the connections of high-performance organizations (HPOs) with other managerial constructs such as knowledge management. Moreover, the results show the importance of decision-makers in the public sector, providing them with insights to formulate their decisions more effectively.

Wongwanich and Laohavichien (2023) conducted a study titled “The influence of dynamic capabilities and innovation on the performance of the electrical and electronics industry in Thailand.” The aim of this research was to investigate the influence of dynamic capabilities and innovations on the organizational performance of the electrical and electronics industry in Thailand. The sample group consisted of entrepreneurs in the electrical and electronics industry in Thailand who were registered as juristic persons with the Ministry of Commerce. A questionnaire was used for data collection, and the respondents consisted of 336 executives or organizational representatives knowledgeable about organization management. Structural equation modeling (SEM) was used to analyze the empirical data. The findings showed that dynamic capabilities, organization-wide quality management, and innovation had a positive direct influence on the performance of the electrical and electronics industry in Thailand.

Chapter summary

The literature review emphasized that the theories of dynamic capabilities, competitive advantage, and high-organizational performance are all related to each other as follows. Any enterprise that possesses resources or competencies but lacks dynamic capabilities may achieve competitive returns in the short term; however, it cannot sustain long-term competitive returns due to change in a rapidly changing economic and technological environment. The dynamic capabilities framework highlights organizational and (Strategic) managerial competences that can enable an enterprise to achieve competitive advantage (Teece, 2009). The dynamic capabilities framework needs researchers from multiple fields, as it aims to become a general framework for understanding the foundations of firms' competitive advantage, value creation, and maintenance (Teece, 2014). Therefore, dynamic capabilities are internal sources of competitive advantage, which are considered crucial factors for success. Fainshmidt et al. (2016) combined dynamic capability theory with related research, and his research indicates that the relevance of higher-order dynamic capabilities to organizational performance is stronger than that of lower-order dynamic capabilities. Additionally, High-Performing Organizations (HPOs) exhibit better growth than their competitors in the same industry by welcoming changes and reacting quickly, building up management processes that are integrated and aligned with strategy, structure, and people throughout the organization, focusing on innovation and improvement of their core capabilities, and treating employees as their main asset (de Waal, 2007).

In chapter 2, the study reviewed previous research studies to avoid replicating past work and to gain more knowledge of contributions to the topic, to acknowledge existing useful research designs, and to support decision-making for conceptual framework creation.

CHAPTER 3

RESEARCH METHODOLOGY

The objectives of this study are to study and investigate dynamic capabilities, high-performance organizations and competitive advantage in Japanese manufacturing companies in Chonburi province using quantitative data to gather numerical information about the factor relations. In addition, the study aims to provide recommendations on development activities to create employee's dynamic capabilities that enhance high-performance organizations and sustain their competitive advantage. Qualitative (focus-group) interviews provided an opportunity to explore dynamic capability activities and recommendations. Based on the findings of research on how other companies enhanced their employee's capabilities, the study uses a mixed-methods approach. Chapter 3 presents the research design and methodology utilized for conducting the quantitative and qualitative research, including determining and identifying the sampling of informants, the procedures used to collect and analyze data, ethical considerations and trustworthiness, and guidelines for the management and protection of participants in each method.

Research paradigm

Research philosophical assumptions include the beliefs and paradigms researchers bring to their inquiries (Guba (1990). Lincoln, Lynham, and Guba (2011); Mertens (2010). An example of beliefs could be the researchers' personal history, their own perspectives about themselves or other people, or even their ethical and political viewpoints. These perspectives are starting points when conducting a study. The information helps explain why researchers chose qualitative, quantitative, or mixed methods approaches when conducting their research (Slife & Williams, 1995). It is necessary to understand the importance of philosophy in the research because, from the beginning, it assists researchers in identifying and articulating problems, raising logical research questions, and thinking about rationally related information and where to collect it to answer questions (Huff, 2009). Joungrakul (2010) elaborated this explaining that "Philosophy and paradigms help identify what research

strategy can be used in the study and methodology indicate suitable/specific research methods; the researcher should then try to combine the three elements of inquiry to direct the framework of research design (p. 5)”

Creswell (2014) defined a research procedure focused on research methodology. Based on the literature, such research can be conducted using four major approaches. Each approach reflects the types of beliefs held by individual researchers, and based on these factors, the researcher will often embrace a strong qualitative, quantitative, or mixed methods approach in their research, as summarized in Figure 12.

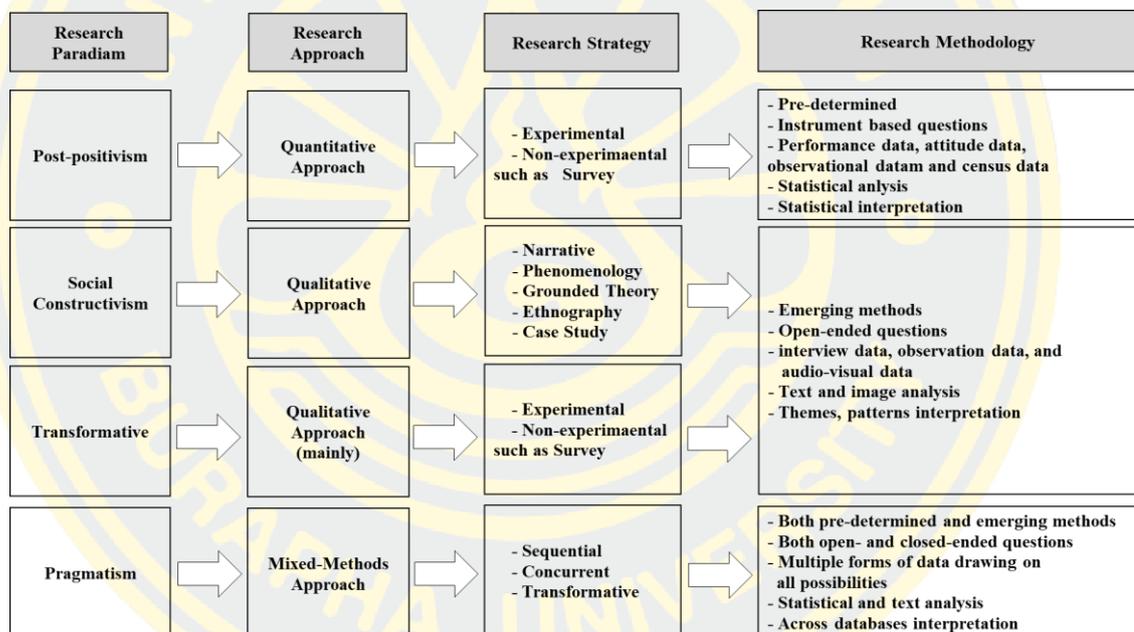


Figure 12 Research paradigm for research design

(Adapted from Creswell, 2014)

Creswell and Creswell (2018, p. 6) highlight the four major elements of research paradigm as follows: 1) Post-positivism, which is associated with a quantitative research approach, assumes that things can be explained through cause-and-effect relationships. Reductionism is used to break down concepts and ideas into small sets so that they can be verified. Knowledge is observed, measured, and understood through the use of some numeric measurements and tests to determine

whether cause and effect can be rationally examined through scientific techniques.

2) Constructivism, which is associated with a qualitative research approach, assumes that that people try to understand the world they are living in by developing individual subjective meanings based on their own experiences. Knowledge is constructed and developed within people's minds. Therefore, researchers need to have interactions or discussions with people who have had personal experiences or have been in the situations being studied, get to know them, observe them, and try to understand the meaning they have developed. 3) Transformative research, which is mainly associated with a qualitative approach, assumes the existence of bias against minority groups and addresses concepts of social justice and fairness for all. It focuses on minorities' rights, and conditions, and attempts to improve them. Therefore, it is necessary that social issues such as authorization, inequality, oppression, domination, suppression and alienation are articulated and addressed. 4) Pragmatism, which is associated with a mixed-method approach, emphasizes practical solutions to real-world situations. Problems are studied in order to be understood so that practical solutions can be studied, and problems can eventually be overcome. The mixed method one is therefore viewed as the most effective approach since it allows researchers to apply various techniques to best understand knowledge for their research problem. As a philosophical underpinning for mixed methods studies, Morgan (2007), Patton (1990). And Teddlie & Tashakkori (2009) convey its importance for focusing attention on the research problem in social science research and then using pluralistic approaches to derive knowledge about the problem.

The objectives of this study were to study dynamic capabilities, high-performance organizations and competitive advantage in Japanese manufacturing companies in Chonburi province, to investigate the relationships between them, and provide recommendations on development activities to create employee's dynamic capabilities for enhancing high-performance organizations and sustaining competitive advantage in an organization. To achieve these objectives, a pragmatic, mixed method approach was used. Quantitative data allowed the researcher to gather numerical information about factor relationships, and qualitative methods provided the opportunity for the researcher to explore development activities to create employee's

dynamic capabilities for enhancing high performance organizations and sustaining competitive advantage.

Research design

The objectives of this study are to study dynamic capabilities, high-performance organizations and competitive advantage in Japanese manufacturing companies in Chonburi province. To answer the research questions, **the researcher used a “Mixed methods approach”**. This approach is supported by the theories of Leavy (2017), who explained that mixed methods research involves collecting, analyzing, and in some way integrating both qualitative and quantitative data in a single project. This research project integrated both a quantitative phase and a qualitative phase (Hesse-Biber, 2010; Hesse-Biber & Leavy, 2006). Mixed methods research is generally considered appropriate when the objective is to describe, explain, or evaluate. Additionally, a mixed method approach is often applied in social and behavioral science research that aims or seeks to develop a comprehensive understanding of community change or social action. Creswell (2013) further supports a mixed methods approach by explaining that it is popular in the social, behavioral, and health sciences, in which researchers collect, analyze, and integrate both quantitative and qualitative data in a single study or in a sustained long-term program of inquiry to address their research questions (p. 4). This aligns with Hanson, Creswell, Plano Clark, Petska, and Creswell (2005, p. 224), who state that this combination of methods “involve[s] the collection, analysis, and integration of quantitative and qualitative data in a single or multiphase study.” The term “multiple methods” in a single research study means integrating two or more qualitative approaches (for example, participant observation and in-depth interviews), or by using two or more quantitative approaches (for example experiments and surveys) (Hesse-Biber, 2010, p. 3).

Mixed methods research can be helpful when researchers are trying to answer questions that relate to a large population, but they need a smaller portion of that population to answer more in-depth questions relating to their experiences. Fetters et al. (2013) consider it essential to be detailed and analytical when examining human relationships, as such examinations are often complex, and there are several

levels of processes, within which both qualitative and quantitative data collection and analysis are required. Using only a quantitative method results in general findings, whereas using only a qualitative method results in more individual and empirical viewpoints. This research first collected quantitative data to examine statistically significant relationships among dynamic capabilities, high-performance organizations, and competitive advantage. Second, a qualitative approach was used to explore key dynamic capability increments based on open-ended questions. The need to answer the research questions led to the decision to utilize a mixed method approach.

Research strategy

The objectives of this research are to conduct a quantitative investigation of the relationship among dynamic capabilities, high-performance-organizations and competitive advantage in Japanese manufacturing companies in Chonburi province, and provide qualitative recommendations, based on the findings, for other interested companies to create employee's dynamic capabilities for enhancing high performance organizations and sustaining competitive advantage in an organization. To address the research objectives and research questions, the study first conducted quantitative research and analyzed the results, before using qualitative research to explain the results in more detail. Therefore, the researcher employed explanatory sequential mixed methods as the research strategy. This approach involves a two-phase project. In the first phase, quantitative data is collected and the results are analyzed before being used to plan or build the second, qualitative phase (Creswell, 2014). Teddlie and Tashakkori (2009) also noted that in this approach, the quantitative and qualitative strands of the study occur in sequential order. The interpretation reports the quantitative, first-phase results first and then reports the qualitative, second phase results. Then, the interpretation describes how the qualitative findings help explain the quantitative results (Creswell, 2014).

Research methodology

The study was conducted in two phases. In the first (Quantitative) phase, data was collected. In the second (Qualitative) phase, the findings were used to

conduct focus group interviews. The data collection and procedures for both phases are described in Figure 13.

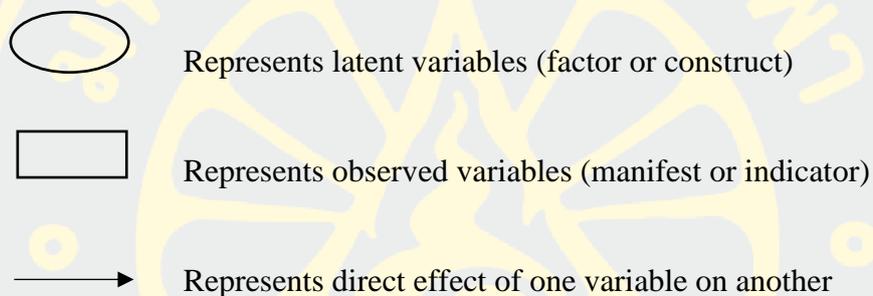
Phase	Procedure	Product
Quantitative Data Collection	<ul style="list-style-type: none"> Online Survey by Google Form (n = 230) 	<ul style="list-style-type: none"> Numeric data
Quantitative Data Analysis	<ul style="list-style-type: none"> Descriptive statistics Structural Equation Modelling (SEM) LISREL Program 	<ul style="list-style-type: none"> Frequency, Mean, Standard Division and Structure Coefficiency A Causal Model
Case Selection; Interview protocol Developemnt	<ul style="list-style-type: none"> Purposefully selecting Develop interview questions 	<ul style="list-style-type: none"> N = 10 managers Interview protocol
Qualitative Data Collection	<ul style="list-style-type: none"> Focus group interview with 10 managers who worked in Japanese manufacturing companies 	<ul style="list-style-type: none"> Text data (Interview transcripts)
Qualitative Data Analysis	<ul style="list-style-type: none"> Thematic Analysis 	<ul style="list-style-type: none"> Presenting Findings
Integration of the Quantitative and Qualitative Results	<ul style="list-style-type: none"> Interpretation and explanation of the quantitative and qualitative results 	<ul style="list-style-type: none"> Discussions Recommadations Future research

Figure 13 The explanatory sequential mixed method procedure used in the study
(Adapted from Creswell & Plano Clark, 2011, p. 121)

Framework of research study

The hypothesis for this research was developed to test a causal model of factors in dynamic capabilities, high-performance organizations, and competitive advantage in Japanese manufacturing companies in Chonburi province. The hypothesized model, analyzed using Structural Equation Modeling research, includes three latent variables with their observed variables and the relationships between them. These are shown in the following Figure.

The commonly used graphical notations for illustrating the model are described below:



Given the research objectives and research questions, a mixed methods approach was employed in this study. To facilitate understanding, the working phases are outlined as follows:

Phase 1: An online survey was conducted to gather quantitative data and answer the research questions. The conceptual framework is shown in the figure below:

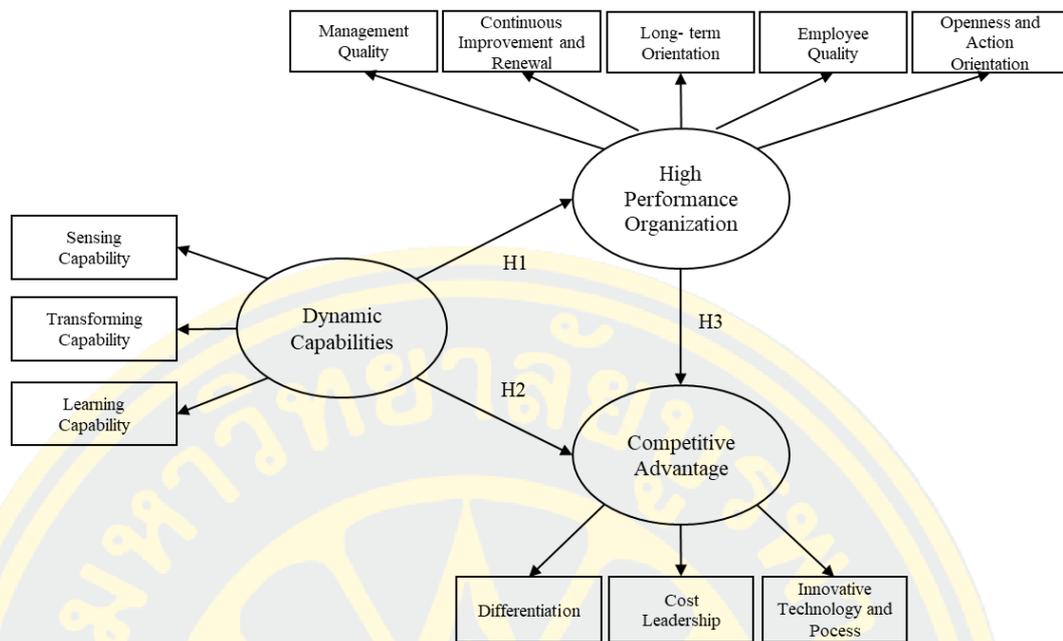


Figure 14 Conceptual framework in quantitative research

Phase 2: After synthesizing the results of the qualitative phase (phase 1), a focus group discussion with ten experts was conducted. The guidelines are shown in the figures below:

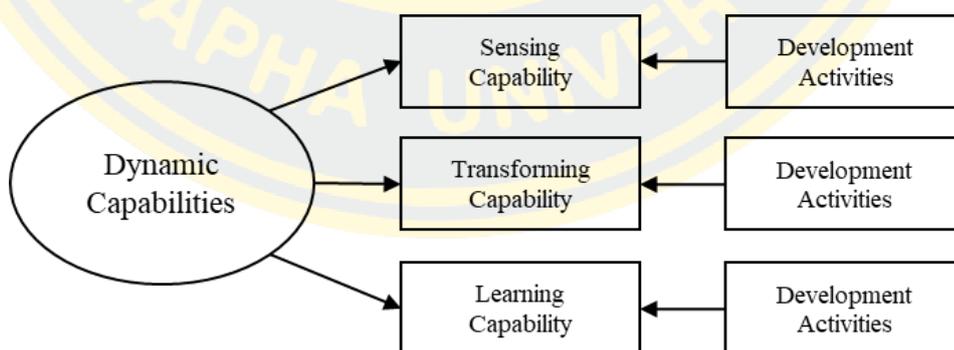


Figure 15 Guideline for development activity in qualitative research (Dynamic Capabilities)

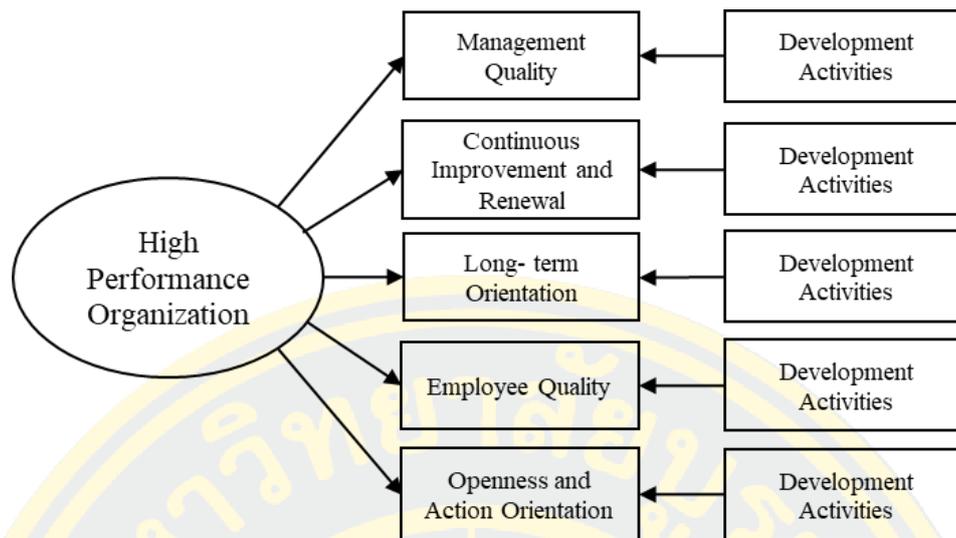


Figure 16 Guideline for development activity in qualitative research (High-Performance Organization)

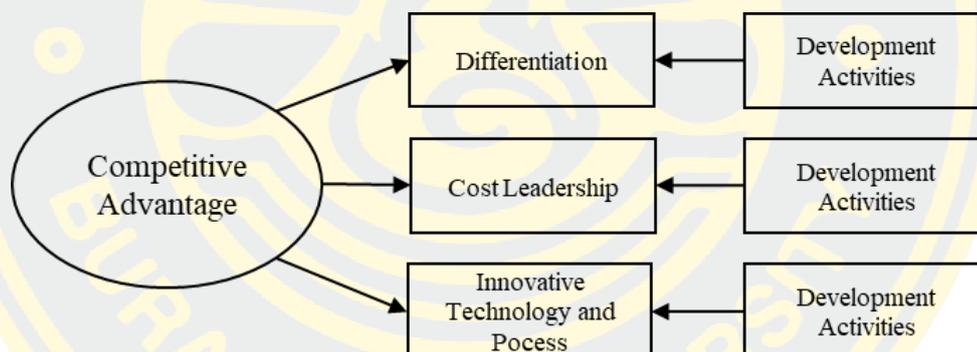


Figure 17 Guideline for development activity in qualitative research (Competitive Advantage)

Phase 1: Quantitative research design

Hesse-Biber (2010) defines quantitative research as an interrelated set of constructs (or variable forms) into propositions, or hypotheses, that specify the relationship among variables (Typically in terms of magnitude or direction). A theory might appear in a research study as an argument, a discussion, a figure, or a rationale, and it helps to explain (or predict) phenomena that occur in the world. Labovitz and Hagedorn (1971) added to this definition the idea of a theoretical rationale, which they defined as “specifying how and why the variables and relational statements are

interrelated” (p. 17). Quantitative research is described as research that can be either descriptive, where the results are measured at least once, or experimental, where results are measured before and after the experiment or experience (Cresswell & Cresswell, 2017).

Population. The main population of interest is Japanese manufacturing companies in Chonburi province. According to the Department of Business Development (DBD, 2023), there are 1,000 Japanese companies in Chonburi province, with 496 classified as manufacturing businesses. The Ministry of Industry, Thailand, categorizes businesses into three sizes: 1) size S (investment lower than 20 million baht) 2) size M (investment between 20-200 million baht) and 3) size L (investment over 200 million baht). A comparison of the 496 Japanese manufacturing companies in Chonburi province shows that there are 135 S-sized companies, 253 M-sized companies, and 108 L-sized companies. For this research study about the dynamic capabilities of high-performance organizations, the population comprises only those 108 L-seized Japanese manufacturing companies. Table 8 provides a summary of the population and sampling of the study.

Table 8 Population and sampling of this study

Manufacturing size	Investment value	Total company	Sampling
S	Lower than 20 million baht	135	
M	During 20-200 million baht	253	
L	Over than 200 million baht	108	✓
Total Japanese manufacturing companies in Chonburi province		496	

Sampling. Based on the Structured Equation Modeling (SEM) framework, the minimum sample size is determined by the ratio of cases (N) to the number of model parameters that require statistical estimates (Q), and an ideal sample size-to-parameters ratio is 20:1 (Kline, 2011), where 1 refers to the observed variables used. In less ideal scenarios, a minimal sample size N:q ratio of 10:1 is acceptable. Based

on the hypothesized model, there were 11 observed variables used, which resulted in a maximum sample group equal to 20 people multiplied by 11 observed variables used; therefore, this study required a sample group of 230 respondents from at least 108 Japanese manufacturing companies, with an average of at least 2-3 respondents from each company.

Stratified Sampling. To ensure that the sampling in this study covered all organizational levels, and that sub-samples were randomly selected from each stratum, 230 samples were divided into three groups: 1) Manager and above, 2) Leader/Supervisor and 3) Operation/Staff. Cluster sampling was used (Toepoel, 2016), stratified sampling ensured that the sample represented the target population, and adequate data were collected to ensure the statistical analysis methods would be valid (Kalton, 2020). The researcher searched online for human resources employees in each Japanese manufacturing company, then sent an email to them that outlined the research objectives, ethical considerations, requested respondents, questionnaire link, and completion date. This resulted in both acceptances and nonresponses.

For nonresponses, follow up emails were sent, and eventually 230 questionnaires were returned (with a return rate of 95%). This meant that the response rate was sufficiently large to analyze the elements and the structural equations modeling (SEM) (Hair, Black, Babin, & Anderson, 2010).

Table 9 Stratified sampling

Total company selected (Population)	Sub-group (Position)	Sampling (n) per company	Sampling requested	Total respondents
108 Japanese manufacturing companies	Manager and above	1 person	108	49
	Leader/Supervisor	1 person	108	81
	Operation/Staff	1 person	108	100
			Total	230

1. Data Collection Instrument

Given the research objectives, the data collection instrument used in this study was a questionnaire. The benefits of quantitative methods include describing trends, attitudes, or opinions of a population from a sample, represented numerically (Creswell, 2002; Hesse-Biber, 2010). Additionally, utilizing a questionnaire offers benefits in terms of cost, data availability, and convenience. Toepoel (2016); Nesbary, (2000); Sue and Ritter (2012) all mentioned benefits of online surveys including: the quick and easy creation of a large sample of people, the generalization of results, the low cost, and the short time-frame requirements. Also, online forms can generate results that can be reported back to the researcher as descriptive statistics or as graphed information. The results can be downloaded onto a spreadsheet or into a database for further analysis (Creswell, 2014). Therefore, an Online Survey (Using Google forms) was administered for this study, given the reasons discussed extensively in the literature review.

Developing survey question. A top-down approach was applied in developing questions for the online survey in this quantitative study, utilizing existing validated measurement instruments. Toepoel (2016) provides two methods of developing questions: bottom-up and top-down. The bottom-up approach starts with writing down all possible questions, finding the logic behind them, and ordering them appropriately. Questions that are not needed or are non-measurable are deleted. On the other hand, the top-down approach starts with defining all constructs from theory. The constructs are then operationalized into questions or items.

The goal of writing survey questions in online surveys is to create questions that all potential respondents will understand in the same way, will be able to respond to accurately, and will be willing to answer (Dillman, 2007). Groves et al. (2009) argue that there are three distinct standards that all survey questions should meet: 1) content standard, which means the questions are asking about the right things, 2) cognitive standard, which means the respondents understand the questions consistently, they have the information required to answer them, and they are willing and able to formulate answers to the questions, and 3) usability, which means the respondents can complete the questionnaire easily and as they were intended to.

The questionnaire concluded with open-ended questions. An advantage of open-ended questions is the fact that respondents can provide information they want to provide without being forced to answer with a particular option, resulting in their answers being more in-depth. On the other hand, open-ended questions require more effort from respondents (They cannot rely on the information provided in answer categories), which results in high item non-response (Griffith et al., 1999; Hurd et al., 1998). Therefore, the questionnaire in this study was divided into five parts: 1) demographic information of respondents, 2) opinions on dynamic capabilities, 3) opinions on high-performance organizations, 4) opinions on competitive performance, and 5) open-ended questions, including a thank you message at the end of the survey.

The research questions in this research were constructed based on a conceptual framework, which was adapted from three previously proposed models. The framework focused on the dynamic capabilities in high performance organizations for competitive advantage in Japanese manufacturing companies in Chonburi province. The questionnaire covered eleven factors: Sensing Capability, Transforming Capability, Learning Capability, Management Quality, Continuous Improvement and Renewal, Long-term Orientation, Employee Quality, Openness and Action Orientation, Differentiation, Cost Leadership, Innovative Technology and Process. The questionnaire was composed of five parts, totaling 60 items. The details of each section are as follows:

Part one consisted of a checklist, which the respondents used to complete a profile form. The respondents were asked five questions on their personal characteristics: gender, age, education background, position level, and years working in their current organization.

Part two analyzed the respondents' dynamic capabilities by asking 14 questions based on three main factors: Sensing Capability, Transforming Capability, and Learning Capability. The questions were adapted and consolidated from relevant authors and their previous studies. The set of 14 questions used a 5-point Likert scale through which the respondents indicated their level of agreement (1 = strongly disagree, 5 = strongly agree).

Part three analyzed high-performance organizations by asking 25 questions on five factors: Management Quality, Continuous Improvement and Renewal, Long-term Orientation, Employee Quality, Openness and Action Orientation. The questions were adapted and consolidated from relevant authors and their previous studies. The 25 questions used the same 5-point Likert scale.

Part four analyzed competitive advantage by asking 15 questions on three factors: Differentiation, Cost Leadership, Innovative Technology and Process. The questions were adapted and consolidated from relevant authors and their previous studies. The 15 questions used the same 5-point Likert scale.

Part five provided an open-ended question, and respondents were asked to share more about how to enhance dynamic capabilities to impact high-performance organizations and competitive advantage. The number of factors in the questionnaire in the quantitative part of the study is shown in Table 10.

Table 10 The numbers in factors questionnaire

Factors	Total questions
1. Dynamic Capability	14
1.1 Sensing Capability	4
1.2 Transforming Capability	5
1.3 Learning Capability	5
2. High-Performance Organization	25
2.1 Management Quality	5
2.2 Continuous Improvement and Renewal	5
2.3 Long-term Orientation	5
2.4 Employee Quality	5
2.5 Openness and Action Orientation	5
3. Competitive Advantage	15
3.1 Differentiation	5
3.2 Cost Leadership	5
3.3 Innovative Technology and Process	5

Validity and Reliability of Research Instrument

Content Validity. To ensure the construct validity of the questionnaire, a panel of five experts was requested to evaluate the research instrument. The panel consisted of three advisory committee members and two experts in the research field, and they were asked for any suggestions or improvements. Their feedback was used to calculate the index of Item-Objective Congruence (IOC) to check content validity. The Item-Objective Congruence (IOC) was then used to evaluate the items on the questionnaire based on the following score range:

- Positive one (+1) = Congruent, it was certain that the item met the content and research objectives.
- Zero (0) = Questionable, it was not certain whether the item met the content and research objectives.
- Negative (-1) = Incongruent, it was certain that the item did not meet the content and nor the research objectives.

Items receiving a score lower than 0.5 were eliminated from the questionnaire; on the other hand, items receiving a score higher than or equal to 0.5 were retained. Feedback obtained from the panel of experts showed that two questions scored less than 0.5 points. The revised version of the questionnaire reflected improvements suggested by the panel experts, and the final usable items of the questionnaire were all considered valid by the panel of five experts, which included: 1) the HRD Director at Rangsit University, 2) the Chairman of the Thai Chamber of Commerce in Chonburi province, 3) a project Manager, 4) an Area Manager of Human Resources & General Affairs, and 5) a Vice President of Human Resources.

Reliability. Experts were consulted to ensure the validity of the research instrument. The reliability of the questionnaire was determined to ensure that the responses collected through the instrument were reliable and consistent. The reliability value was calculated using Cronbach's Alpha Coefficient to ensure internal consistency within the items. George and Mallery (2010) illustrated the value of

Cronbach's Alpha Coefficient as follows: ≥ 0.9 = Excellent, ≥ 0.8 = Good, ≥ 0.7 = Acceptable, ≥ 0.6 = Questionable, ≥ 0.5 = Poor, and ≤ 0.5 = Unacceptable. Therefore, an acceptable reliability score for Cronbach's alpha coefficient is greater than 0.7 (Cortina, 1993; Nunnally & Berstein, 1994). The questionnaire parts on opinions regarding latent variables - 1) Dynamic Capabilities, 2) High-Performance Organization and 3) Competitive Advantage - were assessed using a five-point Likert scale ranging from 5 - 1 (5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, and 1 = Strongly disagree) (Tolmie, Muijs, & McAteer, 2011).

A pilot test of the questionnaire and online survey was conducted for 30 people who were not part of the sampling group. This testing was important in establishing the content validity of the instrument's scores and to improve questions, format, and scale. This involved incorporating the testers' comments into the final instrument revision (Creswell, 2014). The pilot study of dynamic capabilities in high-performance organizations for competitive advantage in Japanese manufacturing companies in Chonburi province showed that the Cronbach Alpha Coefficient was 0.92 – 0.98. It confirmed that the instrument used in this research is reliable (Haladyna, 2002). After careful development and proofreading, the instrument was administered to the sample. The Cronbach Alpha in each latent variable is shown in Table 11 below:

Table 11 The reliability of research instrument

Items	Cronbach alpha (n = 30)	No. of items (54)
Dynamic Capability	0.92	14
High-Performance Organization	0.98	25
Competitive Advantage	0.96	15

2. Data Collection Procedures

This section provides detailed information explaining how the survey instrument was used as the primary data collection tool in this study. The data collection process is outlined as follows:

2.1 The contents of the questionnaire were validated by three academic experts and two experts in the research field to ensure that the designed measurement scale was easy to evaluate, did not cause any confusion, and addressed the research objectives.

2.2 The researcher requested data collecting permission from the Ethical Committee of Burapha University. After approval, permission letters were distributed to 108 Japanese manufacturing companies.

2.3 The instrument was designed through an online survey via Google Forms, and a link and QR code were tested before being sent to the respondents.

2.4 After final instrument revision, a google form was distributed (via email) to the designated contact person of each company selected. The email explained details of the directions for cascading the survey to potential participants who met the following criteria; 1) Manager and above, 2) Supervisor/Leader and 3) Operation/Staff in a selected company. Those who were willing to participate in the research were given the questionnaires to complete.

2.5 The survey was distributed and follow-up emails were initially sent four to six days after distribution to ensure a high response rate. Follow up checks were then conducted every three days. Ultimately, the administration process was concluded in approximately five weeks.

2.6 After survey completion, the raw data was entered into an Excel spreadsheet and verified for accuracy by a second reviewer. The researcher summarized the overall survey response rate via email or Line application to the person responsible to thank them for their support.

2.7 The data was then imported into the SPSS program for the purposes of analyzing the data and running descriptive statistical analyses, including variables such as gender, age, education background, position level, and years of service in the current company. Finally, the prepared data in SPSS was imported into the Lisrel Program for inferential statistical analysis and hypothesis testing

3. Data Analysis and Interpretation

After the online questionnaire was completed, the researcher analyzed the data. Descriptive Statistics were utilized to organize and summarize the data set using mathematical techniques (Gall, Gall, & Borg, 2017). The analysis was performed via

IBM SPSS statistical software, and the following information was generated:

1) the Frequency and Percentage of respondent profile information – Gender, Age, Education Level, Employee level, and Years of Service in current organization;
 2) the Mean, Standard Deviation, Skewness and Kurtosis for all observed variables - Sensing Capability (SC), Transforming Capability (TC), Learning Capability (LC), Management Quality (MQ), Continuous Improvement and Renewal (CIR), Long-Term Orientation (LTO), Employee Quality (EQ), Openness and Action Orientation (OAO), Differentiation (DIF), Cost Leadership (CL), and Innovation Technology and Process (ITP); 3) the **Correlation Coefficient** between the latent variables in the causal model of dynamic capabilities in high performance-organizations for competitive advantage. A rating scale was applied using the 5-point Likert scale, with the following interpretations:

4.50-5.00 was considered the highest-level impact on the latent variable

3.50-4.49 was considered a high-level impact on the latent variable

2.50-3.49 was considered a moderate-level impact on the latent variable

1.50-2.49 was considered a low-level impact on the latent variable

1.00-1.49 was considered the lowest-level impact on the latent variable

The hypotheses tested were: 1) Dynamic capabilities have a positive significant relationship with high-performance organizations; 2) Dynamic capabilities have a positive significant relationship with competitive advantage, and 3) high-performance organizations have a positive significant relationship with competitive advantage. Statistical models provided an in-depth analysis of the relationships between the latent variables (Ghauri, Grønhaug, & Strange, 2020), and all hypothesis testing was conducted using Structural Equation Modelling (SEM) performed on LISREL programs to solve the causal model (Joreskog & Sorbom, 1993).

Variables. The research questions focused on the relationships between each independent variable (IV) and each dependent variable (DV) to guide the study (Creswell, 2014). In this study, the researcher developed the hypotheses to test the relationship between dynamic capabilities, high-performance organizations and competitive advantage to address the research objectives.

Table 12 Hypothesis with variables and scale of measurement in the study

Hypothesis	Independent variable	Scale of measurement	Dependent variable	Scale of measurement
H1	Dynamic capability	Interval	High Performance Organization	Interval
H2	Dynamic capability	Interval	Competitive Advantage	Interval
H3	High Performance Organization	Interval	Competitive Advantage	Interval

Note: Hypotheses 1-3 were tested simultaneously with one SEM model.

Structural Equation Modelling (SEM) is a collection of tools for analyzing connections between various concepts in cases where these connections are relevant either for expanding general knowledge or for solving some problem. SEM is also used to verify theories. In principle, after starting out with an a priori theory about the system to be mapped, SEM is used to test the model against empirical data. SEM is a confirmatory rather than an exploratory technique (Blunch, 2013, p. 5). The goal is to “confirm” the model and, as a result, be able to measure the strength of the various connections and be able to answer questions. The SEM analysis steps are as follows (Kline, 2011, pp. 91-94):

1. Specification: a model diagram is drawn using a set of standard graphical symbols, and the model’s parameters, which correspond to presumed relations among latent variables, are defined.

2. Identification: model identification is evaluated (if it is not identified, go back to step 1)

3. Measure Selection and Data Collection: measures (operationalized constructs) are selected, and the data is collected, prepared, and screened.

4. Estimation: an SEM computer tool is used to conduct the following analysis:

4.1 Evaluation model fit: how well the model explains the data is determined, or if the model does not fit the data, the researcher needs to reanalyze the respecified model by using the same data (skip to step 5).

4.2 Interpret parameter estimates: assuming a satisfactory model fit, the parameter estimates are interpreted and written in summary form.

4.3 Consider equivalent or near-equivalent models: an equivalent model explains the data just as well as the researcher's preferred model but does so with a different configuration of hypothesized relations among the same variables. For near-equivalent models that fit the same data just about as well as the researcher's preferred models, but not exactly so, the reason for choosing the preferred model should be explained (skip to step 6).

4.4 Re-specification: this step is required if the initial model does not fit. The researcher needs to go back to review the list of theoretically justifiable possible changes (Return to step 4).

4.5 Reporting the result: The final step is to accurately and completely describe the analysis in written reports by presenting tables or figures from statistical tests and drawing conclusions for the research questions, hypotheses, and the larger meaning of the results to support the next qualitative phase.

The statistics for evaluating model fit are represented by approximate fit indexes. Kline (2011) suggested four statistical values: Root Mean Squared Error of Approximation (RMSEA), Goodness-of-fit index (GFI), Comparative fit index (CFI), and Standardized Root Mean Squared Residual (Standardized RMR). Accordingly, this research relies on measures of fit to test the models, and the data were analyzed using the following techniques:

Table 13 A summary of the goodness of fit indices and their acceptable levels.

Goodness of fit indices	Acceptable levels
χ^2	No significant at .05
df	-
$p - Value$	$p > 0.05$
χ^2/df	≤ 2
RMSEA	< 0.05
CFI	≥ 0.90
GFI	≥ 0.90
AGFI	≥ 0.90
RMR	< 0.10

The Goodness-of-fit Measures

A wide range of goodness-of-fit indices have been developed that can be used as summary measures of a model's overall fit (Diamantopoulos & Sigua, 2000). The fit measures include the following:

Chi-square statistic is a measure of the overall model fit in covariance structure models (Diamantopoulos & Sigua, 2000). Additionally, it provides a test of perfect fit in which the hypothesis is that the model fits the population data perfectly. A statistically significant chi-square causes rejection of the hypothesis, indicating incomplete model fit and possible rejection of the model (Jaccard & Wan, 1996).

Root mean Squared Error of Approximation (RMSEA) is scaled as a badness-of-fit index where a value of zero indicates the best fit (Kline, 2011). LISREL provides a test of the significance of the RMSEA by testing whether the value obtained is significantly different from 0.05 (Kelloway, 1998). Additionally, values less than 0.05 indicate a good fit, values between 0.05 and 0.08 indicate a reasonable fit, values between 0.08 and 0.10 indicate a mediocre fit, and values more than 0.10 indicate a poor fit (MacCallum et al., 1996).

Comparative fit index (CFI) identifies the improvement ratio in non-centrality when moving from an insignificant to a considered model, and to the non-centrality of the insignificant model (Raykov & Marcoulides, 2006). The values of CFI range from 0 to 1, where values close to 1 indicate the best fit (Kline, 2011). In addition, values above 0.9 are considered to indicate a good fit (Diamantopoulos & Siguaw, 2000).

Goodness-of-fit index (GFI) is based on the sum of the squared discrepancies to the observed variances. The goodness-of-fit index ranges from 0 to 1, where values close to 1 indicate the best fit (Kline, 2011). According to Kelloway (1998), values higher than 0.9 indicate a good fit to the data.

Adjusted goodness-of-fit index (AGFI), is differentiated from regular goodness of fit in that it adjusts for degree of freedom in the particular model. The AGFI range is 0 to 1, and results close to 1 indicate a good fit to the model (Raykov & Marcoulides, 2006). Values larger than 0.9 indicate a good fit to the data (Foster et al., 2006).

Standardized Root Mean Squared Residual (Standardized RMR) is a summary measure of standardized residuals. Values below 0.05 indicate an acceptable fit (Diamantopoulos & Siguaw, 2000).

Phase 2: Qualitative research design

The third purpose of this study is to provide development activities based on the findings to help other companies enhance their employee's dynamic capabilities. Therefore, the study used qualitative research as the second phase of the research design. Qualitative research is an inductive style that aims to understand and discover human problems, both at the individual and group levels, within a social or community context. It emphasizes the importance of individuals and the importance of interpretation in complex situations (Creswell, 2009). In line with Hennink, Hutter, & Bailey (2011) a qualitative approach allows researchers to examine people's experience in detail by using in-depth interviews, focus group discussions,

observations, content analysis, visual methods, and life histories or biographies. Ravitch and Carl (2016) note that qualitative research is based on the methodological pursuit of understanding the ways in which people see, view, approach and experience the world and make meaning of their experiences and the specific phenomena within it. Similarly, Hennink, Huntter, and Bailey, Silverman (2016) mentioned the importance of these methods in qualitative research.

1. Participant

This study conducted a focus-group interview with 10 managers from Japanese manufacturing companies where they discussed and interacted with each other. The aim was to provide development activities based on the findings of dynamic capabilities to enhance high-performance organizations and retain competitive advantage. The group size was supported by Hennink et al. (2011), who recommended six to eight participants, Liamputtong (2011) who recommended six to ten participants, Dawson and others (1993), who pointed out that focus groups work well with four to twelve people, and Kitzinger (2005), who suggested that the ideal size of a group should be between four and eight. Hennink et al. (2011) explained that if you have fewer than six participants, it is difficult to sustain a discussion and gain a diversity of perspectives, and with more than eight participants, there is limited opportunity for each participant to actively participate, and it becomes difficult for the moderator to manage the discussion. Group size is also influenced by the objective of the study, topic of discussion, and type of participants. A focus group discussion is a loosely structured discussion among six to ten individuals that is used to gather information on a particular research or program topic (Debus, 1998). The participants' information is as follows:

Table 14 Participants in focus group discussion

Participant	Company	Position
P1	Company A	Deputy General Manager
P2	Company B	Manager
P3	Company C	General Manager
P4	Company D	Manager
P5	Company E	General Manager
P6	Company F	Area Manager
P7	Company F	Manager
P8	Company G	Manager
P9	Company H	Manager
P10	Company I	Manager

A **purposive sampling** method was used to select 10 managers from Japanese manufacturing companies to conduct the focus group discussion. Borkan, Reis, Hermoni, and Biderman (1995); Patton (2002) argue that the purposive sampling method “adds power” to focus group research because it “selects information-rich cases” that can best generate the desired data. Identifying the characteristics of participants in focus groups needs to be considered carefully. The participants should have a strong influence on the group dynamic during the discussion. Accordingly, the group composition can be positive if it creates a comfortable environment for productive discussion, or negative if participants feel they are being judged by others in the group.

2. Data Collection Instrument

The purpose of this study is to provide development activities based on the findings to help others interested companies create employee’s dynamic capabilities, enhance high-performance organizations, and sustain competitive advantage. Therefore, focus group interviews were used as the data collection instrument in the qualitative phase of the study. A focus group discussion is a technique where a researcher assembles a group of individuals to discuss a specific topic, aiming to draw

from the complex personal experiences, beliefs, perceptions, and attitudes of the participants through a moderated interaction (Cornwall & Jewkes, 1995). A focus group interview is a group of people gathered to discuss a focused issue of concern. The emphasis is therefore on the interaction between participants in the group (Duggleby, 2005; Morgan, 1997). Liamputtong (2011) mentioned that focus group methodology is useful in exploring and examining what people think, how they think, and why think the way they do about the issues of importance to them without pressuring them into making decisions or reaching a consensus. According to Kitzinger (2005, p. 57), the focus group methodology is an ideal approach for examining the stories, experiences, points of view, beliefs, needs and concerns of individuals. Hennink, Hutter, and Bailay (2011) explained they are particularly suitable for exploring new topics about which little is known or when the issues are unclear. The method enables a lot of data to be collected in a short period. According to Kitzinger (1994a, p. 107), there are two kinds of interaction in focus groups: complementary (Sharing experiences, concerns and needs) and argumentative (Questioning, disagreeing with and challenging each other).

Developing the discussion guide. A well-structured discussion guide will help the moderator to introduce the topic, open the discussion, develop group rapport, focus on key topics and bring the discussion to a close. The discussion guide used in the focus group follows the structure outlined by Hennink (2011). A discussion guide typically includes an introduction, an opening question, transition questions, key questions, and closing questions. Each question has a different objective, as illustrated in Figure 18.

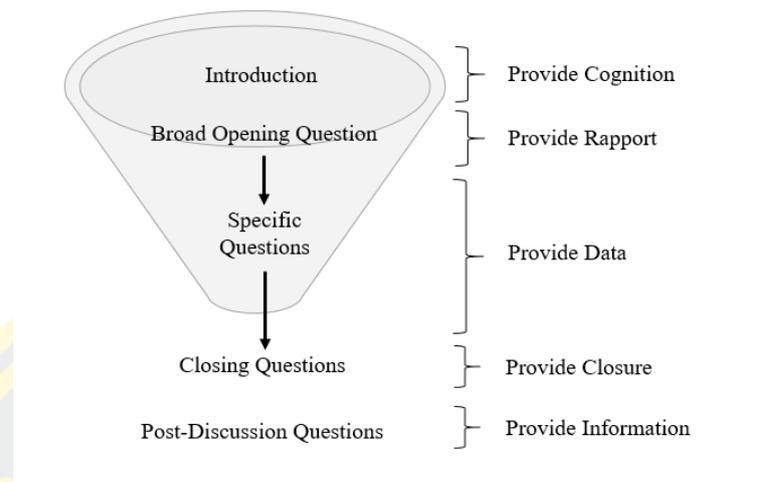


Figure 18 Funnel design of the discussion guide
(Hennink, Hutter, & Bailay, 2011, p. 143)

Introduction – The moderator introduces both himself and the note-taker and then provides information about the research study, makes the participants feel at ease by asking them to introduce themselves, and informs the participants of any ethical issues before explaining how the discussion will be conducted during the session (Conradson, 2005; Kitzinger, 2005; Stewart et al. 2007).

Opening question – The objective of this part is to make participants feel at ease and is often called the “Ice breaking” phase. An introductory question is asked to warm up the participants with a broad topic that develops group rapport. In this phase, very general, open-ended questions are usually followed by probing from the moderator to encourage detailed responses. Prompts and probes are used to make the discussion more interactive (Liamputtong, 2011). The researcher starts by asking the participants about their current personal development in the organization.

Transition questions – In this phase, the discussion moves from introductory questions to the key topic areas of the research study. Transition questions may take the form of a question or a brief statement before a new series of questions. The researcher asks the participants to share their basic knowledge of or opinion on dynamic capabilities, high-performance-organizations and competitive advantage. The participants are asked to describe how the three keywords are related

or important in their company, and the researcher shares the quantitative research findings with all the participants.

Key questions – Questions are asked to generate discussion on the key topics of the research study. These are essential questions that generate research data. In this phase, two or three guided questions are usually considered sufficient for a focus group discussion, and they usually include the greatest number of probes to stimulate detailed discussion. In this study, the researcher followed the focus group interview guide and asked questions such as: 1) How does your organization create dynamic capabilities within the organization? 2) How does your organization enhance its reputation as a high-performance organization? and 3) How does your organization sustain competitive advantage? The participants were also asked to share additional suggestions based on their actual experiences.

Closing questions – The moderator finished the focus group discussion by summarizing the main points that the participants had raised during the session (Liamputtong, 2011). Before the end of the session, the researcher thanked all the participants for their valuable contributions (Hennink, 2007)

Content Validity. Before conducting the focus group and to ensure that the discussion guide aligned with research objectives, it (the guide) was checked by the three members of the advisory committee and the two experts for any suggestions or improvements. The feedback from the advisory committee and the experts was used to calculate the index of Item-Objective Congruence (IOC) to check content validity. The Item-Objective Congruence (IOC) is used to evaluate the items of a questionnaire based on the following score range:

Positive one (+1) = Congruent, it was certain that the item met the content and research objectives.

Zero (0) = Questionable, it was not certain whether the item met the content and research objectives.

Negative (-1) = Incongruent, it was certain that the item did not meet the content and nor the research objectives.

The items which received a score lower than 0.5 were eliminated from the questionnaire; on the other hand, the items which received a score higher than or

equal to 0.5 were retained. Feedback obtained from the panel of experts showed that there was no question with a score lower than 0.5. Therefore, the final interview questions were all considered valid by the five experts.

2. Data Collection Procedure

The purpose of the interviews was to gather information-rich data from the perspective of the research participants. Hennink, Hutter, and Bailay (2011) noted that there are common steps that are usually taken when designing and implementing focus group discussions. The data collection instruments for this study were as follows:

2.1 Gaining access and making rapport

The researcher asked for cooperation from the relevant person within each organization to request permission for each of the participants to join the focus group discussion. Then, an official self-introduction was sent to the participants explaining the research objectives, research questions and others necessary information directly relevant to the participant asking permission to collect data in their field of expertise.

The researcher requested data collection permission from the Dean of the Faculty of Education, Burapha University. After obtaining approval, data collection permission letters were sent to 10 managers from Japanese manufacturing companies.

2.2 Location, Venue and Time for conducting focus group

After obtaining permission, the researcher made appointments with the ten managers three weeks in advance, providing them with the research objectives, the results of the quantitative phase of the study, the interview questions, the venue and time of the meeting.

A productive group discussion is enhanced by both the physical location and the internal environment of the venue (Conradson, 2005). The location should be quiet, private, and comfortable, allowing participants to discuss matters in comfort and with some degree of privacy, ensuring clear recording and easy access. Seating arrangements should consider eye contact to support interactive discussion. This focus group was conducted in a private meeting room in a café with a capacity of 10 to 12 people.

The focus group discussion lasted 1 hour and 35 minutes. Generally, the researcher sensed that the discussion had reached saturation; however, the group may have wished to stop at 90 minutes, or it may have been more productive if the session had lasted a bit longer (approximately two hours) (Liamputtong, 2011; Hennink et al., 2011).

The focus group was separated into two sessions with a break of approximately 15 minutes for refreshments and to keep the participants interested in the discussion (Hennessy & Heary, 2005).

Moderator and Note-Taker. Focus group discussions should have at least two people conducting the session: one as the moderator and the other as the note-taker. The moderator uses the discussion guide, facilitates the discussion, asks probing questions, ensures that the information gained can sufficiently meet the research objectives, manages the group dynamics, and impacts on the flow of the discussion. The note-taker writes down the key issues discussed during the group discussion, making sure to note any non-verbal information and assist the moderator as necessary. (Hennink, 2007). Therefore, in the focus group discussion for this study, the researcher was the moderator and the researcher assigned another qualified individual as the note-taker. (Liamputtong, 2011; Hennink et al., 2011).

2.3 Collecting Data

On the appointed date, the research arrived at the venue approximately one hour before the scheduled time to prepare. This involved checking the facilities, arranging welcome drinks, scheduling a coffee break, ensuring the recoding system was working, and confirming the task with the moderator and assistant moderator.

Before starting the group discussion, the researcher conducted introductory tasks – welcoming and thanking participants for joining, formally introducing themselves, and again explaining the research project, the objectives, the outline process of the discussion and the question guide, and the length of the discussion. Ethical tasks were also conducted, which confirmed consent from the participants, assured confidentiality, outlined confidential data use and storage, and

sought consent for recording the discussion. The researcher also asked permission to record the conversation for the purpose of data analysis.

The researcher then created a comfortable environment, used positive body language and started with easy questions while encouraging contributions in an effort to build rapport. During the group discussion, the participants had a variety of views and experiences. In an attempt to **manage group dynamics**, and to ensure that everyone was given an opportunity to contribute to the discussion, the researcher followed the strategies outlined by Liamputtong (2011); Hennink et al. (2011), who suggested that 1) if there is a **quiet participant** who often provides only short responses to the questions, the moderator should encourage them by using gentle probing, eye contact to welcome their contributions, and reinforcing the value of their views. In addition, 2) if there is a **dominant participant** who often monopolizes the discussion by being the first to respond to issues or by taking more time than others to contribute their views, the moderator should use body language to signal reduced interest, reduce eye contact, and look down at the discussion guide. During the group discussion, the note-taker should sit beside the moderator and assist the researcher by noting the discussion points.

After completion of the group discussion, the researcher used **post-discussion** techniques. That is 1) they provided an opportunity for the participants to ask any questions about the study, and 2) they politely expressed their sincere thanks for the valuable knowledge gained from the participants and provided them with a thank-you souvenir. Finally, the researcher asked their permission to request extra information if it was required.

2.4 Recording Information and Storing Data

To ensure no valuable data from the group discussion was lost, the researcher not only used an audio recorder to record the conversation but also took notes of useful information during the discussion. The recorded conversation was transcribed into a text file within a week. To secure and avoid losing the collected data from the interview, the researcher backed up and saved both electronic and hard documents as 1) audio files, 2) transcribed text files, 3) note-taking files (observation

form) in a confidential format on a computer for further analysis. These files were then uploaded to the researcher's own email and external hard drive.

3. Data Analysis and Interpretation

According to Sandelowski & Barroso (2003a) the findings can be placed on a continuum representing how much data were transformed from description to interpretation throughout the data analysis process. The use of qualitative descriptive approaches such as descriptive phenomenology, content analysis, and thematic analysis is suitable for researchers who wish to employ a relatively low level of interpretation depending on the methodological approach. The objective of thematic analysis is to analyze narrative materials, such as life stories. The main process of analysis involves description and interpretation, using both inductive and deductive approaches, emphasizing context integration of manifest and latent contents, drawing thematic maps, and creating nonlinear analysis processes, all without peer checking.

Thematic analysis is an independent qualitative descriptive approach that is mainly described as “a method for identifying, analyzing and reporting patterns (themes) within data” (Braun & Clarke, 2006). Thematic analysis approaches are suitable for answering questions such as: What are the concerns of people about an event? What reasons do people have for using or not using a service or procedure? (Ayres, 2007b). Furthermore, thematic analysis involves the search for and identification of common threads that extend across an entire interview or set of interviews (DeSantis & Noel Ugarriza, 2000). It captures something important about data in relation to the research question and symbolizes a certain degree of meaning pattern within the dataset (Braun & Clarke, 2006).

Naeem and Ozuem (2022) explained the methodological approach to systematic thematic analysis as a process consisting of six steps – transcript creation and data familiarization, keywords identification, code selection, theme development, conceptualization through the interpretation of keywords, codes and theme, and finally development of model. This process is shown in Figure 19.

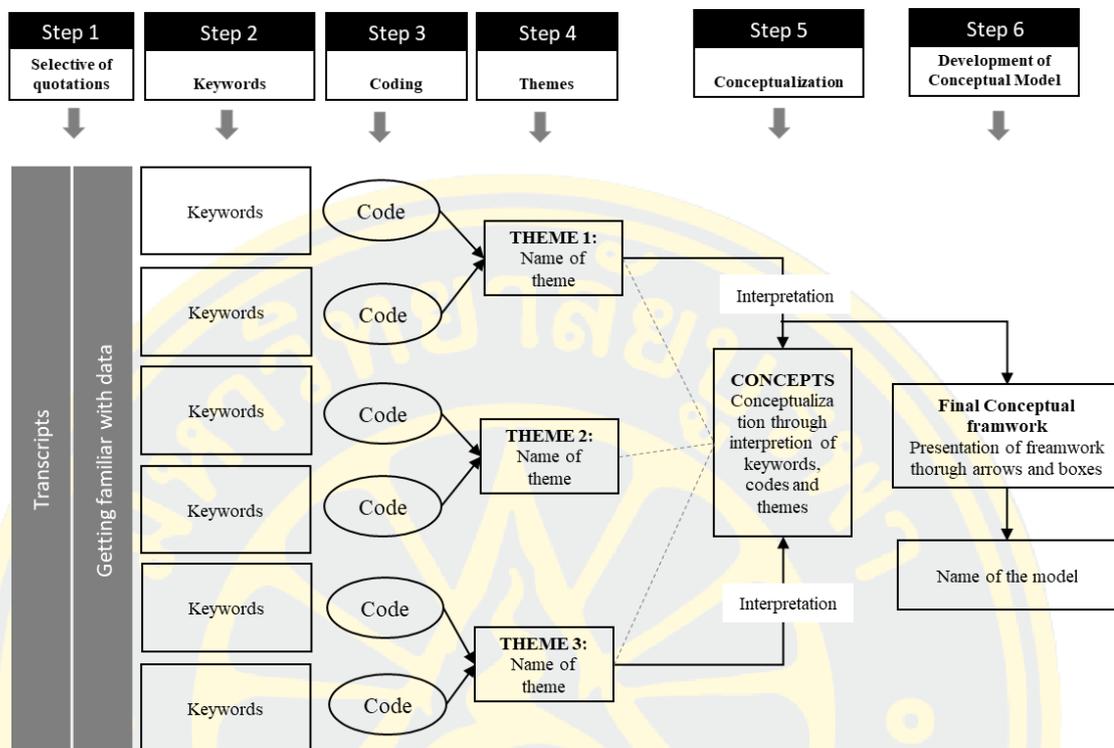


Figure 19 A systematic thematic analysis process in qualitative research (Naeem & Ozuem, 2022a).

Given that research question four asked how “to provide recommendations on development activities to create employee’s dynamic capabilities for enhancing high performance organization and sustain competitive advantage,” **thematic analysis** is suitable for the qualitative analysis in this research. The researcher adapted the thematic data analysis approach outlined by Naeem and Ozuem (2022) below:

Step 1: Transcription, which means familiarization with the data and selection of quotations. The researcher reads the content, notes down initial ideas, and selects quotes that present viewpoints and align with the research objectives.

Step 2: Selection of Keywords, which involves close examination of the data from the focus group discussion. The researcher identifies patterns, terms or visual elements, then designates them as keywords based on the participants’ experiences or perceptions.

Step 3: Coding, which is short phrases or words that capture the data's core message, significance, or theme. This step converts complex data into a theoretical form, which makes the information easier to understand and ensures it covers components related to the research questions.

Step 4: Theme Development, which is organizing codes into meaningful groups to identify patterns and relationships by offering insights into the research question. The researcher transitions from the analysis of codes to a potential theme.

Step 5: Conceptualization, which means interoperating keywords, codes, and themes. The researcher utilizes tools such as models to understand the relationships among the concepts, contributing to theory and practice.

Step 6: Development of Conceptual Model, which means creating a unique presentation of the data, often guided by existing theories. The model serves to answer the research questions and contribute to knowledge.

Trustworthiness in Research Study

To ensure a high standard of qualitative research, the research design in this study employed four major trustworthiness criteria: Credibility, Applicability, Consistency and Confirmability. The details and strategic reasons are presented as follows:

1. Credibility. Aiming to develop an effective research design as suggested in previous studies, the researcher read and utilized previously successful research studies in order to develop work effectiveness methods, such as data collection etc. Different methods were used to collect data. Primary data collection involved conducting a focus group discussion and observations. Secondary data collection involved information from journals, books, dissertations or documents, and data was also collected from participants from several organizations. The researcher ensured the participants were willing to take part in the research study and acknowledged their right to withdraw from the study. Participants were asked to verify the accuracy of the information they had provided by reviewing a transcript to ensure it aligned with their intended message (Shenton, 2004).

2. Applicability. The researcher provided detailed information explaining how the study was to be conducted, including a step-by-step guide to the study plan.

A panel of judges were asked to identify typical characteristics of the sample to increase confidence in the research findings, referencing similar previous research studies (Krefting, 1991).

3. Consistency. Member checks confirmed the accuracy of interview data and the researcher's interpretation of the data with participants (Sandelowski, 1993). Participants reviewed the results and analyzed them to check the accuracy of the interpreted information. Code-record techniques were used to code the same data in different time periods, and external auditors were asked to review the accuracy of the process and product (Krefting, 1991). After coding the data, and waiting at least two weeks, the data was re-coded and compared with the results in order to ensure the perspective of the researcher was accurate.

4. Confirmability. Verbatim quotes were included in the final report to present the voices of the participants (Given, 2016). The research used direct quotations/the real voice of the participants as shared during the group discussion to convey how participants thought and felt about their experiences. The potential bias, predisposition, related background, qualifications and related experiences of the researcher was clarified (Johnson & Christensen, 2004), and the researcher used a technique called "Reflexivity" (self-reflection) to reflect on and ensure trustworthiness.

Research ethical

To prevent potential harm and promote the rights of the participants in this study, the researcher submitted an ethical framework to Burapha University Institutional Review Board (IRB) asking for approval. The ethical consideration in this study are as follows:

Justice. Each participant was treated fairly and equally, and each member of the population had an equal chance of being selected.

Beneficences. Participants were provided with an approved consent form that they reviewed and agreed to before being permitted to start the survey. In the data collection phase, the researcher asked for formal approval from a person in authority for permission to collect data in their company and made appointments for official self-introductions to explain the research objectives, the research questions and the

online survey procedure before sending the official survey online. Before the participants provided data, the researcher provided a consent form that acknowledged the protection of their human rights, the researcher's background, the sponsoring institution, the propose of the study, the benefits of participation, the confidentiality of the participants, an assurance that the participants could withdraw at any time, the name of a person to contact if any questions arose, and all other information was provided in a clear and easily understood format so that readers could decide whether they wished to participate in the research or not. Using statistical methods to analyze the data further maintained objectivity, which strengthened the credibility of the study (Creswell & Creswell, 2017). These concerns aligned with the positivist tradition of value-neutral research and the understanding that bias may be inevitable; thus, the researcher worked to minimize it. In the interpretation of data phase, all raw data was transferred over secure electronic means. The data will be kept on a separate encrypted flash drive and physically destroyed after five years (APA, 2020). These steps will ensure the continued safety of and concern for the study's participants.

Anonymity, confidentiality and privacy. Anonymity means maintaining privacy. Participants' names, nationality or background cannot be identified, and no other sensitive information about a participant in the study was retained (Mugenda, 2003). Online surveys allow people to complete questionnaires on any computer of their choice and in total privacy, reducing the chance that people might try to see or overhear their answers, and respondents are offered more anonymity than most other modes (Toepoel, 2016). Qualtrics delivered the data results to the researcher by way of a secure, password-protected Excel file. All data was anonymous and confidential. No personal identifying information was collected. System generated codes were created by Qualtrics to track the participants. Soft copies of raw data and other documents were saved in a password-protected flash drive. In the data analysis phase, the responses to close-ended questions for which values were assigned were made such that statistical interpretations could be assessed.

Plagiarism. Ethical research also requires avoiding plagiarism (Fisher & Partin, 2014). Plagiarism denotes the theft of intellectual property. "Plagiarism involves the copying of text into a new work without crediting it to the original source" (American Psychological Association, 2020, p. 21). Hence, avoiding

plagiarism required that every author whose work was used in this study was properly acknowledged. The guidelines for proper attribution set by the American Psychological Association for avoiding plagiarism were followed (American Psychological Association, 2020). These guidelines included proper in-text citation, references, and appropriate credit for tables and figures.

Chapter summary

Mixed-methods research allows for the combination of qualitative and quantitative research so that a researcher is best able to study and determine the answers to the questions being asked within a research study. As stated by Gall, Gall, and Borg (2007), “Thus, although quantitative research and qualitative research generally are grounded in different and seemingly incompatible epistemologies, they both can be “true” within the philosophy of pragmatism if their joint deployment in a mixed-methods study results in useful findings” (p. 33). Therefore, the use of mixed methods to determine the perception of the participants’ experiences within the transfer articulation program, and their perceptions of success once they have made successful transfer, provided the best information to answer the research questions of this study.

In chapter 3, the researcher provided a detailed explanation of the mixed-methods research design and methodology and provided the structural frameworks for both quantitative and qualitative research techniques, data collection, and data analysis. The ethical considerations and trustworthiness sections also provided guidelines for the management of the protection of participants in each method.

CHAPTER 4

RESEARCH RESULTS

The approach used in this research study on dynamic capabilities in high performance-organizations for competitive advantage in Japanese manufacturing companies in Chonburi province was explained in Chapter 3. This chapter presents the results and findings from each phase of the study. A quantitative approach was used in Phase 1. Descriptive analysis was processed using IBM SPSS Statistic 21 software, and hypotheses testing was processed using LISREL 8.80 software. A qualitative approach was used in Phase 2 utilizing a focus group discussion.

Phase 1: Results of quantitative research data analysis

The researcher conducted a study by issuing an online questionnaire on a sample of 230 individuals that aimed to study dynamic capabilities, high-performance organizations and competitive advantage in Japanese manufacturing companies in Chonburi province. The study investigated the relationships among these variables in Japanese manufacturing companies in Chonburi province. The study findings are presented in five parts as follows:

Part 4.1 Reliability of the Research Instrument

Part 4.2 Descriptive Statistics for Research Sample and Variables

Part 4.3 Results of the Measurement Model of Dynamic Capabilities in High Performance Organization for Competitive Advantage in Japanese Manufacturing Companies in Chonburi Province

Part 4.4 Results of the Causal Model of Dynamic Capabilities in High Performance Organization for Competitive Advantage in Japanese Manufacturing Companies in Chonburi Province

Part 4.5 Hypothesis Test Results of Dynamic Capabilities in High Performance Organization for Competitive Advantage in Japanese Manufacturing Companies in Chonburi Province

All abbreviations and full names of the research statistics and research variables that will be found in the results of this research are as follows:

1. Latent Variables are Dynamic Capability (DC), High-Performance Organization (HPO), and Competitive Advantage (CA)

2. Observed Variables are

- SC defined as Sensing Capability
- TC defined as Transforming Capability
- LC defined as Learning Capability
- MQ defined as Management Quality
- CIR defined as Continuous Improvement and Renewal
- LTO defined as Long-Term Orientation
- EQ defined as Employee Quality
- OAO defined as Openness and Action Orientation
- DIF defined as Differentiation
- CL defined as Cost Leadership
- ITP defined as Innovation Technology and Process

3. Statistical Symbols:

- \bar{x} defined as Mean
- SD defined as Standard Deviation
- χ^2 defined as Chi-Square
- Df defined as Degree of Freedom
- R^2 defined as Squared Multiple Correlation Coefficient
- $p - Value$ defined as Statistics Significant
- RMSEA defined as Root Mean Square Error of Approximation
- Sk defined as Skewness
- Kur defined as Kurtosis
- DE defined as Direct Effect
- IE defined as Indirect Effect
- TE defined as Total Effect

4. The range of the rating scale meanings are as follows:

- 4.50-5.00: a factor that had the highest-level impact on a latent variable
- 3.50-4.49: a factor that had a high-level impact on a latent variable

2.50-3.49: a factor that had a moderate-level impact on a latent variable

1.50-2.49: a factor that had a low-level impact on a latent variable

1.00-1.49: a factor that had the lowest-level impact on a latent variable

The reliability of the research instrument

After compiling the results of the quantitative analysis of the questionnaires issued to the sample population, the researcher used Cronbach's alpha to test the reliability of the measurement. Coefficient alpha indicates the degree of internal consistency among items in a questionnaire and should be greater than 0.70 (Nunnally & Bernstein, 1994). In this study, the value was between 0.85 to 0.95, which shows that each construct of the outer model was valid and reliable. This is shown in Table 15:

Table 15 The reliability of the research instrument

Construct	Items	Cronbach's alpha	No. of items (54)
Dynamic Capability (DC)	Sensing Capability (SC)	0.85	4
	Transforming Capability (TC)	0.87	5
	Learning Capability (LC)	0.90	5
High-Performance Organization (HPO)	Management Quality (MQ)	0.94	5
	Continuous Improvement and Renewal (CIR)	0.92	5
	Long-Term Orientation (LTO)	0.94	5
	Employee Quality (EQ)	0.93	5
	Openness and Action Orientation (OAO)	0.94	5
Competitive Advantage (CA)	Differentiation (DIF)	0.92	5
	Cost Leadership (CL)	0.94	5
	Innovation Technology and Process (ITP)	0.95	5

The descriptive statistics

Descriptive Statistics

A questionnaire was deployed via a Google Forms link sent by email to employees of each company. A random sample of 230 respondents returned the questionnaire. As the data was collected, it was exported to an Excel file and converted to the SPSS Program. It was a requirement for the sample members to be working for a Japanese manufacturing company based in Chonburi province. Table 16 shows the background characteristics of the respondents as follows: 138 of the respondents identified as female (60.0%), and 92 identified as male (40.0%). 70 respondents were aged between 31 and 35 (30.4%), and 52 respondents were aged between 36 to 40 (22.6%). 149 respondents were educated to bachelor's degree level (64.8%). 100 respondents worked at operation/staff level (43.5%), 81 respondents worked at supervisor/leads level (35.2%), and 49 respondents worked at manager/above level (21.3%). Most of the respondents had more than 10 years of service in their current organization (30%).

Table 16 Respondent profile

Items		Frequency (n)	Percentage (%)
Gender	Men	92	40.0
	Female	138	60.0
		230	100.00
Age	< 25 years old	3	1.3
	25 - 30 years old	29	12.6
	31 - 35 years old	70	30.4
	36 - 40 years old	52	22.6
	41 - 45 years old	41	17.8
	46 - 50 years old	23	10.0
	> 51 years old	12	5.2
	230	100.00	

Table 16 (Cont.)

Items		Frequency (n)	Percentage (%)
Education Level	Lower than Vocational Certificate	3	1.3
	Vocational Certificate	11	4.8
	High Vocational Certificate	20	8.7
	Bachelor's Degree	149	64.8
	Higher than Bachelor Degree	47	20.4
		230	100
Employee Level	Operation/Staff	100	43.5
	Supervisor/Lead	81	35.2
	Manager/Above	49	21.3
	230	100	
Service Year in current organization	< 1 year	15	6.5
	1 - 3 years	43	18.7
	4 - 6 years	55	23.9
	7 - 9 years	48	20.9
	> 10 years	69	30.0
	230	100	

Results of the measurement model of Dynamic Capabilities in High Performance Organization for Competitive Advantage in Japanese Manufacturing Companies in Chonburi Province.

Upon completion of the research period, 54 questionnaires were analyzed using description statistics, including frequencies, percentages, mean, standard deviation, skewness, kurtosis, and coefficient of variance. In this research, the questions used to measure the various constructs were placed on a Likert scale ranging from strongly disagree 1) to strongly agree 5). The ranking of the rating scale and their meanings are as follows:

4.50-5.00: a factor that had the highest-level impact on a latent variable

3.50-4.49: a factor that had a high-level impact on a latent variable

2.50-3.49: a factor that had a moderate-level impact on a latent variable

1.50-2.49: a factor that had a low-level impact on a latent variable

1.00-1.49: a factor that had the lowest-level impact on a latent variable

Table 17 Descriptive statistics for the research variables of Dynamic Capabilities

Dynamic Capability (DC)	\bar{x}	<i>SD</i>	<i>Sk</i>	<i>Kur</i>	<i>CV</i>	Level
1. Sensing Capability (SC)						
1.1 Your organization always surveys environmental business changes.	4.00	0.87	-0.96	1.11	0.22	High
1.2 Opportunities and obstructions are analyzed to build business plans that align with changes	3.90	0.80	-0.83	1.11	0.21	High
1.3 Your organization understands and is aware of potential and existing organizational capabilities	3.93	0.82	-0.73	0.57	0.21	High
1.4 Potential and existing organizational capabilities plan or develop the capability to keep up with any changes.	3.84	0.87	-0.66	0.34	0.23	High
Total Sensing Capability (SC)	3.92	0.70	-1.21	2.03	0.18	High

Table 17 (Cont.)

Dynamic Capability (DC)		\bar{x}	<i>SD</i>	<i>Sk</i>	<i>Kur</i>	<i>CV</i>	Level
2. Transforming Capability (TC)							
2.1	The organization assesses internal resources that need to be modified, reduced, or increased aligning with business changes	3.96	0.88	-0.75	0.03	0.22	High
2.2	The organization has re-structured business units, departments or operations to support company vision or strategy as changes occur	3.92	0.87	-0.68	0.15	0.22	High
2.3	The organization always conducts activities to encourage employees to improve and develop daily operations	3.90	0.89	-0.99	1.18	0.23	High
2.4	The organization searches for and determines new essential skills in employees in order to develop them and upgrade their work	3.76	0.90	-0.83	0.93	0.24	High
2.5	The organization has had new innovations such as products/ services/ operational processes or new forms of management in the organization in the last 1-2 years	3.60	0.96	-0.70	0.08	0.27	High
Total Transforming Capability (TC)		3.83	0.74	-1.02	0.90	0.19	High

Table 17 (Cont.)

Dynamic Capability (DC)		\bar{x}	<i>SD</i>	<i>Sk</i>	<i>Kur</i>	<i>CV</i>	Level
3. Learning Capability (LC)							
3.1	Your organization conducts employee knowledge assessment for working effeteness	3.80	0.88	-0.65	0.20	0.23	High
3.2	Your organization promotes employee's learning both through formal learning and on the job learning	3.80	0.94	-0.65	0.04	0.25	High
3.3	Your organization regularly exchanges essential information with customers and suppliers to upgrade the working approach of the organization	3.78	0.96	-0.71	-0.38	0.25	High
3.4	Your organization is open to receiving external opportunities to find new best practices that can be applied in the organization.	3.67	0.90	-0.61	0.27	0.25	High
3.5	Your organization has an atmosphere that encourages the exchange of information or knowledge among employees that increases cross functional operations	3.52	0.97	-0.41	-0.57	0.28	High
Total Learning Capability (LC)		3.71	0.79	-0.70	0.22	0.21	High

It can be seen from Table 17 that the total mean score of all three **Dynamic Capability (DC)** variables was high. The highest mean score was Sensing Capability (SC) ($\bar{x} = 3.92$, $SD = 0.70$), the second highest was Transforming Capability (TC) ($\bar{x} = 3.83$, $SD = 0.74$), and the third highest was Learning Capability (LC) ($\bar{x} = 3.71$,

SD = 0.79). The skewness value was between -1.21 to -0.07, while the Kurtosis value was between 0.22 to 2.03. The coefficient of variation (CV) was between 0.18 to 0.21.

With regard to the variable of **Sensing Capability**, the mean score of item no. 1.1 “Your organization always surveys environmental business changes” was the highest ($\bar{x} = 4.00$, SD = 0.87). In contrast, item no. 1.4 “Potential and existing organizational capabilities plan or develop the capability to keep up with any changes” was the lowest ($\bar{x} = 3.84$, SD = 0.87). The skewness value was between -0.96 to -0.66 while the Kurtosis value was between 0.34 to 1.11. The coefficient of variation (CV) was between 0.21 to 0.23.

With regard to the variable of **Transforming Capability**, the mean score of item no. 2.1 “The organization assesses internal resources that need to be modified, reduced, or increased aligning with business changes” was the highest ($\bar{x} = 3.96$, SD = 0.88). In contrast, item no. 2.5 “The organization has had new innovations such as products / services / operational processes or new forms of management in the organization in the last 1-2 years” was the lowest ($\bar{x} = 3.60$, SD = 0.96). The skewness value was between -0.99 to -0.68, while the Kurtosis value was between 0.03 to 1.18. The coefficient of variation (CV) was between 0.22 to 0.27.

With regard to the variable of **Learning Capability**, the mean scores of item no. 3.1 “Your organization conducts employee knowledge assessment for working effectiveness” and item no. 3.2 “Your organization promotes employee’s learning both through formal learning and on the job learning” were the highest ($\bar{x} = 3.80$, SD = 0.88) and ($\bar{x} = 3.80$, SD = 0.94) respectively). In contrast, item no.3.5 “Your organization has an atmosphere that encourages the exchange of information or knowledge among employees that increases cross functional operations” was the lowest ($\bar{x} = 3.52$, SD = 0.97). The skewness value was between -0.71 to -0.41, while the Kurtosis value was between 0.04 to -0.57. The coefficient of variation (CV) was between 0.23 to 0.28.

Table 18 Descriptive statistics for the research variables of High-Performance Organization

High-Performance Organization (HPO)		\bar{x}	<i>SD</i>	<i>Sk</i>	<i>Kur</i>	<i>CV</i>	Level
1. Management Quality (MQ)							
1.1	Your management clearly explains the vision or strategy of the organization	3.65	1.12	-0.83	-0.01	0.31	High
1.2	Your management clearly explains your role and expected behavior	3.57	1.05	-0.85	0.32	0.29	High
1.3	Your management accepts different opinions that encourage employees to develop and increase their work efficiency	3.49	1.15	-0.72	-0.28	0.33	Moderate
1.4	Your management always gives advice or suggestions that improve your work	3.48	1.08	-0.73	-0.09	0.31	Moderate
1.5	Your management encourages and supports your work and helps you achieving things as planned	3.55	1.09	-0.80	-0.01	0.31	High
Total Management Quality (MQ)		3.55	0.99	-0.97	0.33	0.28	High

Table 18 (Cont.)

High-Performance Organization (HPO)		\bar{x}	<i>SD</i>	<i>Sk</i>	<i>Kur</i>	<i>CV</i>	Level
2. Continuous Improvement and Renewal (CIR)							
2.1	The organization has clear policies on products/services development, along with work processes of employees in the organization.	3.75	0.96	-0.77	0.12	0.26	High
2.2	The organization has obvious activities to upgrade products/services and work processes of employees to maintain a competitive advantage	3.67	0.97	-0.63	-0.15	0.26	High
2.3	The organization has a working environment that encourages employees to think about developments/improvements in their daily operations	3.61	1.03	-0.69	-0.10	0.29	High
2.4	You regularly evaluate the things around you that can develop/improve your performance	3.67	1.01	-0.76	0.08	0.28	High
2.5	You try to use existing resources and knowledge to modify or integrate work practices in support of organizational policy changes	3.82	0.96	-0.84	0.35	0.25	High
Total Continuous Improvement and Renewal (CIR)		3.71	0.86	-0.84	0.38	0.23	High

Table 18 (Cont.)

High-Performance Organization (HPO)		\bar{x}	<i>SD</i>	<i>Sk</i>	<i>Kur</i>	<i>CV</i>	Level
3. Long-Term Orientation (LTO)							
3.1	Your organization has mid/long-term business plans (at least 5 years)	3.81	1.08	-0.83	-0.17	0.28	High
3.2	Your organization follows a long-term plan which focuses on creating a safe working environment for employees (physically and mentally)	3.72	1.12	-0.70	-0.47	0.30	High
3.3	In the long-term business plan, there are activities to continuously build good relationships with customers/suppliers and communities	3.63	1.09	-0.66	-0.34	0.30	High
3.4	The organization tries to create networks to support business sustainability in the long term	3.61	1.10	-0.69	-0.29	0.30	High
3.5	You understand and know how to achieve department/organization's goal	3.72	1.06	-0.68	-0.30	0.28	High
Total Long-Term Orientation (LTO)		3.70	0.98	-0.80	-0.30	0.26	High

Table 18 (Cont.)

High-Performance Organization (HPO)		\bar{x}	<i>SD</i>	<i>Sk</i>	<i>Kur</i>	<i>CV</i>	Level
4. Employee Quality (EQ)							
4.1	The organization encourages employee involvement through teamwork to increase the efficiency of the organization	3.69	0.97	-0.70	-0.04	0.26	High
4.2	The organization is decentralized and allows employee involvement in making decisions and quickly responding to changes	3.44	1.08	-0.56	-0.31	0.31	Moderate
4.3	Your organization has analyzed the skills needed to increase working efficiency that align with organizational strategic changes	3.54	1.03	-0.66	-0.14	0.29	High
4.4	The organization has activities and plans to develop gaps in knowledge, skills, and competencies employees need to perform appropriately	3.56	1.01	-0.43	-0.67	0.28	High
4.5	Employees are supported in a flexible working environment and can perform difficult tasks and solve problems with creativity	3.69	0.99	-0.53	-0.53	0.27	High
Total Employee Quality (EQ)		3.58	0.89	-0.66	-0.25	0.25	High

Table 18 (Cont.)

High-Performance Organization (HPO)		\bar{x}	<i>SD</i>	<i>Sk</i>	<i>Kur</i>	<i>CV</i>	Level
5. Openness and Action Orientation (OAO)							
5.1	Your organization always gives employees opportunities to share new ideas to develop or improve the operations of the organization	3.63	1.08	-0.61	-0.38	0.30	High
5.2	Your organization always gives employees opportunities to try new jobs/activities that increase their learning experience	3.59	1.08	-0.66	-0.17	0.30	High
5.3	Your organization openly communicates or honestly exchanges information with stakeholders	3.47	1.10	-0.62	-0.29	0.32	Moderate
5.4	You always talk with your superiors on the working results (success or failure) about what you have learned, and you review and share experiences and, where necessary, ask for advice	3.62	1.02	-0.74	-0.01	0.28	High
5.5	You have a performance review with your superiors, which includes discussing and reaching consensus on areas requiring improvement and how to work to achieve them	3.63	1.05	-0.76	0.05	0.29	High
Total Openness and Action Orientation (OAO)		3.59	0.96	-0.73	-0.22	0.27	High

It can be seen from Table 18 that the total mean score of all five **High-Performance Organization (HPO)** variables was high. The highest mean score was Continuous Improvement and Renewal (CIR) ($\bar{x} = 3.71$, $SD = 0.86$), the second highest was Long-Term Orientation (LTO) ($\bar{x} = 3.70$, $SD = 0.98$), and the third highest was Openness and Action Orientation (OAO) ($\bar{x} = 3.59$, $SD = 0.96$). The lowest mean score was Management Quality (MQ) ($\bar{x} = 3.55$, $SD = 0.99$). The skewness value was between -0.97 to -0.66, while the Kurtosis value was between -0.22 to 0.38. The coefficient of variation (CV) was between 0.23 to 0.28.

With regard to the variable of **Management Quality**, the mean score of item no. 1.1 “Your management clearly explains the vision or strategy of the organization” was the highest ($\bar{x} = 3.65$, $SD = 1.12$). In contrast, item no. 1.4 “Your management always gives advice or suggestions that improve your work” was the lowest ($\bar{x} = 3.48$, $SD = 1.08$). The skewness value was between -0.85 to -0.72, while the Kurtosis value was between -0.01 to 0.32. The coefficient of variation (CV) was between 0.29 to 0.33.

With regard to the variable of **Continuous Improvement and Renewal**, the mean score of item no. 2.5 “You try to use existing resources and knowledge to modify or integrate work practices in support of organizational policy changes” was the highest ($\bar{x} = 3.82$, $SD = 0.96$). In contrast, item no. 2.3 “The organization has a working environment that encourages employees to think about developments/improvements in their daily operations” was the lowest ($\bar{x} = 3.61$, $SD = 1.03$). The skewness value was between -0.84 to -0.63 while the Kurtosis value was between 0.08 to 0.35. The coefficient of variation (CV) was between 0.25 to 0.29.

Within regard to the variable of **Long-Term Orientation**, the mean score of item no. 3.1 “Your organization has mid/long-term business plans (at least 5 years)” was the highest ($\bar{x} = 3.81$, $SD = 1.08$). In contrast, item no. 3.4 “The organization tries to create networks to support business sustainability in the long term” was the lowest ($\bar{x} = 3.61$, $SD = 1.10$). The skewness value was between -0.83 to -0.66, while the Kurtosis value was between -0.17 to -0.47. The coefficient of variation (CV) was between 0.28 to 0.30.

With regard to the variable of **Employee Quality**, the mean scores of item no. 4.1 “The organization encourages employee involvement through teamwork to

increase the efficiency of the organization” and item no. 4.5 “Employees are supported in a flexible working environment and can perform difficult tasks and solve problems with creativity” were the highest ($\bar{x} = 3.69$, $SD = 0.97$) and ($\bar{x} = 3.69$, $SD = 0.99$) respectively). In contrast, item no. 4.2 “The organization is decentralized and allows employee involvement in making decisions and quickly responding to changes” was the lowest ($\bar{x} = 3.44$, $SD = 1.08$). The skewness value was between -0.70 to -0.43, while the Kurtosis value was between -0.04 to -0.67. The coefficient of variation (CV) was between 0.26 to 0.31.

With regard to the variable of **Openness and Action Orientation**, the mean scores of item no. 5.1 “Your organization always gives employees opportunities to share new ideas to develop or improve the operations of the organization” and item no. 5.5 “You have a performance review with your superiors, which includes discussing and reaching consensus on areas requiring improvement and how to work to achieve them” were the highest ($\bar{x} = 3.63$, $SD = 1.08$) and ($\bar{x} = 3.63$, $SD = 1.05$) respectively). In contrast, item no. 5.3 “Your organization openly communicates or honestly exchanges information with stakeholders” was the lowest ($\bar{x} = 3.47$, $SD = 1.10$). The skewness value was between -0.76 to -0.61, while the Kurtosis value was between -0.01 to -0.38. The coefficient of variation (CV) was between 0.28 to 0.32.

Table 19 Descriptive statistics for the research variables of Competitive Advantage

Competitive Advantage (CA)	\bar{x}	SD	Sk	Kur	CV	Level
1. Differentiation (DIF)						
1.1 Your organization has unique products and/or services that are difficult for competitors to imitate	3.79	1.05	-0.95	0.56	0.28	High
1.2 Your organization has innovative or unique processes that produce high-quality products and/or services	3.77	0.96	-0.66	0.04	0.25	High

Table 19 (Cont.)

Competitive Advantage (CA)		\bar{x}	<i>SD</i>	<i>Sk</i>	<i>Kur</i>	<i>CV</i>	Level
1.3	The organization creates a perception of uniqueness (employee skills, operational processes, quality, innovation, etc.) to customers that differentiates it from its competitors	3.73	0.95	-0.82	0.64	0.25	High
1.4	The organization concentrates on expert skill creation to develop and create quality and differentiation in its products and/or services	3.81	0.93	-0.73	0.21	0.24	High
1.5	Your organization follows a uniqueness strategy to create a competitive advantage	3.78	0.96	-0.66	-0.18	0.25	High
Total Differentiation (DIF)		3.77	0.84	-0.82	0.32	0.22	High
2. Cost Leadership (CL)							
2.1	Your organization has restructured or reoperated procedures to reduce costs in the organization	3.89	1.01	-0.95	0.36	0.26	High
2.2	Your organization is trying to invest in new technologies to reduce operating costs	3.75	1.03	-0.68	-0.12	0.27	High
2.3	Your organization encourages employees to maximize all internal resources or use them effectively to reduce operating costs	3.83	1.09	-1.04	0.61	0.28	High

Table 19 (Cont.)

Competitive Advantage (CA)		\bar{x}	<i>SD</i>	<i>Sk</i>	<i>Kur</i>	<i>CV</i>	Level
2.4	Your organization maintains customer satisfaction by setting the price of products and/or services based on customer satisfaction	3.79	0.96	-0.73	-0.11	0.25	High
2.5	Your organization follows a cost leadership strategy to create a competitive advantage	3.80	1.00	-1.03	0.78	0.26	High
Total Cost Leadership (CL)		3.81	0.91	-0.99	0.51	0.24	High
3. Innovation Technology and Process (ITP)							
3.1	Your organization develops and offers new innovative products and/or services to continually satisfy customers	3.64	1.02	-0.59	-0.37	0.28	High
3.2	Your organization encourage employees to use innovation or technology to develop/improve their working processes to quickly respond to customer needs	3.58	1.07	-0.63	-0.17	0.30	High
3.3	Your organization has restructured its processes to quickly respond to customer needs	3.56	1.08	-0.71	-0.20	0.30	High
3.4	Your organization encourages employees to have expertise and experience in technology and process innovation to create competitive advantage	3.55	1.06	-0.48	-0.53	0.30	High

Table 19 (Cont.)

Competitive Advantage (CA)		\bar{x}	<i>SD</i>	<i>Sk</i>	<i>Kur</i>	<i>CV</i>	Level
3.5	You are encouraged to find new ways to increase efficiency and productivity while working in the organization	3.56	1.04	-0.47	-0.49	0.29	High
Total Innovation Technology and Process (ITP)		3.58	0.97	-0.64	-0.39	0.27	High

It can be seen from Table 19 that the total mean score of all three **Competitive Advantage (CA)** variables was high. The highest mean score was Cost Leadership (CL) ($\bar{x} = 3.81$, $SD = 0.91$), the second highest was Differentiation (DIF) ($\bar{x} = 3.77$, $SD = 0.84$), and the lowest was Innovation Technology and Process (ITP) ($\bar{x} = 3.58$, $SD = 0.97$). The skewness value was between -0.99 to -0.64, while the Kurtosis value was between -0.39 to 0.51. The coefficient of variation (CV) was between 0.22 to 0.27.

With regard to the variable of **Differentiation**, the mean score of item no. 1.4 “The organization concentrates on expert skill creation to develop and create quality and differentiation in its products and/or services” was the highest ($\bar{x} = 3.81$, $SD = 0.93$). In contrast, item no. 1.3 “The organization creates a perception of uniqueness (employee skills, operational processes, quality, innovation, etc.) to customers that differentiates it from its competitors” was the lowest ($\bar{x} = 3.73$, $SD = 0.95$). The skewness value was between -0.95 to -0.66, while the Kurtosis value was between 0.04 to 0.64. The coefficient of variation (CV) was between 0.25 to 0.28.

With regard to the variable of **Cost Leadership**, the mean score of item no. 2.1 “Your organization has restructured or reoperated procedures to reduce costs in the organization” was the highest ($\bar{x} = 3.89$, $SD = 1.01$). In contrast, item no. 2.2 “Your organization is trying to invest in new technologies to reduce operating costs” was the lowest ($\bar{x} = 3.75$, $SD = 1.03$). The skewness value was between -0.95 to -0.66,

while the Kurtosis value was between -0.11 to 0.78. The coefficient of variation (CV) was between 0.25 to 0.28.

Within regard to the variable of **Innovation Technology and Process**, the mean score of item no. 3.1 “Your organization develops and offers new innovative products and/or services to continually satisfy customers” was the highest ($\bar{x} = 3.64$, $SD = 1.02$). In contrast, item no. 3.4 “Your organization encourages employees to have expertise and experience in technology and process innovation to create competitive advantage” was the lowest ($\bar{x} = 3.55$, $SD = 1.06$). The skewness value was between -0.71 to -0.47, while the Kurtosis value was between -0.17 to -0.53. The coefficient of variation (CV) was between 0.28 to 0.30.

The Correlation Coefficient between Latent Variables in a Causal Model of Dynamic Capabilities in High Performance Organization for Competitive Advantage in Japanese Manufacturing Companies in Chonburi Province are shown in Table 20.

Table 20 The correlation coefficient between the latent variables

Latent variable	DC	HPO	CA
DC	1.00		
HPO	0.75**	1.00	
CA	0.63**	0.69**	1.00

Kaiser-Mayer-Olkin Measure of Sampling Adequacy = 0.72

Bartlett’s Test of Sphericity Approx. Chi-Square = 347.45, $df = 3$, $p\text{-value} = 0.000$

**Significant at the 0.01 level.

It was found that the Correlation Coefficient between the latent variables ranged from 0.63 to 0.75, showing a positive correlation. The highest correlation coefficient was the relationship between Dynamic Capability (DC) and High-Performance Organization (HPO) with a $p\text{-value}$ of 0.01, which is highly significant. The value of Bartlett’s Test of Sphericity is equal to 347.45 ($p\text{-value} < 0.000$), which means that the correlation coefficient matrix is significantly different from the identity matrix. The analytical results of Bartlett’s test are congruent with the index value of Kaiser-Mayer-Olkin (KMO) with a value of 0.72, which is close to 1. It shows that

there is a correlation between the latent variables and that it is suitable to perform a factor analysis. As can be seen in Table 5, all correlations are between 0.41 - 0.81, at $p < 0.01$.

The correlations suggest that the maximum value of VIF is 2.536, which is lower than the cut-off score of 10 (Hair, Black, Babin, & Anderson, 2010). Thus, the results indicate no significant multicollinearity problem in this research.

Table 21 The correlation matrixes of the observed variables

Observed variable	DC_SC	DC_TC	DC_LC	HPO_MQ	HPO_CIR	HPO_LTO	HPO_EQ	HPO_OAO	CA_DIF	CA_CL	CA_ITP
DC_SC	1.00										
DC_TC	0.65**	1.00									
DC_LC	0.55**	0.74**	1.00								
HPO_MQ	0.44**	0.53**	0.62**	1.00							
HPO_CIR	0.54**	0.68**	0.73**	0.67**	1.00						
HPO_LTO	0.49**	0.64**	0.68**	0.68**	0.79**	1.00					
HPO_EQ	0.44**	0.56**	0.72**	0.61**	0.75**	0.78**	1.00				
HPO_OAO	0.43**	0.51**	0.63**	0.64**	0.70**	0.72**	0.81**	1.00			
CA_DIF	0.49**	0.44**	0.49**	0.42**	0.54**	0.41**	0.44**	0.48**	1.00		
CA_CL	0.43**	0.53**	0.51**	0.50**	0.59**	0.59**	0.48**	0.49**	0.69**	1.00	
CA_ITP	0.47**	0.52**	0.58**	0.58**	0.65**	0.68**	0.63**	0.60**	0.64**	0.81**	1.00
\bar{x}	3.92	3.83	3.71	3.55	3.71	3.70	3.58	3.59	3.77	3.81	3.58
SD	0.70	0.74	0.79	0.99	0.86	0.98	0.89	0.96	0.84	0.91	0.97

Kaiser-Mayer-Olkin Measure of Sampling Adequacy = 0.91

Bartlett's Test of Sphericity Approx. Chi-Square = 2072.69, $df = 55$, $p\text{-value} = 0.000$

**Significant at the 0.01 level.

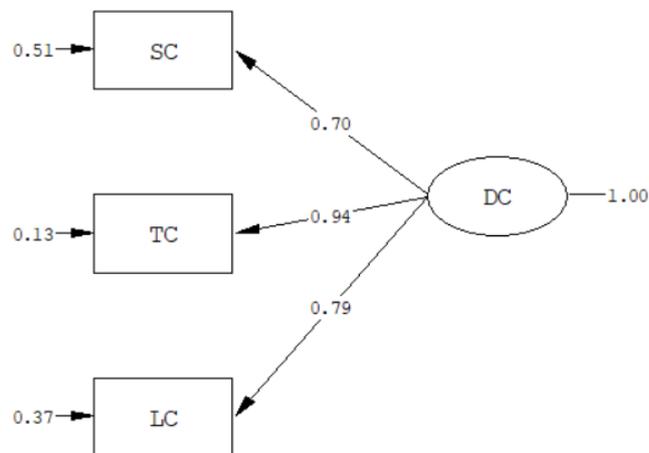
Results of the causal model of Dynamic Capabilities in High Performance Organization for Competitive Advantage in Japanese Manufacturing Companies in Chonburi Province.

This section is separated into two parts: 1) the confirmatory factor analysis and 2) the casual analysis with the results shown in the table below.

Table 22 The correlative matrix of Dynamic Capability (DC)

Variable name	Factor loading	SE	<i>t</i>	R2
SC	0.70	0.06	11.42	0.42
TC	0.94	0.06	16.36	0.87
LC	0.79	0.06	13.27	0.63

$\chi^2 = 0.00$, $df = 0$, $p\text{-value} = 1.00$, RMSEA = 0.00, CFI = 1.00, GFI = 1.00, AGFI = 1.00, RMR = 0.00



Chi-Square=0.00, df=0, P-value=1.00000, RMSEA=0.000

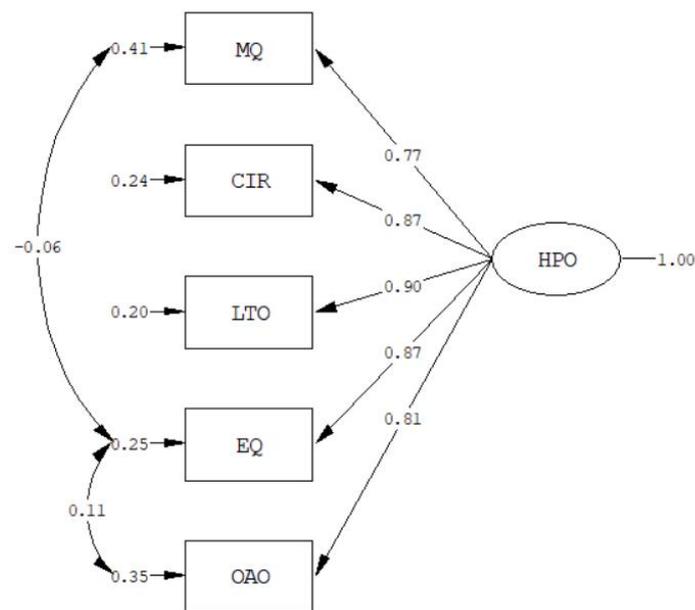
Figure 20 A measurement model of the Dynamic Capabilities

Table 22 and Figure 20 represent the results of the confirmatory factor analysis of dynamic capabilities. The results reveal that the model is congruent with the empirical data. The Chi-Square results are equal to 0.00 with a degree of freedom value of 0, the p-value equals 1.00000, the root mean square error of approximation (RMSEA) equals 0.000, the comparative fit index (CFI) equals 1.00, the goodness of fit index (GFI) equals 1.00, the adjusted goodness of fit index (AGFI) equals 1.00, and the root mean square residual (RMR) equals 0.00. According to the results of the test, the results are close to zero, which corresponds to an adequate fit to the empirical data. The factor loading values of the three characteristics of dynamic capabilities range from 0.70 to 0.94.

Table 23 The correlative matrix of High-Performance Organization (HPO)

Variable name	Factor loading	SE	<i>t</i>	R2
MQ	0.77	0.06	13.37	0.59
CIR	0.87	0.05	16.42	0.76
LTO	0.90	0.05	17.10	0.80
EQ	0.87	0.05	15.99	0.75
AOA	0.81	0.05	14.40	0.65

$\chi^2 = 1.02$, $df = 3$, $p\text{-value} = 0.79$, RMSEA = 0.00, CFI = 1.00, GFI = 1.00, AGFI = 0.99, RMR = 0.0058



Chi-Square=1.02, df=3, P-value=0.79661, RMSEA=0.000

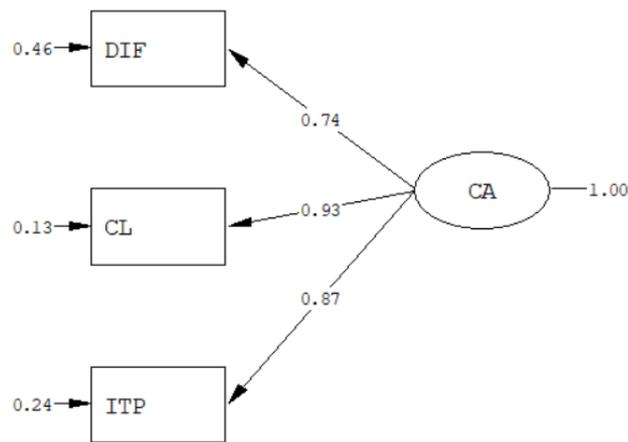
Figure 21 A measurement model of High-Performance Organization

Table 23 and Figure 21 represent the results of the confirmatory factor analysis of the High-Performance Organizations. The results reveal that the model is congruent with the empirical data. The Chi-Square results are equal to 1.02 with a degree of freedom value of 3, the p-value equals 0.79, the root mean square error of approximation (RMSEA) equals 0.00, the comparative fit index (CFI) equals 1.00, the goodness of fit index (GFI) equals 1.00, the adjusted goodness of fit index (AGFI) equals 0.99, and the root mean square residual (RMR) equals 0.0058. It can be concluded that as the results are close to zero, they represent an adequate fit to the empirical data. The factor loading values of the five characteristics of High-Performance Organization range from 0.77 to 0.90.

Table 24 The correlative matrix of Competitive Advantage (CA)

Variable name	Factor loading	SE	<i>t</i>	R ²
DIF	0.74	0.06	12.55	0.54
CL	0.93	0.05	17.29	0.87
ITP	0.87	0.06	15.66	0.76

$\chi^2 = 0.00$, $df = 0$, $p\text{-value} = 1.00$, $RMSEA = 0.00$, $CFI = 1.00$, $GFI = 1.00$,
 $AGFI = 1.00$, $RMR = 0.00$



Chi-Square=0.00, $df=0$, P-value=1.00000, RMSEA=0.000

Figure 22 A measurement model of Competitive Advantage

Table 24 and Figure 22 represent the results of the confirmatory factor analysis of Competitive Advantage. The results reveal that the model is congruent with the empirical data. The Chi-Square results are equal to 0.00 with a degree of freedom at 0, the p-value equals 1.00, the root mean square error of approximation (RMSEA) equals 0.00, the comparative fit index (CFI) equals 1.00, the goodness of fit index (GFI) equals 1.00, the adjusted goodness of fit index (AGFI) equals 1.00, and the root mean square residual (RMR) equals 0.00. It can be concluded that as the results are close to zero, they represent an adequate fit to the empirical data. The

factor loading values of the five characteristics of Competitive Advantage range from 0.74 to 0.93.

Moreover, the findings regarding the goodness of fit indices of the measurement model from the CFA were measured against acceptable fit levels, which include: a normal chi-square (χ^2/df) value lower than 2.00, a p-value higher than 0.05, a root mean square error of approximation (RMSEA) value lower than 0.05, a root mean square residual (RMR) value lower than 0.10, a comparative fit index (CFI) higher than 0.90, a goodness of fit index (GFI) value higher than 0.90, and an adjusted goodness of fit index (AGFI) value higher than 0.90 (Hair et al., 2010).

After the LISREL program (version 8.80) tested the hypothesized model, the chi-square had a value of 190.38 with a p-value of 0.00000, the degree of freedom was 52, the RMSEA was equal to 0.108, the RMR was 0.03, the GFI was 0.87, and the AGFI was equal to 0.83. These findings revealed that the hypothesized model did not satisfy the empirical data. The data did not fit the initial model to an acceptable criterion level. The results of the LISREL program indicate that the hypothesized model was unacceptable. In cases like this, where the illustrated model rejects a good-fitting model or the fit of the implied theoretical model is not as strong as one would like, the next step is to modify the model and subsequently evaluate the new modification model (Schumacker & Lomax, 2004). The modifications are then used to add or delete paths in the model to arrive at a final parsimonious model. The output of the goodness-of-fit is revealed and shown in Table 25.

Table 25 The comparison between the Hypothesized Model and the Parsimonious model

Goodness of fit indices	Acceptable level	Hypothesized model	Parsimonious model	Results
χ^2	No significant at 0.05	190.38	23.35	-
df	-	52	28	-
p -value	> 0.05	0.00000	0.71550	Accepted
χ^2/df	≤ 2	3.66	0.83	Accepted
CFI	≥ 0.90	0.97	1.00	Accepted
GFI	≥ 0.90	0.87	0.98	Accepted
AGFI	≥ 0.90	0.83	0.95	Accepted
RMSEA	< 0.05	0.108	0.00000	Accepted
RMR	< 0.10	0.03	0.02	Accepted

The table shows the results of a comparison between the hypothesized model and the parsimonious model. It reveals that the chi-square value from the parsimonious model is higher than the hypothesized model. Thus, the parsimonious model is a better fit to the empirical data. The adjusted model for this research study is presented in Figure 23.

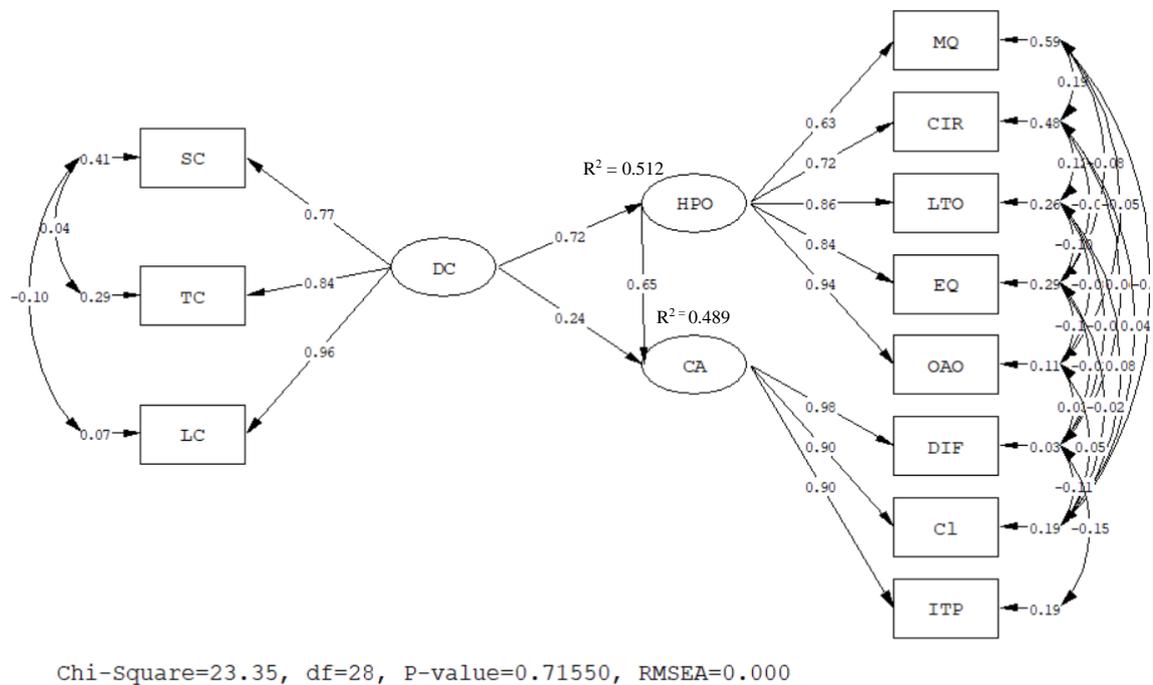


Figure 23 The parsimonious model of Dynamic Capabilities in High Performance Organization for Competitive Advantage in Japanese Manufacturing Companies in Chonburi Province

Hypothesis test results

The hypothesis testing was undertaken using structural equation modelling (SEM) with LISREL 8.80. Table 26 shows the direct, indirect, and total effect of each construct relationship. It illustrates that the standardized coefficients of the three hypothesized relationships are as statistically significant as expected.

Table 26 Direct, indirect and total effects of the structural model

Causal variable	R ²	Influenced	Affected variable	
			HPO	CA
DC	0.512	DE	0.72**	0.24**
		IE	-	0.47**
		TE	-	0.70**
HPO	0.489	DE	-	0.65**
		IE	-	-
		TE	-	0.65**

Note. DE = Direct Effect, IE = Indirect Effect, TE = Total Effect

**Significant at the 0.01 level.

The t-test demonstrates direct and indirect effect results. The direct effect t-test results and indirect t-test results indicate that each of variables has a significance value of $p < 0.01$. This means that as each variable grows by one unit, the other variables will also increase by one unit. These results correlate with Hayes (2015); Ong and Puteh (2017). Hair et al. (2014) mentioned that R² values of 0.75, 0.50 and 0.25 indicate that a model's predictive power is substantial, moderate, and weak, respectively. The results show the R² value is between 0.489 and 0.512; thus, all independent variables in this study were able to moderately explain the variance in the dependent variables. Table 27 shows the test results of the three hypotheses as follows:

Table 27 Summary hypothesis test results

Hypothesis	Descriptions	Results
H1	Dynamic capability has a positive significant relationship with High Performance Organization	Accepted
H2	Dynamic capability has a positive significant relationship with Competitive Advantage	Accepted
H3	High Performance Organization has a positive significant relationship with Competitive Advantage	Accepted

Hypothesis 1: Dynamic capabilities have a positive significant relationship with high-performance organizations. The results show that dynamic capabilities have only a direct effect on high-performance organizations with a coefficient value of 0.72, and a p-value of 0.01. Therefore, hypothesis 1 was accepted.

Hypothesis 2: Dynamic capabilities have a positive significant relationship with competitive advantage. The results show that dynamic capabilities have a significant direct and indirect effect on competitive advantage with a total effect coefficient value of 0.70, and a p-value of 0.01. Therefore, hypothesis 2 was accepted.

Hypothesis 3: High-performance organizations have a positive significant relationship with competitive advantage. The results show that high-performance organizations have a direct effect on competitive advantage with a coefficient value of 0.65, and a p-value of 0.01. Therefore, Hypothesis 3 was accepted.

Phase 2: Results of focus group discussion

Based on the quantitative findings, which highlighted all observe variables as key factors in the conceptual framework, the qualitative phase aimed to provide recommendations for other interested companies to create employee's dynamic capabilities for enhancing high performance organizations and sustaining competitive advantage. A focus group was an effective approach to address this objective. The researcher asked participants three main questions in the focus group. In the

qualitative phase, the researcher used the focus group to collect data based on the findings of the quantitative phase. The focus group consisted of 10 managers concerned with employee development in their Japanese organization. All 10 managers took part in a focus group that lasted approximately 60-90 minutes in a meeting room. The detailed results of the focus group are presented below.

Beginning of the focus group discussion

The researcher presented and explained the quantitative findings to the participants and asked for confirmation of the findings. All the participants confirmed that dynamic capabilities, high-performance and competitive advantage are related to each other and agreed with the findings of the quantitative phase. The participants were then asked: “In your opinion, how are the three keywords related to each other? How important are they in your organization?” The participants supported each other’s views as follows:

“.... All of the keywords of the conceptual framework (dynamic capability, high-performance organization and competitive advantage) are related to each other and support the organization in surviving in the current business situation.... As we work in the automotive industry, right now there are more new entrance competitors to share the market from China (new brands) for both similar products and substitute products... also there are many changes from external factors such as BOI, FTA etc. that directly impact the organization, so we need to upgrade our competency to survive, when internal development is successful, that links to the competitive performance of the organization as well.” (P3, P4, P9, P10)

“.... All of them are related as part of the system – input, process, and output. For input, we focus on changes or the development of products and services, technology, or customer needs. After we know about changes from input, we know what development changes are required in the process... the process requires a clear company direction, and people development requires management quality and employee quality through new technology in working processes or effective communication... When you prepare a good process, you will have competitive advantage as the output.” (P1, P6)

“... Dynamic capability, high-performance organization and competitive advantage are naturally related parts of business growth. Common questions such as how to achieve, how to go beyond competitors, how to produce with less people, or how to change the process for better outcomes are all of questions related to business growth.” (P2, P5, P8)

To answer research objective three that to provide recommendations on development activities to create employee’s dynamic capabilities for enhancing high performance organization and sustain competitive advantage in an organization, the researcher asked the participants three main questions in the qualitative phase of the study. The detailed results of the focus group are presented below:

Focus Group Question 1: How does your organization enhances Dynamic Capability (Sensing, transforming, learning) of your employees?

1. How does your organization enhance the **Sensing Capability** of your employees? The transcript of the focus group discussion was analyzed by thematic analysis, and the results are shown in Figure 24.

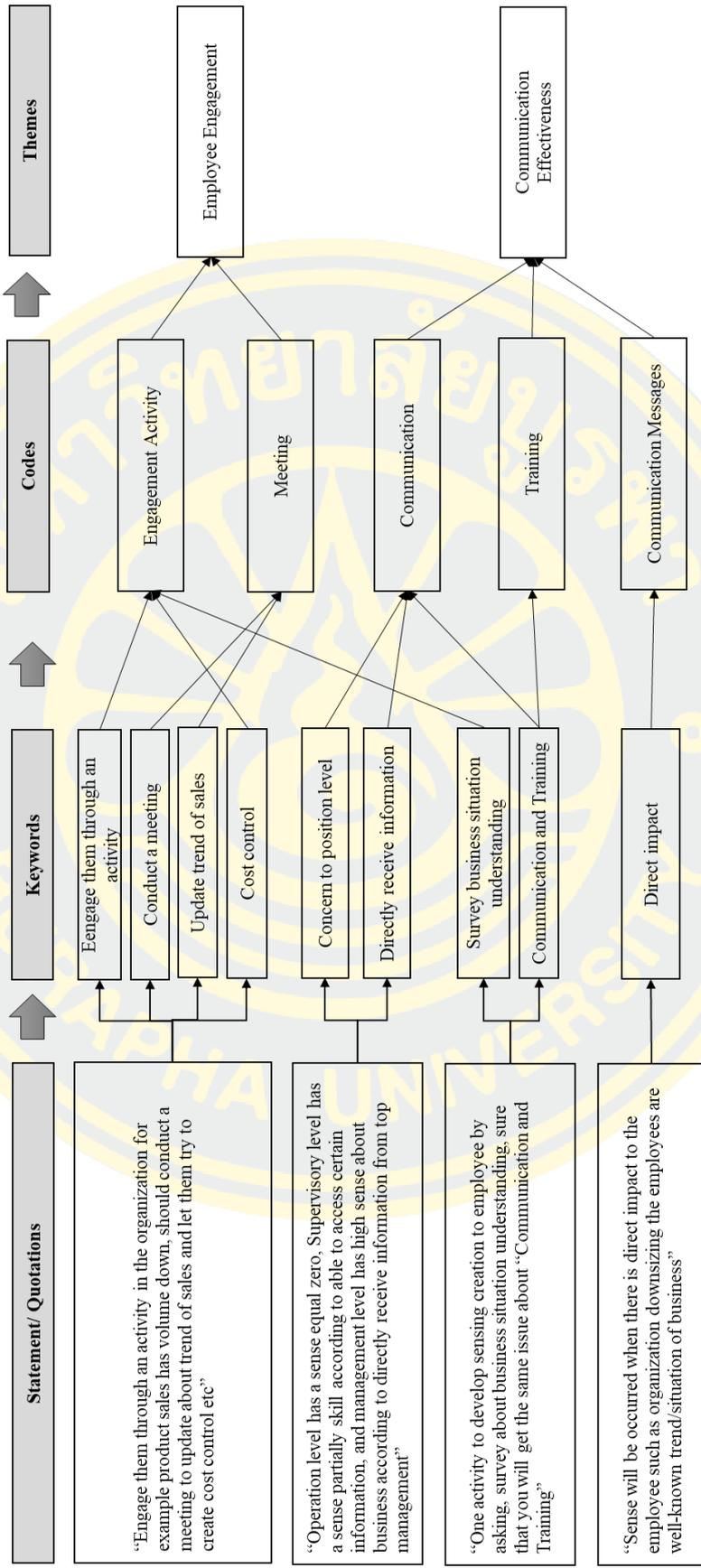


Figure 24 Thematic analysis of sensing capability

Sensing Capability

All participants agreed that sensing is important for perceiving, understanding and addressing business changes; however, they agreed that this capability is very difficult to build or develop in all employees due to differences in position, level and personal background. The participants suggested the sensing occurs when employees are directly impacted; therefore, the organization should provide different activities at each level: Operation-level employees need regular communication to understand production volume trends and to clarify what they need to know. In addition, employees should be involved in company activities such as cost control etc. The key points of the discussion have been summarized as follows:

“...It is true that sensing comes first, and it is also important for business, so organizations should motivate and create this skill by engaging employees through activities in the organization. For example, if product sales volume goes down, we should conduct a meeting to update employees about sales trends and let them try to create cost controls etc. After communication, we need to observe how employees react, and we need to understand that there are three (sensing) groups of employees in the organization. The first group can sense the business situation. The second has a neutral sense and knows about the business situation but remains inactive... And the last one has no sense (of the situation).” (P3)

“... Sensing is very difficult to build up. Those at the operational level don't really have much sensing capabilities. Those at the supervisory level have partial sensing skills as they are able to access certain information. Those at management level have high sensing capabilities about the business as they receive information directly from top management. Therefore, it is very difficult to create sensing at all employee levels, especially at operational and supervisory levels... one activity to develop sensing creation in employees is by asking questions, surveying them on the business situation and their understanding of it. I'm sure that you will get the same result through “Communication and Training.”” (P1, P2, P3)

“...Sensing occurs when there is a direct impact on the employees, such as during organizational downsizing when the employees know the trend/situation of the business well.” (P4)

2. How does your organization enhance the **Transforming Capability** of your employees? The transcript of the focus group discussion was analyzed by thematic analysis, and the results are shown in Figure 25.

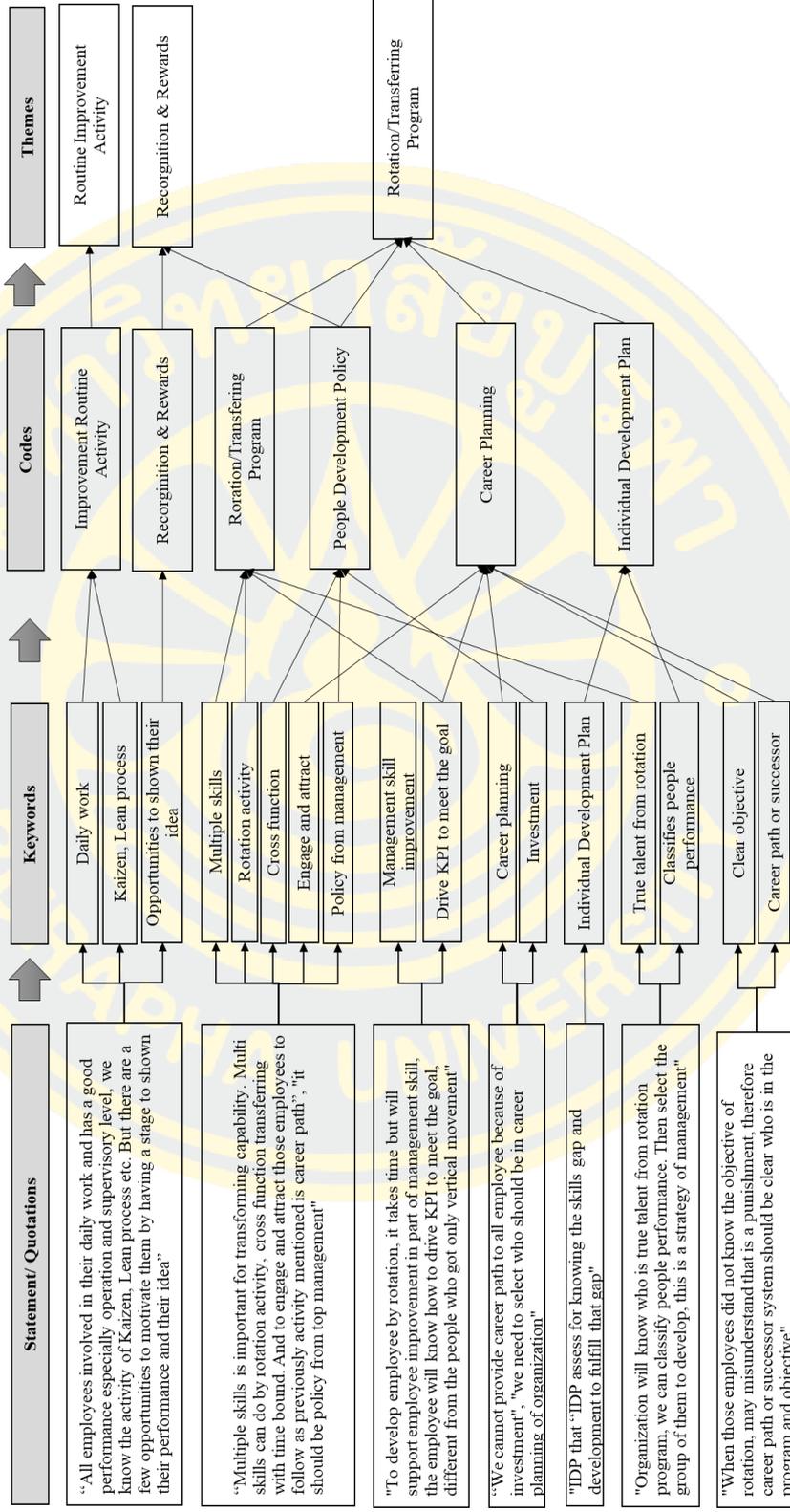


Figure 25 Thematic analysis of Transforming Capability

Transforming Capability

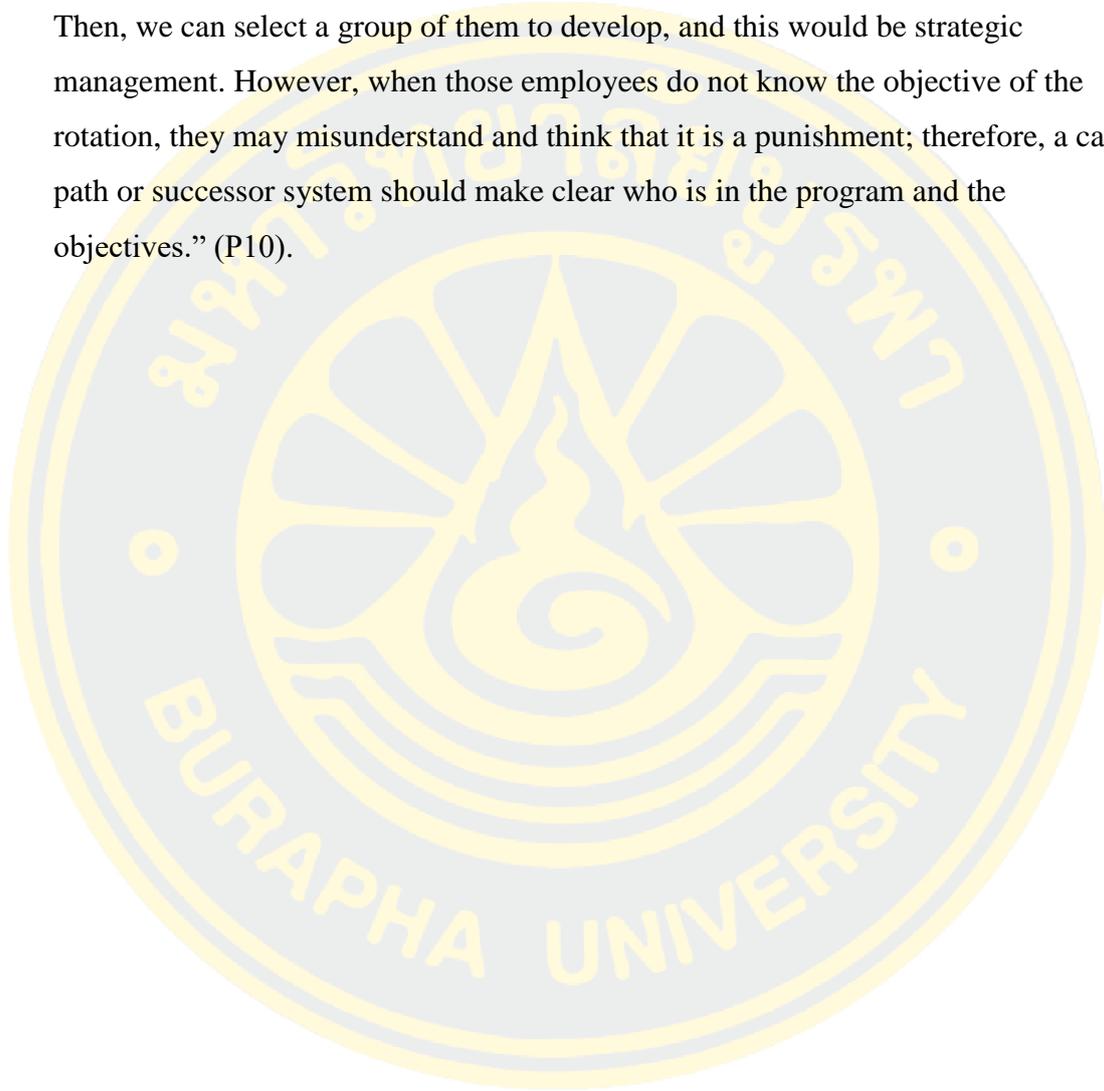
All participants agreed that employees typically engage in transforming activities in their daily work and participate in the Kaizen lean process through small group activities etc. Because operators know what improvements are needed on their shop floors, there is not much idea sharing due to a lack of recognition and reward. The participants suggested improvement activities such as performance review, career path, extra benefits, or increased pay to reward employees. Additionally, the participants mentioned that rotation programs would allow employees to have transforming capability, especially at management level where the enhancement of a wide range of skills would be beneficial. However, when implementing a rotation program, top-down management is important, and there should be a clear objective and timeframe for the program to avoid employee misunderstandings regarding development activities or punishments. The key points of the discussion have been summarized as follows:

“...When transforming skills, all employees should be involved in their daily work and perform well, especially at the operational and supervisory level as they are familiar with Kaizen activities and Lean processes etc. However, there are a few opportunities to motivate them by providing a stage for them to show their good performance and their ideas”.

“...Multi skills are important for transforming capability. Multi skills can be learned through rotation activities, cross functional transfers with time limits, and engaging and attracting those employees that follow the previously mentioned activities in their career path.... more information should be provided, and it should be the policy of top management...To develop employees by rotation takes time but will support employee improvement in their management skills. Employees will know how to drive KPIs to meet goals, which is different from those who got only vertical movement.” (P1, P4, P6, P8)

“... We cannot provide a career path to all employees because of the investment costs. For example, not all employees need to have English communication skills, right? Financial staff do not need to have safety shoes, right? Therefore, we need to select those who should be on a career path, and a good tool to select this is IDP (Individual Development Plan).” (P5)

“... IDP assesses the skills gap and development to fulfill that gap. For example, production rotates to quality, and quality rotates to new models in production, or HR moves to warehouse/logistics etc. The organization will know who is truly talented from the rotation program, and we can classify people’s performance. Then, we can select a group of them to develop, and this would be strategic management. However, when those employees do not know the objective of the rotation, they may misunderstand and think that it is a punishment; therefore, a career path or successor system should make clear who is in the program and the objectives.” (P10).



3. How does your organization enhance the **Learning Capability** of your employees? The transcript of the focus group discussion was analyzed by thematic analysis, and the results are shown in Figure 26.

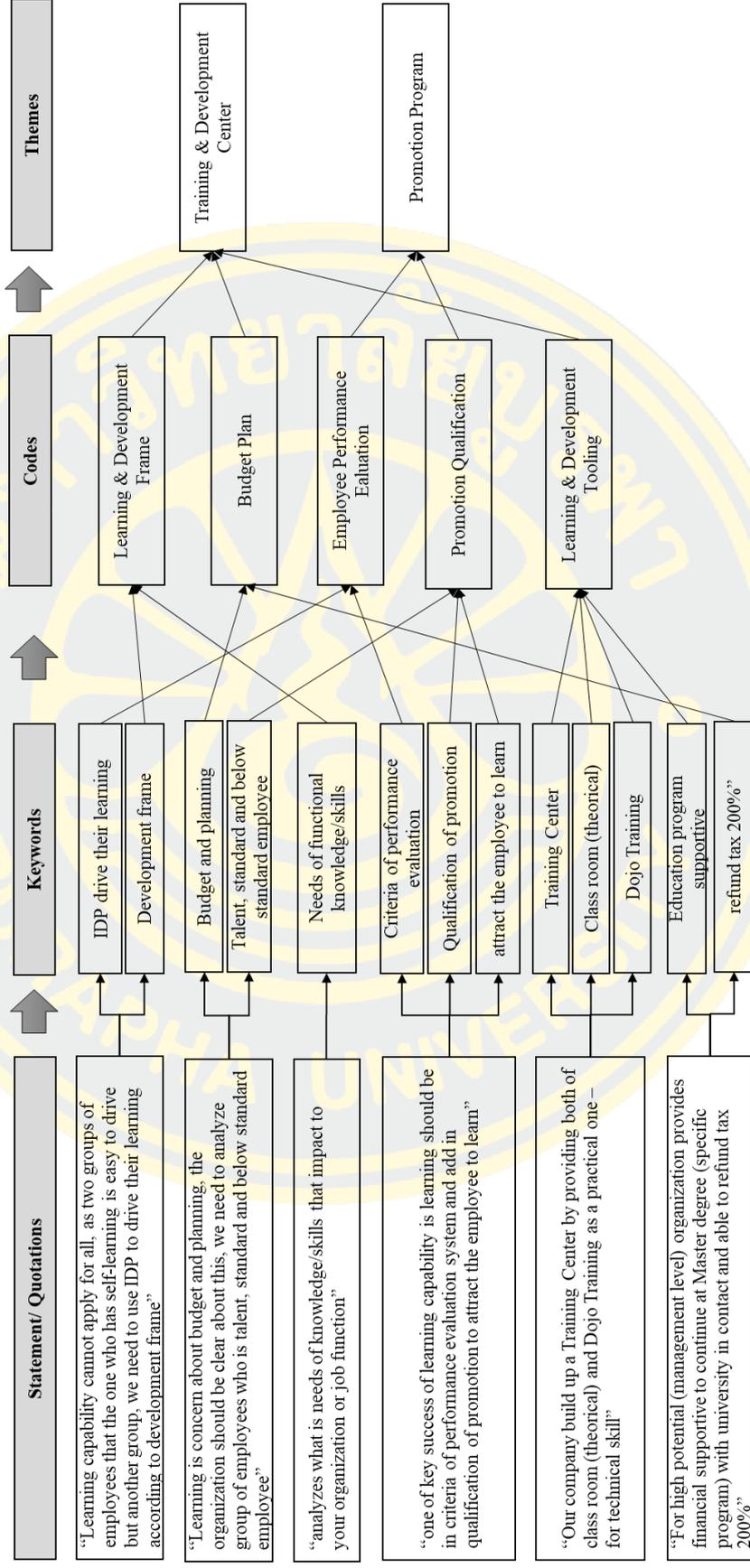


Figure 26 Thematic analysis of Learning Capability

Learning Capability

During the focus group discussion, the participants identified two groups of employees: 1) employees who are motivated by increased pay, and 2) employees who are self-learners. Of the two groups, the self-learners are the easier group to motivate. The participants agreed that learning was an investment that could not be provided to all; therefore, the organization needs to know which employees to invest in and the kind of skill/knowledge they need to learn. The participants suggest that one of the indicators of success is learning capability and that it should be added as criteria in performance evaluation systems and included in promotion evaluations to motivate employees to learn. The participants suggest providing suitable learning environments such as a training center, dojo training, or an education fund in specific programs, depending on the needs of the organization. The key points of the discussion have been summarized as follows:

“... Who pays for that learning? There are two employee groups: 1) if the organization needs me to work better, the company should pay for my learning, and 2) employees who always have self-learning for their growth. The organization cannot pay for everything, but which one is training needs for which person?” (P5)

“... Learning capability cannot apply to all... when comparing the two groups of employees, the one who has self-learning is easy to drive, but for the other group, we need to use IDP to drive their learning according to the development framework.” (P2)

“... It depends on the organizational culture or the limitations of each organization. Organizations which are conservative do not accept changes, or some businesses are always only aligned to their customers or actions when customers requested them to be. Japanese companies are conservative.” (P6, P9)

“... When organizations get new management from outside the company, she/he will know what needs to change, but when the company gets new management from their networks such as customers, she/he will be sure to follow the requirements of the customer.” (P2)

“... Learning involves a budget and planning, and the organization should be clear about this. We need to analyze groups of employees and decide who are talented, standard, and below standard employees. After identifying groups of people

based on their performance and identifying who is key in driving the organization, then we need to analyze what knowledge/skills are needed and how they impact on the organization or job function. Learning capability should be a criteria of performance evaluation systems and should be added as a qualification of promotion. This will attract employees to learn.” (P1)

“...Our company built up a Training Center by providing both a classroom (theoretical) and Dojo Training (practical) – for technical skills.” (P8, P10)

“... For high potential employees (management level), the organization provides financial supportive to continue studying at master’s degree level (specific program) at university, and they receive a 200% tax refund tax.” (P9)

Focus Group Question 2: How does your organization enhance the aspects of High-Performance Organization (Management quality, Continuous Improvement and Renewal, Long-term Orientation, Employee quality and Openness and Action Orientation) of your employee?

1. How does your organization enhance the **Management Quality** of your employees? The transcript of the focus group discussion was analyzed by thematic analysis, and the results are shown in Figure 27.

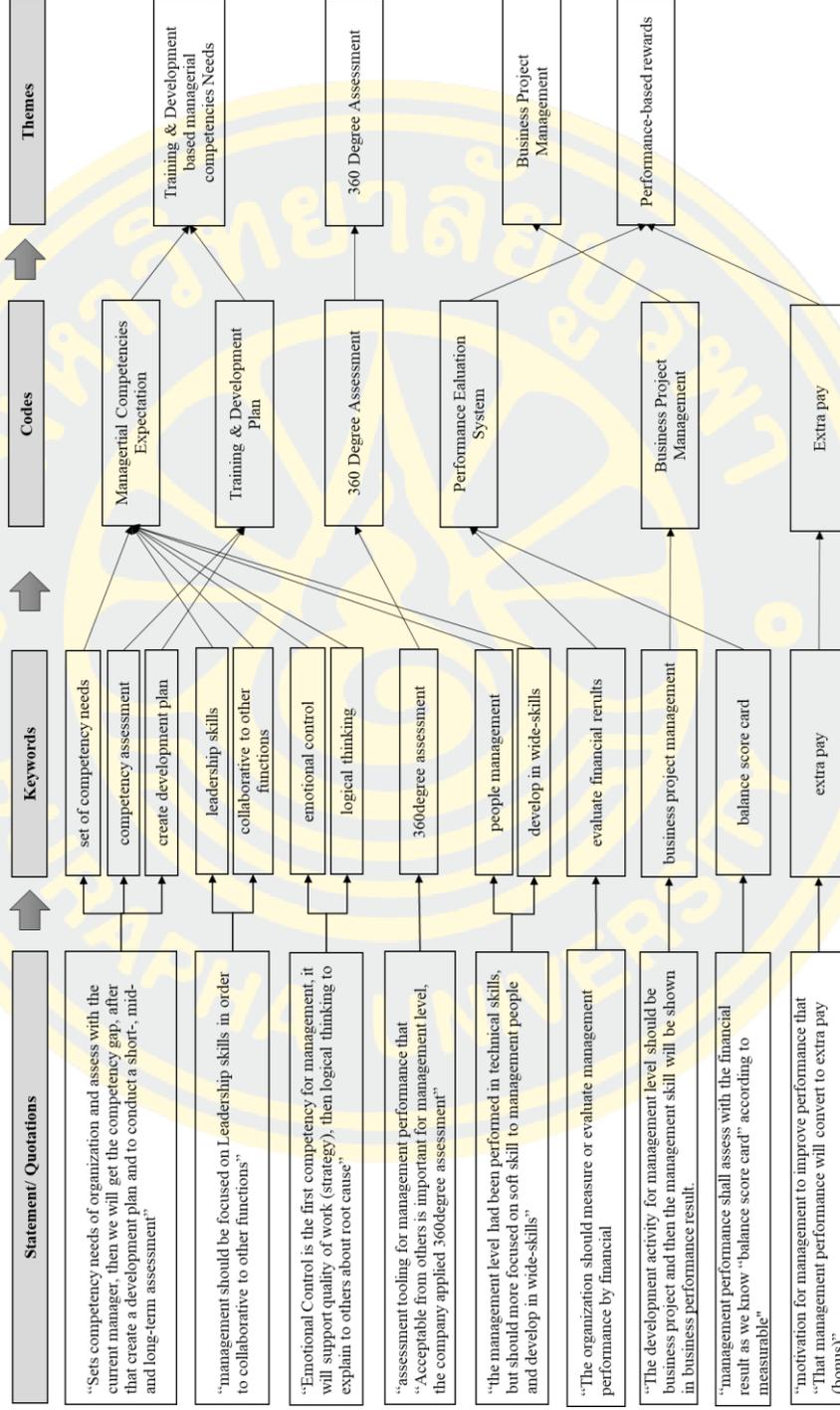


Figure 27 Thematic analysis of Management Quality

Management Quality

During the focus group discussion, the participants agreed organizations should set competency requirements for management levels and closely monitor and evaluate these requirements by using a 360-degree assessment to check acceptance levels. The participants suggested key management competencies such as leadership, emotional control, and cross-functional collaboration. However, the participants agreed the main responsibility of management is to control and drive KPI (financial) success. To develop this skill, the participants suggested that projects be assigned that allow management to recognize and acquire management skills and measure performance through business results. The key points of the discussion have been summarized as follows:

“...Sets competency needs of the organization and assess with the current manager. Then we will get the competency gap, and after that we can create a development plan and conduct short, mid and long-term assessments. The main action of management is to assign jobs to team members; thus, management should be focused on leadership skills in order to collaborative with other functions... Emotional Control is the first competency in management, and it supports the quality of work (strategy) and logical thinking in explaining to others about the root cause... Acceptance from others is important at management level, and the company should apply 360-degree assessment.” (P1, P7, P9, P10)

“... I believe that the company already has KPI (Key Performance Indicator) success measurements, but I need to focus on creating relationships among management teams because each management team has different behavior or mind sets; therefore, how to drive KPI successfully depends on the relationships of the management together driving the organization’s business.

“... In Japanese companies, the management level performs technical skills but should be more focused on soft skills in managing people and developing wide skills.” (P6)

“... Management levels actually do not do much development. The organization should measure or evaluate management performance financially – understanding cost and strategic analysis and then providing good design and cascading tasks/activities to teams in order to survey the current business

environment. Development activities for management levels should involve business projects and then management skills will be shown in business performance results. They will immediately recognize by themselves what competencies are required to drive business success.” (P3)

“... management performance should be assessed according to the financial results and be measured with a “balance score card.” Top management closely work together and monitor the balance score card, but what about cash flow and how to earn net profit? Whenever they find abnormal situations, they will immediately take action – how to decrease defects, how to reduce operation costs, or even reduce direct labor according to cost controls (back to financial results again). Therefore, management is mainly focused on financial results.” (P5)

“... “management performance will improve if they can convert their improved performance into extra pay (a bonus)”. (P8).

2. How does your organization enhance Continuous Improvement and Renewal in your employees? During the discussion, the participants combined this factor with Openness and Action Orientation as they are closely related to each other. The results are shown in Figure 28.

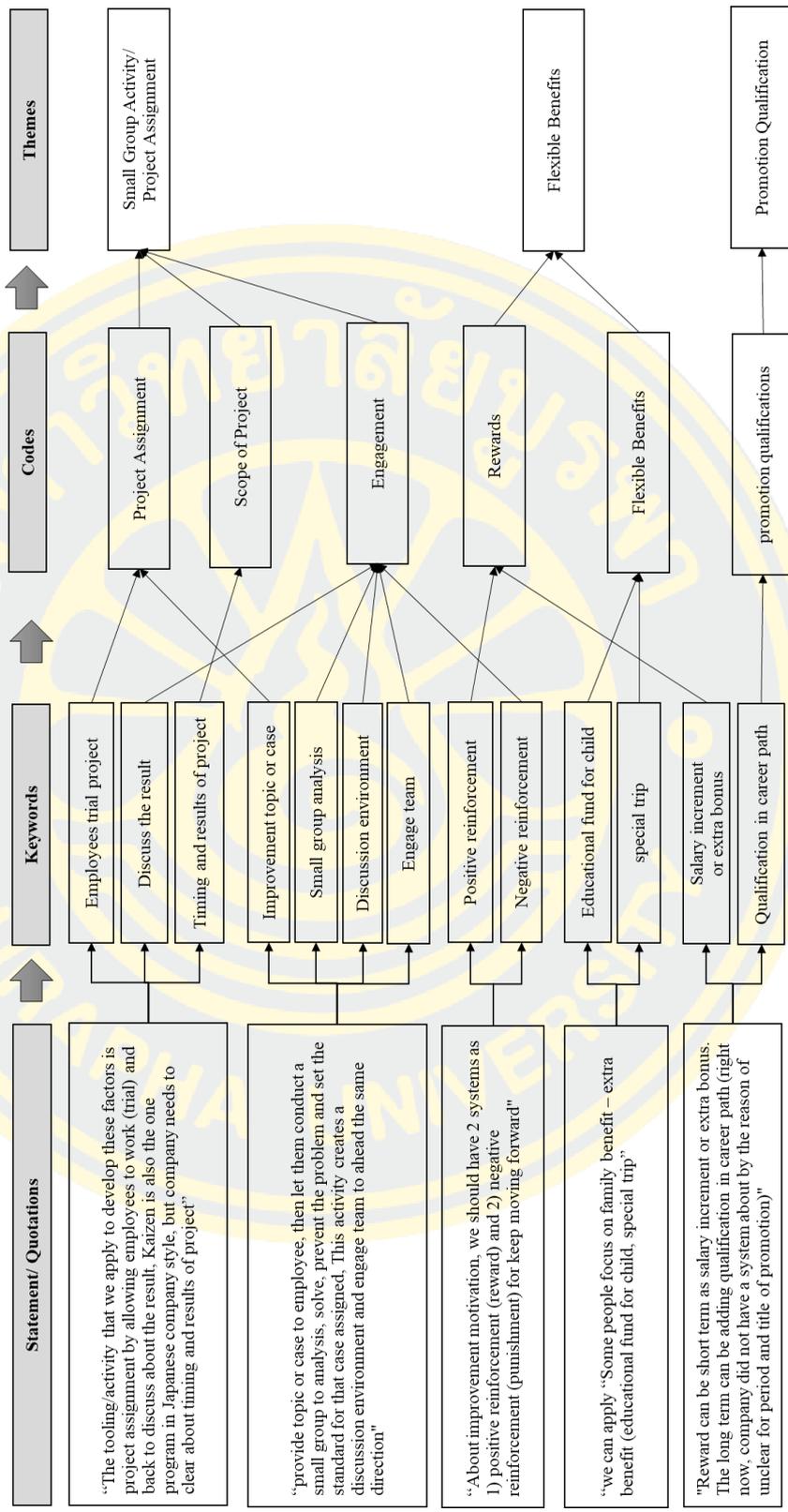


Figure 28 Thematic analysis of Continuous Improvement and Renewal, Openness and Action Orientation

Continuous Improvement and Renewal, Openness and Action

Orientation

During the focus group discussion, the participants agreed that two factors, Continuous Improvement and Renewal and Openness and Action Orientation, are closely related to each other. The participants referred to the regular Japanese style of working within which the development of employees and work processes occurs through project assignment (Topic/case) that employees conduct under kaizen or small group activities. The benefits of these improvement activities include allowing employees to discuss things in groups, aligning them in the same direction, and increasing employee engagement in the organization. However, to effectively motivate and drive continuous improvement and renewal development, the participants suggested that organizations should clearly define project objectives and project timeframes and communicate rewards or punishments. Suggested rewards and benefits to motivate employees included salary increases, extra bonuses, family benefits such as educational funds for the children of employees, and special trips etc.) The key points of the discussion have been summarized as follows:

“... “The tool/activity that we apply to develop these factors is project assignment by allowing employees to work (trial) and then come back to discuss the results. Kaizen is also the number one program in Japanese company style, but the company needs to clear about the timing and results of projects.” (P5, P10)

“... Japanese companies provide topics or cases to employees and then let them conduct small group analysis, solve and prevent problems and set standards for that assigned case. This activity creates a discussion environment and engages the team to move in the same direction.” (P1, P4)

“...Improvement motivation should have two systems: 1) positive reinforcement (rewards) and 2) negative reinforcement (punishments) to keep moving forward.” (P3)

“... To get employee’s ideas, the company should have recognition & rewards ... Some people focus on family benefits – extra benefits (Educational fund for children, special trips etc.) ... Rewards can be short term, such as salary increments or extra bonuses, or long term, such as adding qualifications in a career

path (right now, the company does not have a clear system that provides reasons for the duration and title of promotion.” (P2, P7)



3. How does your organization enhance **Long-term Orientation** in your employees? The transcript of the focus group discussion was analyzed by thematic analysis, and the results are shown in Figure 29.

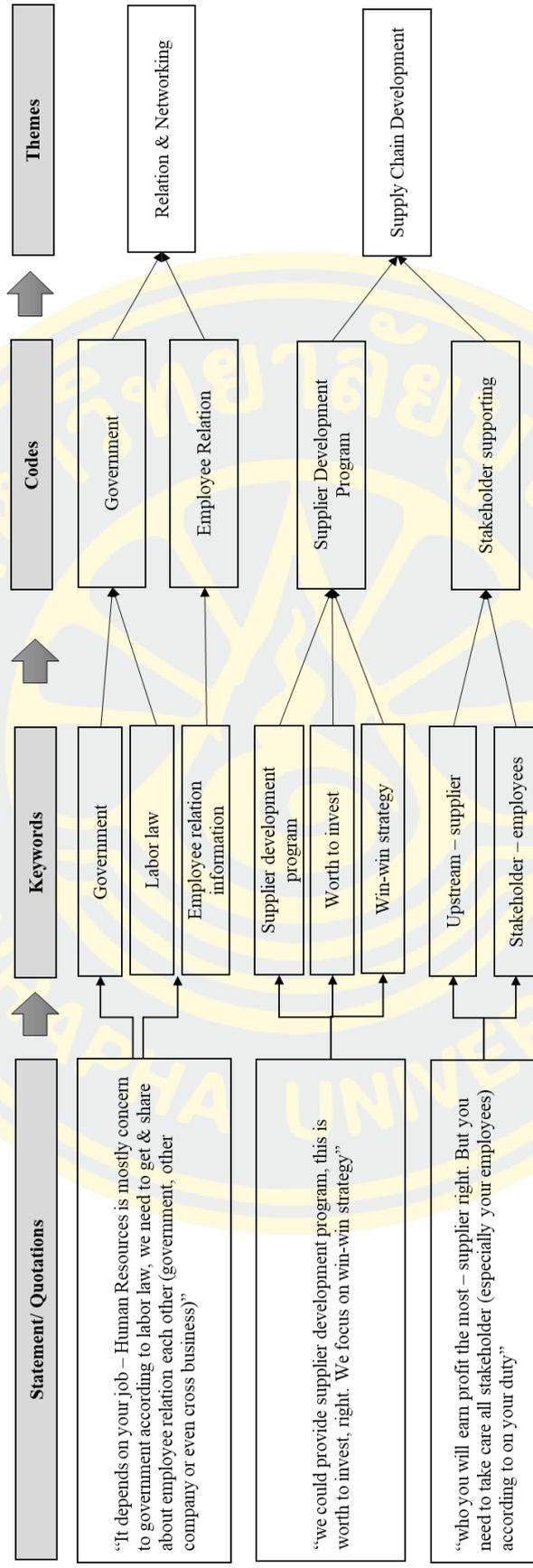


Figure 29 Thematic analysis of Long-term Orientation

Long-term Orientation

The participants agreed that management should focus on areas of concern, especially suppliers and employees that most impact the company. It was agreed that management should also consider returns on investment and try to conduct win-win activities. The key points of the discussion have been summarized as follows:

“... It depends on your job – Human Resources is mostly concerned with issues related to labor law, we need to get & share employee relationships with each other (government, other companies or even across businesses).” (P1, P2)

“... Right now, the company is more focused on ESC (Environment Social Corporate), and labor law concerns.” (P4)

“... What does the business get from long-term orientation? Is it worth it or not? For example, are suppliers able to discount material costs for us and keep the same quality every year? If so, we could provide a supplier development program, which would be a worthwhile investment, right. We focus on win-win strategies.” (P3)

“... Actually, Japanese culture is focused only on profit, but Thai people reinforce this perception and force Japanese management to do that. In the supply chain, who is Upstream – the supplier, right? Who is downstream – the customer, right? Then who will you earn profit from the most – the supplier, right? But you need to take care of all stakeholders (especially your employees) as it is your duty.” (P5)

3. How does your organization enhance **Employee Quality** in your employees? The transcript of the focus group discussion was analyzed by thematic analysis, and the results are shown in Figure 30.

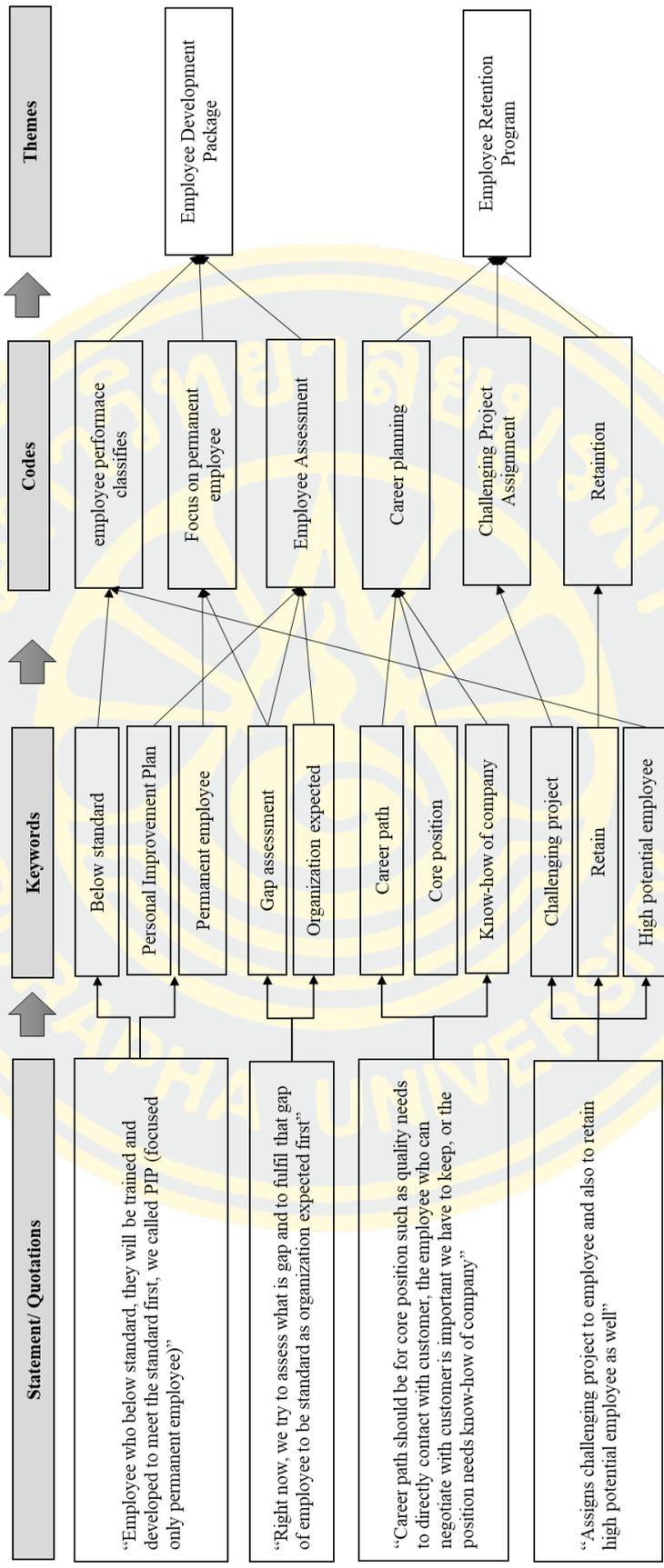


Figure 30 Thematic analysis of Employee Quality

Employee Quality

The participants mentioned that employee quality is as important a part of dynamic capabilities as sensing capability, transforming capability and learning capability, and that all of these factors can be considered employee qualities. The participants agreed that whenever a company tries to develop employees based on activities that involve sensing, transforming and learning skills, it also increases the quality of the employees. Additionally, the participants suggested that there are three employee performance levels – high potential, standard, and below standard - and that an organization should be able to train and develop their employees to an acceptable standard by applying PIP. For high-potential employees, organizations can apply career planning tailored to specific employee groups, such as core position and talent. The key points of the discussion have been summarized as follows:

“... Our employees have shown no growth over the last five years, so the people development system needs to change. Whenever employees who do not have the quality also impact on a decline in the quality of work as well, then this impacts on poor profit margins, which means that our company cannot pay suitable benefits back to employees. Therefore, as mentioned previously, it impacts the declining-quality of employees. Employees who are below standard should be trained and developed to meet an acceptable standard first. We call this PIP (focused only on permanent employees).” (P8)

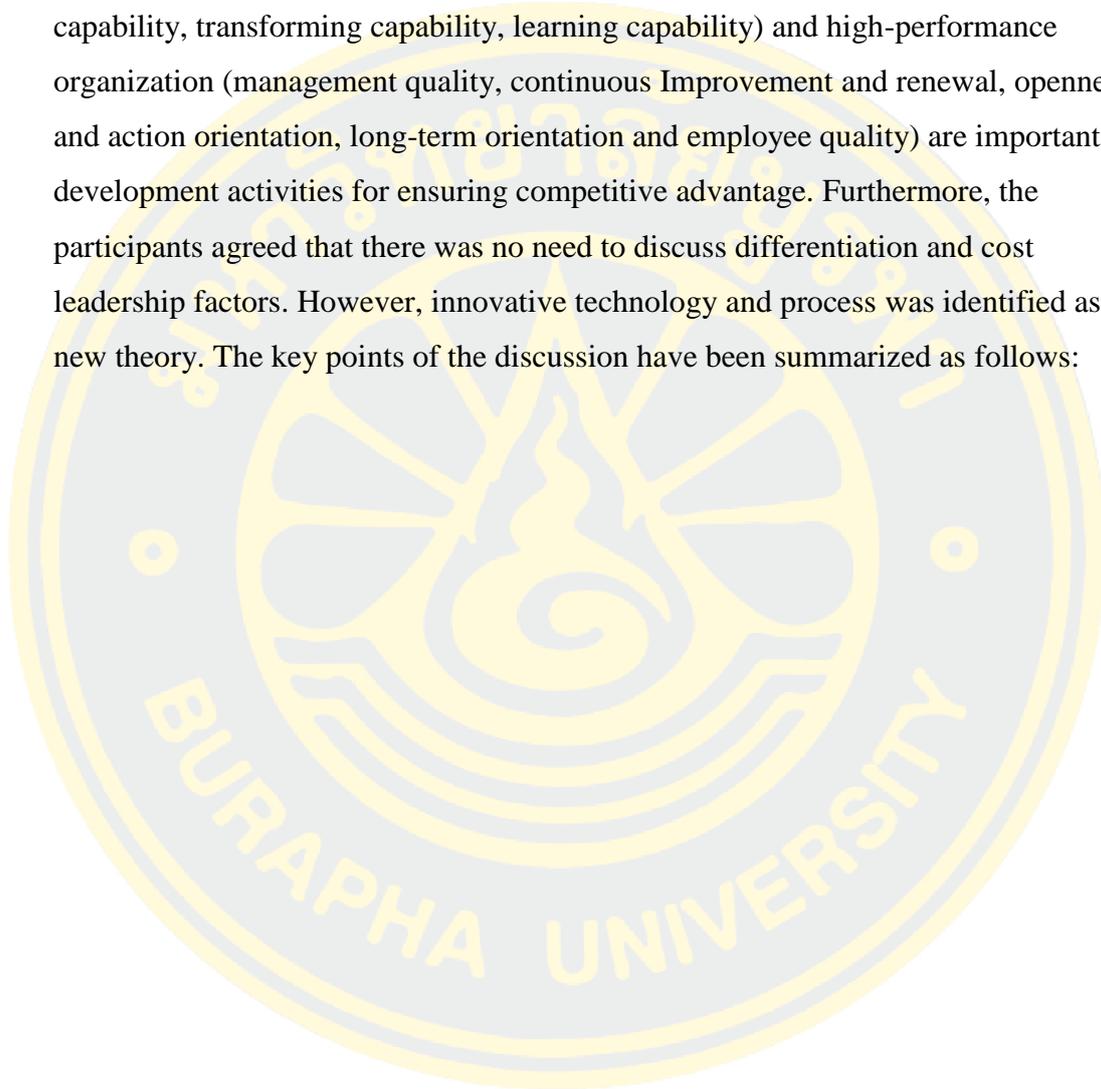
“... The company tries to evaluate employee performance based on activity, but the reliability of the system is does not tell us if the employee is engaged and committed to work or not. Right now, we try to assess what gaps there are and to fill those gaps of employees to be standard as the organization expects that first.” (P10)

“... Career path should be for core positions such as quality needs to directly contacting with customers. Employees who can negotiate with customers are important, and we have to keep them, or the position needs the know-how of the company.” (P9)

“... employee quality development means assigning challenging projects to employees and also to retaining high potential employees as well.” (P6)

Focus Group Question 3: How does your organization enhances or focus on Competitive Advantage (Differentiation, Cost Leadership, Innovative Technology and Process)?

The participants mentioned that all factors of dynamic capability (sensing capability, transforming capability, learning capability) and high-performance organization (management quality, continuous Improvement and renewal, openness and action orientation, long-term orientation and employee quality) are important development activities for ensuring competitive advantage. Furthermore, the participants agreed that there was no need to discuss differentiation and cost leadership factors. However, innovative technology and process was identified as a new theory. The key points of the discussion have been summarized as follows:



1. How does your organization enhance **Innovative Technology and Process** in your employees? The transcript of the focus group discussion was analyzed by thematic analysis, and the results are shown in Figure 31.

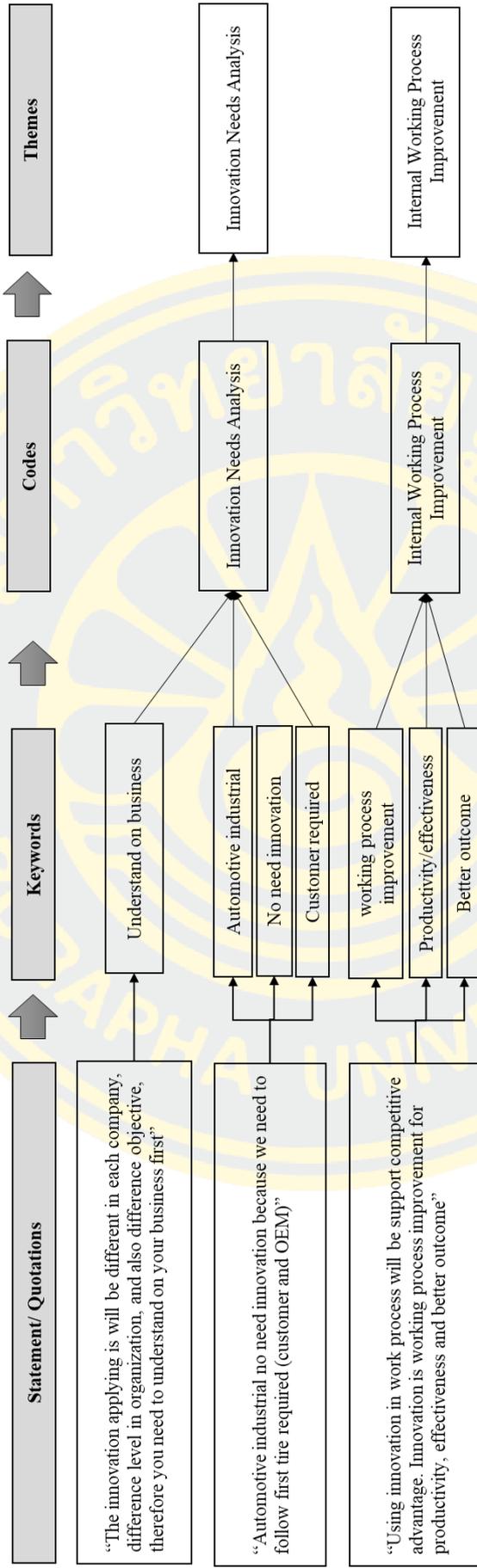


Figure 31 Thematic analysis of Innovative Technology and Process

Innovative Technology and Process

During the discussion, the participants agreed that innovation is not universal within an organization and that instead of applying it across all functions and levels, it should be applied according to the company culture, and the needs of the business first, before considerations are made of the innovational needs of specific functions, and the benefits of the innovation. However, most participants' focus was on the innovation of working processes to improve productivity, effectiveness and better outcomes through internal improvement activities. The key points of the discussion have been summarized as follows:

“...The innovations applied will be different in each company, and there are different levels within organizations, and also different objectives; therefore, you need to understand your business first, which innovation is suitable for your business – using innovation for cost reduction objectives, using innovation for work productivity, certain types of innovation cannot be applied to some industries, or even if you need to apply the technology as customers require, especially tire 2 and tire 3 in automotive industrial – there is no need for innovation because we need to follow first tire requirements (customer and OEM).” (P5, P7)

“... OEM company uses innovation for cost reduction about stocks of goods, then requirements concerning the supplier involve new innovations in transportation; therefore, the innovation from OEM is our innovation as well.” (P2)

“... Using innovation in work processes supports competitive advantage. Innovation is working process improvement for productivity, effectiveness and better outcomes.” (P1, P4, P10)

Research Results Conclusion

The researcher conducted the first (Quantitative) phase of the study by conducting an online survey with 230 respondents. 100 of the respondents (43.5%) were operation/staff level, and most of them (30%) had more than 10 years of service working in their current organization. After testing the correlation coefficient, it was found that the latent variables ranged in value from 0.63 to 0.75, which showed a positive correlation in the model. Hypothesis testing was conducted using structural equation modelling (SEM) with LISREL 8.80. The results of the causal model found

that all the hypotheses were close to zero, which represents an adequate fit to the empirical data, and all hypotheses were accepted. All 11 observable variables showed a high effect on each of the latent variables; however, in certain questions the effect was shown to be moderate. To gain a deeper understanding of the development capabilities of each organization, the reader is invited to read the questionnaires, which are easy to understand and provide the development actions of Japanese manufacturing companies in Chonburi province in more detail. Based on the hypothesis testing of the causal model, it was found that all hypotheses were accepted. However, the results showed a chi-square (R^2) value of between 0.489 and 0.512, meaning that all independent variables in this study only moderately explain the variance in the dependent variables. An analysis of the latent variables showed that dynamic capability has a significant direct effect on competitive advantage of 0.24. As most of the respondents worked at operation/staff level, it may be difficult to imagine how dynamic capability would support the competitive advantage of the organization. However, dynamic capability had a significant direct and indirect effect on competitive advantage with a total effect coefficient value of 0.70.

The results from the second (Quantitative) phase showed a positive relationship between dynamic capability and high-performance organization, dynamic capability and competitive advantage, and high-performance organization and competitive advantage in the Japanese manufacturing companies, and the results show that all 11 observable variables had a significant effect on each latent variable. The researcher shared the quantitative results with 10 managers and conducted a focus group discussion with them to confirm the causal model. All 10 managers agreed with the findings and agreed that the results showed a relationship between dynamic capability, high-performance organization and competitive advantage and that they supported businesses and helped them survive in a transforming environment and succeed in a highly competitive market. To understand currently developing activities and development guidelines of Dynamic Capability, High Performance Organization and Competitive Advantage in Japanese manufacturing companies, the research used as its observable variables Sensing Capability, Transforming Capability and Learning Capability to develop the Dynamic Capabilities of employees, Management Quality, Continuous Improvement and Renewal, Long-term Orientation, Employee Quality

and Openness and Action Orientation to enhance High Performance Organization, and Differentiation, Cost Leadership, Innovative Technology and Process to sustain Competitive Advantage. To confirm the results of the qualitative phase, the 10 managers provided details of development activities based on their actual experiences and additional development guides based on their opinions in all 11 observable variables. Finally, it was concluded that organizations could create better dynamic capabilities for enhancing high-performance organizations to sustain competitive advantage.

Chapter summary

This chapter provided a comprehensive report on the research results based on the research objectives. The first phase covered the results from the quantitative research conducted through questionnaires (online google forms). The researcher presented the collected data and analyzed it to draw meaningful insights related to the research objectives. This section serves an important purpose in presenting the results of the investigation into the relationships between dynamic capabilities, high-performance organizations and competitive advantage in Japanese manufacturing companies in Chonburi province and highlights the dynamic capability factors that can be recommended for enhancing high performance organizations and maintaining competitive advantage.

In the second part of the chapter, the researcher presented the conceptual framework and the findings of the quantitative phase within which the relationships between dynamic capabilities, high-performance organization and competitive advantage were confirmed. A focus group discussion was conducted with 10 managers who were interested in employee development in their Japanese organizations. The researcher reported the feedback obtained from the focus group participants and analyzed the data collected to explore development activities based on the findings for other interested companies to create dynamic capabilities among their employees that enhance high-performance organizations and sustain competitive advantage.

CHAPTER 5

CONCLUSION AND DISCUSSION

The purpose of this study was to construct a causal model of dynamic capabilities in high-performance organizations for competitive advantage in Japanese manufacturing companies in Chonburi province. The research then validated the causal model. The conceptual framework for this study was developed from three significant underlying factors that either directly or indirectly impact dependent variables. This final chapter is structured as follows.

1. Summary of findings
2. Discussions
3. Recommendations
4. Recommendations for further research
5. Chapter Summary

Summary of findings

The purpose of this study was to construct a causal model of dynamic capabilities in high-performance organizations for competitive advantage in Japanese manufacturing companies in Chonburi province. The research then validated the causal model. The conceptual framework for this study was developed from three significant underlying factors that either directly or indirectly impact dependent variables. This final chapter is structured as follows.

This study developed a causal model to test the hypothesis. The observed variables of the hypothesized model were found to be actual factors and were in congruence with the measurement model. In contrast, some of the statistical values from the LISREL Program's calculations were not in congruence with the empirical data. The goodness-of-fit values did not initially meet an acceptable standard. As a result, the researcher adjusted the model according to the LISREL Program's suggestions, and the goodness-of-fit statistical values resulted in a chi-square value of $\chi^2 = 23.35$, $df = 28$, $\chi^2/df = 0.83$, a p-value of 0.71, and a Root Mean Squares Error of Approximation (RMSEA) of 0.83, which all indicate a good fit to the model.

Accordingly, using the SEM model, the results revealed that the parsimonious model was adequate and fit the empirical data satisfactorily. A model of dynamic capabilities, high-performance Organizations and competitive advantage was proposed and examined on the basis of the conceptual framework and research questions that were developed for this study. The test results of the research hypothesis showed that 1) dynamic capabilities have a direct effect on high-performance organizations, 2) dynamic capabilities have a significant direct and indirect effect on competitive advantage and 3) high-performance organizations have a direct effect on competitive advantage.

The second (Qualitative) phase of the study used the findings of the first (Quantitative) phase to develop a discussion guide for conducting a focus group interview with 10 managers who worked in Japanese manufacturing organizations on providing dynamic capabilities activities for enhancing high performance organizations and maintaining competitive advantage. The hypothesis results were discussed in the focus group, and all the participants agreed with the findings of quantitative phase. The participants also shared their actual experiences and suggested development activities to enhance dynamic capabilities (sensing capability, transforming capability, learning capability), to build up high-performance organizations (management quality, continuous improvement and renewal, openness and action orientation, long-term orientation and employee quality) and competitive advantage (differentiation, cost leadership and innovative technology and process).

Discussion

The first research question asked, “Do dynamic capabilities have a positive significant relationship with high-performance organizations?” The regression weights for the model are discussed below:

The results showed that **dynamic capabilities have a significant direct effect on high-performance organizations with a coefficient value of 0.72 and a p-value of 0.01**. This means that the presence of dynamic capabilities in Japanese manufacturing companies in Chonburi province can result in an upgrade in performance towards achieving outstanding performances. This is reaffirmed by the findings and the authors of previous studies as follows:

The findings correlated with empirical research in which Pattanasing et al. (2021) showed that dynamic capabilities have both a significant direct and indirect effect on high-performance organizations because dynamic capabilities are the firm's abilities to create, reconfigure and transform its entire existing resources to respond to environmental transformation, inside and outside the firm. This is in line with the research results of Rotjanakorn (2021); Wongwanich and Chienwatthanasuk (2021), who created a causal model that shows positive results in developing dynamic capabilities that lead to organization performance enhancement. This correlates with Songkajorn (2022), who mentioned that knowledge-based dynamic capabilities had a significant positive effect on high-performance organizations. However, this result was different with Wongrat and Wetprasit (2022), who found that dynamic capabilities provided a significant indirect effect on organizational performance through the mediating effect of competitive advantage strategy, according to the type of industry which is always developing their adaptation capability to deal with business environment changes. Businesses that can increase product sales and earn more profits impact organizational performance improvement.

The results show that the factor loading of all observed variables within dynamic capabilities (sensing capability, transforming capability and learning capability) were highly influential. It showed that all factors are important to Japanese manufacturing companies in creating dynamic capabilities among their employees. This is reaffirmed by the findings and authors of previous studies as follows:

Sensing Capability

Sensing is very important for perceiving, understanding and addressing business changes. Quantitative analysis found that **sensing capability has a positive effect on dynamic capability at a value of 0.70**. This is reaffirmed by Fatoki (2021), who states that sensing capability focuses on the search for opportunities and threats in order to shape and interpret opportunities in the market. Finding new opportunities can increase market share and sales with a positive impact on performance improvement. In addition, Rotjanakorn (2021) mentioned that sensing capability is searching for and learning about business changes both locally and overseas by focusing on consumer needs and relevant laws. Furthermore, Rachtachart (2017)

conducted a study with 10 companies and found that they consistently conduct surveys and follow technology trends and customer needs. The benefits of sensing activities allow the companies to anticipate future trends, enabling teams to prepare and offer new products and services that meet customer needs. Data collection through sensing also benefits other sections of the organization.

Transforming Capability

In Japanese manufacturing companies, it is normal for employees to be regularly engaged in transforming their daily work through improvement activities because the operators are well aware of the improvement needs on the shop floor. Quantitative analysis found that **transforming capability has a positive effect on dynamic capability at a value of 0.94**. These findings are reaffirmed by Ali (2021) who states that transforming capability attainment involves commercializing new processes, ideas, products, and services that can be used in firms, further increasing their intellectual capital. Intellectual capital is an essential knowledge-based resource that provides daily production methods and core competencies, and all of these can enhance an organization's performance. Rotjanakorn (2021) found that allowing employees to make decisions and select the right resource matching business changes enables the timely acquisition of opportunities, automatically transforming organizational processes in response to further changes. Piyawongwathana, Chinnaworn, and Nummaung (2014) mentioned that sensing, transforming, and absorbing all contribute to dynamic capabilities, and this is especially true of transforming capability, which is a tangible resource. This involves process modification, changes in production methods or services, and routine activities that enhance organizational uniqueness and impact future competitive advantage.

In addition, Earsakul, Boonlua, and Songsrirote (2019) indicated that organizational resource readiness has no effect on transformational management capability. Effective management of organizational resources involves thinking creatively about the allocation of organizational resources (such as people, materials, assets, and funding), and allowing employees to make decisions and take risks with organizational resources to maximize results. This includes the ability to look for

improvements that do not require significant resources while committing to full resourcing when necessary.

Learning Capability

Learning Capability is the ability to gain, absorb, and adapt existing knowledge to create new knowledge, learn new things externally and later adjust or apply this knowledge within an organization. It also involves the ability to transmit this new knowledge throughout the entire firm. In the study, quantitative analysis found that **learning capability has a positive effect on dynamic capabilities at a value of 0.79**. Learning capability is beneficial to an organization and is one of the key indicators of dynamic capabilities. These findings are reaffirmed by Fatoki (2021), who mentioned that learning capability is an asset that enables a firm to transform and use its resources appropriately and that the appropriate use of resources can positively affect performance. Mai and Do (2022) highlighted the role of organizational learning in stimulating organizational high performance and in positively mediating the relationship between leadership and organizational high performance. This correlates with Sowaphas et al. (2020), who found that the transference of learning among employees in an organization runs parallel to the acquisition of external knowledge. This helps organizations establish best practices, builds strong core competencies, and enables timely adaptation to environmental changes. Uengpaiboonkit et al. (2018) showed that part of the fundamentals of competitive advantage creation is knowledge which is accumulated by employees based on true experiences and learning that helps develop the attractiveness and uniqueness of products and services beyond those of the organization's competitors.

However, the results of the study are inconsistent with the findings of Limpsurapong, Wongadisai, and Kunkeaw (2022) who indicated that learning capability was not significant for new product creation and market fulfillment efficiency. This may be due to the fact that most community enterprises continue to use traditional methods of production, which mostly rely on human labor.

The second research question asked, “Do dynamic capabilities have a positive significant relationship with competitive advantage?” The regression weights for the model are discussed below:

The results showed that **dynamic capabilities have a significant direct and indirect effect on competitive advantage, with a total effect coefficient of 0.70, and a p-value of 0.01.** This means that the presence of dynamic capabilities can assist Japanese manufacturing companies in Chonburi province in retaining the competitive advantage of their organization. Dynamic capabilities play a determining role in the competitive advantage of businesses by providing the necessary conditions to face environmental changes (Beigi, 2022). These findings are reaffirmed by the empirical research conducted by Beigi et al. (2023), which found that dynamic capabilities have a positive and significant effect on both firm performance and sustainable competitive advantage. Wongrat and Wetprasit (2022) showed that dynamic capabilities have a significant direct effect on competitive advantage in organizations that understand the turbulent nature of business environments, as such a business always tries to research and develop new substitute materials, including new innovations to develop their products. This correlates with the research findings of Uengpaiboonkit et al. (2018), who found that dynamic capabilities positively influence competitive advantage and that a dynamic environment has an indirectly positive influence on competitive advantage through dynamic capabilities. The results of Fatoki (2021) also indicated that sensing, learning and coordinating capabilities significantly affect firm performance. Therefore, dynamic capability is an important structure for understanding a business's competitive advantage. Suwanniponth (2018) showed in their hypothesis testing that dynamic capabilities have a positive direct effect on competitiveness capability. Additionally, Chaves and Gaitán (2022) mentioned that dynamic capabilities are tools for the generation of competitive advantage in international markets and that their empowerment is necessary. Meanwhile, other researchers support the idea that dynamic capabilities promote competitive advantage and enhance firm performance.

However, the results differ from those of Pattanasing et al. (2021), who found that dynamic capabilities only have significant indirect effects on competitive performance via high-Performance organizations. Furthermore, Hieu (2020) noted

that the relationship between the dynamic capabilities and competitive advantage of firms is unclear and depends on the specific business.

The factor loadings of differentiation, cost leadership, and innovative technology and process were highly influential on competitive advantage, indicating that all factors are important to Japanese manufacturing companies in sustaining competitive advantage. The essential nature of each factor is reaffirmed by the findings and the authors of previous studies as follows.

Differentiation

Differentiation is an important factor that directly impacts brand value and purchasing decisions. The quantitative analysis found that **differentiation has a positive effect on competitive advantage at a value of 0.74**. These results are reaffirmed by Laophram (2018), who found that product performance is the most important factor in brand value creation. High technology products, excellent service, extensive covering location coverage, and expert employees all contribute to the uniqueness of brand value and purchasing decisions. Patcharachotsuthi (2022) discussed the importance of focusing on niche segments that respond to customer needs, penetrating niche markets, and finding new markets to meet customers' specific needs. A niche-market strategy that creates customer satisfaction is essential to building a competitive advantage (Jadesadalug & Chaiya, 2018). Furthermore, Ogundare and Merwe (2024) reported that competitive advantage significantly affects organizational performance by driving differentiation, market share expansion, improved pricing power, cost efficiency, sustainability, innovation and attractiveness to investors.

Cost Leadership

Cost leadership is an essential factor in running a business through internal improvement. The quantitative analysis found that **cost leadership has a positive effect on competitive advantage at a value of 0.93**. These results are reaffirmed by Ramanut and Boonyoo (2019), who showed that cost leadership and quick responses to customers are essential factors in creating and maintaining competitive advantage. Patcharachotsuthi (2022) found that the cost is an advantage over competitors because

it is a strategy that gives businesses an advantage over their competitors, leading to a competitive advantage. However, Thapayom (2022) argued that cost advantage has no significant effects on sustainable competitive advantage because it only has an indirect influence on sustainable competitive advantage via customer satisfaction as a mediator. Therefore, through the mediating effect of customer satisfaction, firms can provide cost advantage to indirectly achieve their sustainable competitive advantage.

Innovative Technology and Process

The quantitative analysis in this study found that **innovative technology and process has a positive effect on competitive advantage at a value of 0.87**. These results are reaffirmed by Thanapatra (2020), who mentioned that innovation influences competitive advantage by helping businesses seek new opportunities, markets, and organizational development, thereby supporting competitive advantage. Both internal and external factors are important for innovation development and knowledge enhancement. This is supported by Ali, et, al. (2021), who found that employees' levels of intellectual capital significantly increased toward innovativeness through the moderating role of dynamic capabilities between intellectual capital and innovation performance, leading to better competitive advantages. This correlates with Eloy, Pablo, Jaime, and Heesup (2023), who found that organizational innovative intensity is a strong factor in the development of competitive advantage. Organizations need innovation to gain competitive advantage, so companies should pay special attention to the implementation of new technologies, both in terms of capacity building and customer service.

Research question three asked, “Do high-performance organizations have a positive significant relationship with competitive advantage?” The regression weights for the model are discussed below:

A high-performance organization is an organization with a strong management pattern that focuses on achieving goals, emphasizing human resource management, and ensuring that all employees perform their tasks to the best of their abilities, while continuously enhancing products, services, and methodology. The results showed that **high-performance organizations have a direct effect on**

competitive advantage with a coefficient value of 0.65 and a p-value of 0.01. The findings correlate with the empirical research of Pattanasing et al. (2021), which showed that high-performance organization had a significant direct effect on competitive performance. This occurs because a high-performance organization demonstrates outstanding accomplishments in several management aspects. Competitive advantage emanates from competitive behavior and depends on strategic resources and capabilities owned and controlled by a firm (Nwachukwu & Chladkova, 2019).

The factor loadings of management quality, continuous improvement and renewal, openness and action orientation, long-term orientation and employee quality are highly influential on high-performance organizations. This indicates that all factors are important to Japanese manufacturing companies in enhancing high-performance organization. The importance of each factor is reaffirmed by the findings and by the authors of previous studies as follows:

Management Quality

The quantitative analysis found that **management quality has a positive effect on high-performance organizations at a value of 0.77.** Rodrigue et al. (2021) showed that the success or failure of an organization, including competitive advantage, is determined by management strategies, manager characteristics, and the external environment. Boonchukham (2022) also mentioned that organizational leadership components directly influence competitive advantage components. The operation of an organization in achieving its objectives and goals are the heart of management, and having leaders who are visionary, competent, ethical, and acceptable to others will result in an organization achieving its goals and creating a competitive advantage that is superior to its competitors. This correlates with Mai and Do (2022), who found that leaders' attributes and behaviors affect both organizational learning and high-performance organizations. Managers build high-performance organizations through knowledge management, developing a good understanding within the organization. To achieve this, organizations must transform isolated knowledge into a cohesive knowledge base to introduce innovations, support decision

making, solve business problems, provide inputs for training, automate business routines, and improve organizational efficiency (Songkajorn, 2022).

Continuous Improvement and Renewal

The quantitative analysis in this study found that **continuous improvement and renewal has a positive effect on high-performance organizations at a value of 0.87**. According to Waal (2008), a high-performance organization implies a zero-loss mindset, so a continuous improvement culture should be well established within the organization. Based on the Toyota Production System, there are seven core losses in production: overproduction, waiting, unnecessary motions, transporting, over processing, unnecessary inventory, and defects (Gram, 2013; Ohno, 1988). Several sources discuss very specific solutions in continuous innovation and renewal and more generally explain that organizations should invest more in R&D or incorporate organizational learning goal orientation (Jarrahi, 2018; Kim & Ree, 2017; Li, Hou, & Wu, 2017). Uengpaiboonkit et al. (2018) reported that an organization should provide opportunities for its employees to find their own working methods and develop new problem-solving techniques based on their experiences, knowledge and abilities. This approach benefits the organization by enhancing learning and providing guidelines for effective operations. Each individual in the organization must continuously eliminate losses in their area of responsibility. A rigorous implementation of the continuous improvement mindset will generate the need for new capabilities in the organization in order to identify and set new losses and, as a consequence, ownership and involvement will continuously grow (Ipinazar et al., 2020).

Openness and Action Orientation

The quantitative analysis found that **openness and action orientation have a positive effect on high-performance organizations at a value of 0.81**. These results are reaffirmed by Jituea and Jadesadalug (2019), who showed that developing or improving existing resources positively impacts the quality and value of an organization. Diversity in idea sharing within the workplace provides opportunities for employees to initiate or create ideas freely. Supporting different viewpoints brings benefits such as improved problem solving and proactive working processes, while

encouraging employees to be open and accept the ideas of others. This approach encourages more analysis and flexibility in working plans that align with business changes, integrate knowledge creatively, and support improvement activities by encouraging employees to connect their ideas and knowledge/ability accordingly. Openness and action-orientation involve creating more open and flexible organizational structures, including agile ways of working, collaboration with stakeholders/partners in the production management, best practices in implementing intelligent manufacturing processes, and adopting new innovations. Success in openness and action-orientation also benefits other factors of high-performance organizations (Amniattalab & Ansari, 2016; Chen & Lui, 2018; Schäfer, 2018; Temelkova, 2018; Hsu et al., 2019).

Long-term Orientation

Based on quantitative analysis found that **long-term orientation has a positive effect to high-performance organization at 0.90**. The values, objective, and corporate culture are described being a future high-performance organization for long-term orientation. (Bäckström et al., 2017; Chong et al., 2017; Jones, Michelfelder, & Nair, 2017). In line with Gerdruang and Bunchaphattanasakda (2019) that long-term planning will make the organization can survive for a long time and has the advantages in the competition, and it is a part of the development to be a high-performance organization. The organization with clear strategies can define the use of resource to achieve missions and goals, the organization will be able to compete in the market. Strategic planners must be able to look ahead correctly and understand coming environmental changes, maintain management position and competitive capability over other organizations, and stay in the business in a long term. In line with the research results of Bari et al. (2022) Dynamic capabilities and sustained competitive advantage by emphasizing on stakeholders' involvement are related. It also found that the dynamic capabilities as sensing capability, transforming capability, included organizational flexibility capability technological flexibility capability can led to enhancement of strategic association with the stakeholders, therefore those capability ensures the achievement of sustained competitive advantage.

Employee Quality

Employee quality involves re-skilling, upskilling and retaining employment conditions. Managers need to enhance training and help employees improve their capabilities and perform innovatively in their job. The quantitative analysis found that **employee quality has a positive effect on high-performance organizations at a value of 0.87**. This is reaffirmed by Gerdruang and Bunchaphattanasakda (2019), who found that employees are a crucial part of the development of high-performance organizations. An organization's development depends on how able it is to drive and solve human problems, also known as human management processes, and in its ability to support and prioritize human resources as the most valuable and important resources within the organization. Uengpaiboonkit et al. (2018) found that organizations need to deal with uncertain business environments and increase employee capabilities by motivating and training their staff. This involves increasing their knowledge of automation technology production processes in order to increase productivity and efficiency, reduce losses and defects, and improve costs to align with existing resources and business changes (Rotjanakorn, 2021).

Identifying skill gaps and addressing development needs are key success factors and should be prioritized; however, the method of achieving this will differ depending on the organization. In addition, organizations must reform and adapt to become smart and flexible, while creating a more humanized working atmosphere and optimal work conditions. This requires a transformation of the functions of human resources to meet environmental changes. Focusing on employee vitality and sustainable working conditions is also important in changing workforce composition (Peters & Jandri, 2019; Manda & Dhaou, 2019).

Research question four asked, “What are the development activities of dynamic capabilities factors that can be recommended for enhancing high performance organizations and maintaining competitive advantage in an organization?” All relevant factors are discussed as follows:

The factor loading results indicate that sensing capability, transforming capability and learning capability have a strong effect on dynamic capabilities. Therefore, all factors were discussed in a focus group about creating dynamic

Capabilities in employees in Japanese manufacturing companies. Each factor is reaffirmed by the findings and the authors of previous studies as follows:

Sensing Capability

The focus group discussion with 10 managers of Japanese manufacturing companies mentioned that sensing capability is important for business development; however, the participants also agreed it's very difficult to develop this capability in all employees due to different levels of business concern and personal backgrounds. Thematic analysis of Sensing Capability revealed two themes to develop employees in organizations as follows:

Employee Engagement. The managers suggested that sensing occurs when employees see direct impacts on their daily lives. Involving and engaging employees in company activities such as cost control etc. can assist with this. This is in line with the empirical results of He and Niyomsilp (2022), who found that work motivation and organization environment motivators have a significant positive influence on employee engagement, and that improving workplace autonomy, driving employee involvement and providing decision-making power in the workplace supports their sense of responsibility.

Communication Effectiveness. The managers mentioned that organizations should provide clear information on what employees in each level need to know with different communication activities, such as determining the frequency of communication that the organization needs to communicate to the operational level to understand trends of production volume etc. This correlates with Elving (2005), who mentioned that the aim of communication effectiveness is to prevent resistance to change, and, to this end, managers should define, what, where, how, when and to whom will be communicated through a communication matrix, which will enable common unique speech, thus eliminating possible noise. Therefore, it is necessary to understand that the organization will inevitably face big changes, and it will be necessary to keep the whole organization regularly informed in terms of the journey, the successes and achieved milestones (Asamu, 2014). Leão, Gama, and Fleury (2023) showed that a firm senses opportunities and threats by monitoring the environment and learning from stakeholders. The first mechanism is monitoring, based on various communication tools the firms use to receive stakeholder demands.

Additionally, Gerdruang & Bunchaphattanasakda (2019) stated that communication skills are not limited to management levels of organizations. They are highly beneficial to every employee in the organization from the upper to lower levels, and even new employees should have this skill and understand correctly the fundamentals of the coordination and driving activities in the organization more effectively.

Transforming Capability

The thematic analysis of transforming capability revealed three themes as follows:

Routine Improvement Activity. Normally, employees perform transforming capability in their routine work through the activity of Kaizen (small group activities), and lean process etc. This is in line with MacInerney-May (2011), who stated that transforming capability is the ability to adjust resources related to capability creation and integration by building new capabilities, which further means that it is the ability to create new capabilities within an organization along with transforming existing resources and capabilities.

Recognitions and Rewards. According to the managers in the focus group, their employees lack initiative in improving and developing their routine work due to a lack of recognition and insufficient rewards from the company. The managers suggested that to motivate those employees, companies should add improvement activity results into their performance review, adding career path qualifications, or creating extra benefit programs to reward them. This suggestion is in line with Amoatema and Kyeremeh, (2016), who found that in facilitating a transformational journey, it is necessary to reward and recognize expected achievements and behaviors. Reward and recognition have been identified as strong motivational tools to boost employees' drive towards accomplishing organizational goals and objectives.

Rotation/ Transferring Program. The focus group discussion also highlighted activities such as rotation programs as they allow employees to acquire transforming capability, especially at management level, due to wide-skill enhancement. However, the rotation program should be initiated by top management, and the objective and duration of the program should be clear to avoid misunderstandings (e.g., whether the action is a development activity or a

punishment) during individual development planning (IDP). Furthermore, Khan, Chongcharoen and Ulhaq (2019) showed that job rotation provides learning behavior at all levels. Multi-skilled employees who acquired their skills and knowledge through job rotation can reduce organizational cost and can be used to develop employee's career paths.

Learning Capability

Thematic analysis of Learning Capability revealed two themes as follows:

Training and Development Center. The participants suggested encouraging employees to learn by providing learning environments, such as a training center, dojo training or education funds for specific programs as per organizational needs etc. This correlates with Jituea and Jadesadalug (2019), who stated that organizations should continuously support learning by providing training and designing working processes that allow employees to learn new things for work improvement. Additionally, Lekic et al. (2022) found that training and development are some of the basic tools and parameters that achieve and measure the increase in business performance. Training and development affect expertise and know-how. Employee expertise and specific knowledge contribute to the firm's competitive advantage. This is similar to the findings of Gerdruang and Bunchaphattanasakda (2019), who stated that learning is a human resource investment that develops the ability to share knowledge with others in the organization. Additionally, Songkajorn et al. (2022) showed that the organization must transform isolated knowledge into a cohesive knowledge base to introduce innovations, support decision making, solve business problems, provide inputs for training, automate business routines, and improve organizational efficiency.

Promotion Program. One of the key success factors of learning capability is incorporating it into the criteria of annual performance evaluation systems and using it as a qualification requirement in promotion. This would increase the attractiveness of employee learning among employees. This correlates with the research findings of Kammoon et al. (2022), which show that competency-based skills, learning, and behavior are all influencing factors of promotion to support personal growth.

According to the factor loading results, management quality, continuous improvement and renewal, openness and action orientation, long-term orientation and employee quality had a strong effect on high-performance organizations. Therefore, all factors were discussed in the focus group about enhancing high-performance organization in Japanese manufacturing companies. Each factor is reaffirmed by the findings and the authors of previous studies as follows:

Management Quality

Thematic analysis of management quality revealed four themes as follows:

Training and Development based managerial competencies Needs. The leader plays an important role in the effective development of the organization, having knowledge to achieve targets, maintaining and enhancing work standards, and stimulating employees to work to their full potential (Vries and Visser, 2021). The managers in the focus group mentioned that the organization should set competency needs for management level – leadership, emotional control and cross-function collaboration. This suggestion was supported by Jirangkul (2019) and Sowaphas et al. (2020) who stated that in organizational development for creating high-performance organization in the 21st century, leadership of management is important as business success derives from collaboration in management level. Also, Premssmit et al. (2021) suggested that an executive's competency leads to high-performance organizations which have self-leadership, leading teams, leading businesses, leading technology, and leading organizations. All components have a significant relationship in supporting management development effectiveness, and organizations should develop all components together that impact high-performance organizations. Furthermore, Gerdruang and Bunchaphattanasakda (2019) also suggested that management and leadership should show three characteristics of leaders, consisting of: 1) management personalities (Linjee, 2020), 2) management style, and 3) motivation of employees. This would create credibility and confidence in the public view toward the organization.

360 Degree Assessment. The managers also suggested that management competency should be closely monitored and evaluated using 360-degree assessment to check the acceptance level of each degree. This correlates with Nica (2022), who

mentioned that organizations should measure managerial competency to develop leadership and management capacity, better aligning individuals with organizational goals.

Business Project Management. Additionally, a key responsibility at management level is to control finances and drive the organization's KPI success. To develop this skill, the managers suggested "project assignments," which would allow management to recognize and acquire measurable management skills automatically and measurably through business results. This is in line with the research findings of Disorntetiwat and Wailerdsak (2023), who found that in reducing the problems of Peter's Law (where executives whose performance has deteriorated after promotion), management should have expertise in project finance, mergers & acquisitions, critical decision-making, and experience in project management.

Performance-based rewards. The managers mentioned that their companies use KPIs (Key Performance Indicators) for successful measurement, and management performance is assessed based on financial results. To motivate those managers to drive their business's KPIs and develop their management skills, their results should be converted to extra pay. This aligns with the results of Mghweno, Obboko, and Adongo (2013), who found that performance-based rewards significantly affected the performance of employees in organizations and were considered important in motivating and promoting good performance and demonstrate a fair contribution to individual performance. Performance-based rewards include salary increments, gift packages, duty allowance, promotions etc. Sungyuan (2015) mentioned that continuous activity from performance appraisal affects employee motivation and creativity.

Continuous Improvement and Renewal, Openness and Action Orientation

Based on development activities in their organization, the 10 managers in the focus group noted benefits to both continuous improvement and renewal, and openness and action orientation. Thematic analysis combining these factors revealed three themes as follows:

Small Group Activity/ Project Assignment. In the focus group discussion, the managers agreed that project assignment activities should run parallel to

developing employee skills and working processes. These development activities can include kaizen or small group activities. To motivate and enhance the effectiveness of continuous improvement and renewal in an organization, the managers suggested providing clear project objectives and timeframes, while providing information to employees regarding any rewards or punishments of project results. The benefits of improvement activities include allowing employees to have discussions in groups and aligning them in the same direction and increasing employee engagement. Gojny-Zbierowska and Zbierowski (2021) mentioned that openness and action orientation is a bit different from continuous improvement. Organizations that are open and action oriented demonstrate higher proactiveness than organizations that are not open and action oriented. However, in contrast to continuous improvement, organizations with high levels of openness and action orientation creativity are beneficial for the proactiveness of the organization, although it should be noted that the effect is at very low levels of significance for high openness and action orientation. The main effect is however stronger for lower levels of openness and action orientation. Openness and action orientation in organizations are also supported by Nica (2022), who stated that a culture of trust in organizations can lead to improved organizational performance. Additionally, Ipinazar et al. (2020) found that each team needs to schedule weekly timeslots to discuss team member moods, feelings and emotions, which will reinforce ties between members and result in better deployment and performance. This should be done on a regular basis, and a manager should assess the effectiveness of each team, sitting in on weekly meetings and checking whether interaction between team members is as expected in order to achieve results.

Flexible Benefits. To motivate continuous improvement and renewal in an organization, the managers suggested informing employees of the rewards or punishments of project results. In the short term, the rewards and benefits can be related to salary increments, extra bonuses, family benefits – educational funds for the children of employees, or special trips etc. This is supported by the research of Amoatema and Kyeremeh (2016); Ipinazar et al. (2020), who mentioned that reward and recognition have been identified as strong motivational tools to boost employees' drive towards accomplishing organizational goals and objectives.

Promotion Qualification. To motivate long-term continuous improvement and renewal in organizations, the managers suggested that organizations should add continuous improvement activities and results in promotion qualifications. This correlates with Vries and Visser (2021), who found that motivating individuals has a direct influence on employee performance. Factors such as feeling appreciated, high job satisfaction, a team-based environment, and performance-based recognition were regarded as most characteristic of employee high-performance.

Long-term Orientation

Thematic analysis of long-term orientation revealed two themes as follows:

Relation & Networking. The managers in the focus group mentioned that organizations should consider the benefits received from stakeholders when organizations invest, especially from stakeholders who have the most significant impacts on the company. Vinitchevit et al. (2018) stated that social responsibility strategies have significant effects on employee capabilities, but no significant effect on dynamic capabilities. However, building relationships with customers and society can lead to mutual benefits, increased productivity, and improved sustainability management. In the focus group, the managers suggested focusing on suppliers who can provide low-cost, high-quality raw materials, as this would be a worthwhile investment in knowledge and development.

Supply Chain Development. In the focus group, the managers focused on suppliers and employees that provide benefits to the business. This correlates with Rotjanakorn (2021), who mentioned that retaining supply chain management is important by providing essential knowledge and the ability to produce complex materials/products to support the business in times of uncertainty. Liu et al. (2023) found that competitive advantage and the level of supply chain modernization are related; for example, upgrading advanced manufacturing supply chains requires that the improvement of firms' competitive advantages be integrated into the core of supply chain optimization.

Employee Quality

Thematic analysis of employee quality revealed two themes as follows:

Employee Development Package. The managers mentioned the development activities of sensing capability, transforming capability and learning capability as directly impacting employee quality. This is supported by Munteanu et al. (2020) who found that flexibility, adaptability, speed, creativity, continuous development, and innovation are attributes of agility, sustainability, and competitiveness that can be acquired by companies only through their employees. The managers discussed employee performance and noted three performance levels in an organization: high potential, standard performance, and below standard. For employees who are identified as high potential or standard performance, organizations can provide development by applying IDP (Individual Development Plan), and career planning. For employees who are identified as below performance, organizations should provide training and development to enable them to meet acceptable standards by applying a PIP (Performance Improvement Plan). This correlates with Vries and Visser (2021), who found that performance factors influence employee performance such as timely feedback on performance, regular engagement on performance, and an effective performance measurement system. Knowledge and skills attributes influence performance, and factors such as knowledge-sharing practices, diverse skills and competence levels, personal development, and continuous development are regarded as most characteristic of employee high-performance, and, as mentioned, are regular processes of both Performance Improvement Plans and Individual Development Plans.

Employee Retention Program. To retain high potential employees, challenging assignments and career planning should be created within organizations. Wu and Kao (2022) suggested that being committed to upskilling and reskilling talent by offering talent mobility opportunities across the organization means companies can support their employees' long-term career goals and maintain competitive strengths. In addition, Mayasari et al. (2020) found that for employees, promotion is a form of recognition for their performance over the years. This will increase motivation in employees and lead to an improvement in the performance of their work. Mghweno,

Obboko, and Adongo (2013) also suggested that a pay-to-performance program will attract and retain employees.

The factor loading results of differentiation, cost leadership and innovative technology and process were highly correlated with competitive advantage. Therefore, all these factors were discussed in the focus group. These factors are reaffirmed by the findings and authors of previous studies as follows:

Differentiation and Cost Leadership

In the focus group discussion, the managers did not discuss differentiation and cost in detail as these are regular processes essential for running the business. This is in line with Nguyen and Timilsina (2023), who stated that the nature of running a company means that product quality and cost are always top priorities. Shodunke et al. 2020 found that competitive advantage significantly affects a business' performance by driving differentiation, market share expansion, improved pricing power, cost efficiency, sustainability, innovation and attractiveness to investors. Running a business with a superior competitive advantage, in terms of low-cost management, product and service quality, differentiation, and responsive delivery, aligns with customer needs. This is because, in a competitive environment, competitive advantage is needed to sustain a business. For example, products with the same qualities but lower pricing have a chance to generate more sales. Products at the same price but higher quality, or products that stand out from the competition, have a better chance of selling more. A competitive advantage in business contributes to improved firm profitability (Kanjaikaew, Chemsripong, & Khorchuklang, 2023; Insee & Suttipun, 2023).

Innovative Technology and Process

Thematic analysis of innovative technology and process revealed two themes as follows:

Innovation Needs Analysis. During the discussion, the managers mentioned that innovation is not essential for every aspect of the organization, and it does not need to be applied to all functions/levels, as this depends on the company culture. Instead, the managers highlighted the need to understand the business first, before considering what innovation needs are required for any function and the benefits it

will bring. Innovation is the output of employee ideas to create value for the business. Innovation depends on personal knowledge, skills, and experience to respond to customer needs. Innovative helps businesses differentiate themselves from competitors and is fundamental for long-term competitive advantage (Uengpaiboonkit et al., 2018). Sittichai and Silcharu (2020) showed that guidelines for creating competitive advantage consist of four components. The most important component is 1) the creation of collaboration networks, followed by 2) the creation of innovation components, 3) information technology components, and 4) organizational adjustment components, respectively.

Internal Working Process Improvement. The Japanese manufacturing companies are mainly focused on the innovation and improvement of working processes, resulting in increased productivity, effectiveness and outcomes through internal improvement activities. This is in line with Rojanakorn (2021), who found that for innovation capabilities development, there are two parts: 1) Product innovation by quality improvement, quick responses as per customer needs, and R&D for new products, and 2) Process innovation by increased use of technology and eliminating loss in working processes.

Discussion Conclusion

According to results of the quantitative research, dynamic capabilities have a direct positive significant relationship with high performance organization in Japanese manufacturing companies. Dynamic capabilities can enhance organizational performance, leading to outstanding performances by creating and developing the sensing capability, transforming capability and learning capability of employees and enabling them to respond to environmental transformation, inside and outside of the firm. All three dynamic capability factors (sensing capability, transforming capability and learning capability) have a positive effect, but this is especially true of transforming capability which has the greatest effect. The results of the focus group discussion with 10 managers showed that employees in Japanese manufacturing companies already demonstrate transforming capability in their routine work through improvement activities. This involves tangible processes to modify or change production methods, enhancing employee understanding of this capability. Even though sensing capability showed significant results, the 10 managers mentioned that

this capability is very difficult to develop across all employee levels due to varying business perceptions. However, they believed that whenever an organization engages and develops this capability, the organization will gain a lot of benefits from their employees. Also, the development of employee learning capability is seen as a worthwhile investment. To sustain and drive employee self-learning, the 10 managers also suggested that organizations should provide more conducive learning atmospheres such as knowledge exchanges, best practice sharing and on the job training, including conducting the training and development based on each company's competency gaps. Therefore, both the results of the quantitative and qualitative research confirm that dynamic capabilities are causal or facilitating factors for high performance organization in Japanese manufacturing companies.

Dynamic capabilities have a significant direct and indirect positive significant relationship on competitive advantage through a mediating effect of high-performance organization. The quantitative results showed that the highest affecting factor on competitive advantage is cost leadership and innovative technology and process. These results were confirmed by 10 managers in a focus group discussion about building strong competitive advantage in Japanese manufacturing companies. The managers agreed that organizations should always try to encourage employees to search for new substitute materials in working processes with lower price, including initial internal innovation of working process to improve effective production methods and achieve cost reductions. Comparing the three factors of competitive advantage shows that differentiation received the lowest results according to business type (manufacturing). However, from the focus group discussion, the managers concentrated on improving their employee's expertise in products and processes, and this is a kind of development of differentiation in Japanese manufacturing companies. Therefore, all factors are used by employees to improve and develop existing resources in their organization to achieve cost reductions and the high utilization of business assets, which indicates that an organization with dynamic capabilities can build competitive competencies that accordingly affect its operations in Japanese manufacturing companies.

Furthermore, high-performance organizations have a direct positive significant relationship with competitive advantage, and this occurs because the

organization has illustrated its excellence in various management aspects from management quality, continuous improvement and renewal, openness and action orientation, long-term orientation, and employee quality to ensure the achievement of sustained competitive advantage. Long-term orientation was particularly highlighted, as Japanese manufacturing companies provide long-term strategic goals to stakeholders, focusing on employee and supplier involvement, which are core benefits in the supply chain. Employee quality and continuous improvement and renewal were also highly emphasized, linking to dynamic capabilities activities where employees continuously eliminate losses, increase productivity and efficiency, and improve costs to align with existing resources and business changes. These factors include motivating employees through training and development based on skill gaps and addressing development needs individually. These factors are managed by management quality, which is the key driver for achieving organizational goals. Several development activities were discussed in the focus group discussion to confirm management quality in organizations. These results indicate that high organizational performance enables the Japanese manufacturing organizations to achieve competitive advantage.

In this study, dynamic capabilities, high-performance organization and competitive advantage have been shown to be interrelated, which underlines the idea that dynamic capabilities lead to high performance organizations and support businesses in achieving competitive advantage based on empirical studies. Management and employees understand their roles in improving and developing their capabilities and managing their routine operations, which results in an upgrade of all levels of the firm towards high performance organization. The positive relationship found in the quantitative results and the development activities guidelines from the qualitative results provide an opportunity for readers to develop dynamic capabilities, enhancing high-performance organizations and sustaining competitive advantage in their organization.

Recommendation

Recommendation for Practices

Based on the results of this study, the three underlying factors were systematically interrelated. Increasing dynamic capabilities for enhancing high performance organizations and maintaining competitive advantage in Japanese manufacturing companies should be simultaneously undertaken based on the following guidelines:

1. The research results indicate that **dynamic capabilities have a significant direct effect on high-performance organizations**. Dynamic capabilities are the firm's abilities to create and transform its entire existing resources to respond to environmental changes, inside and outside the firm, and include sustaining competitive advantage that can be acquired by companies only through their employees. It is important that the development of dynamic capabilities leads to organizational performance enhancement. The findings offer managers insights into the impact of sensing capability, transforming capability and learning capability that can support the development of dynamic capabilities in the organization, including the ways in which firms create and promote dynamic capabilities that make this possible. The contributing three factors of sensing capability, transforming capability, and learning capability are essential for enhancing the dynamic capabilities of employees in Japanese manufacturing companies. This is especially true of transforming capability, which is a tangible resource, and has been shown to have a strong impact on dynamic capability creation. A development activity guideline for dynamic capability is shown in Figure 32.

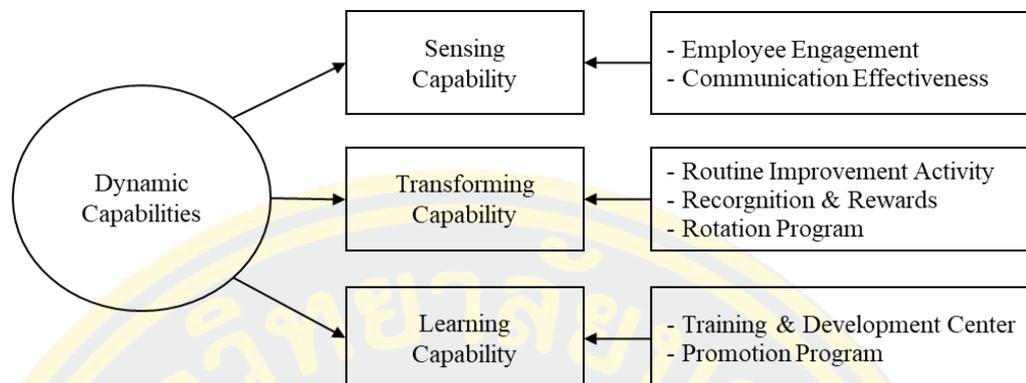


Figure 32 Development activities guideline for Dynamic Capability

1.1 To develop sensing capability, employee engagement is crucial. It allows employees to be themselves and apply their personal competencies to improve working conditions and enhance organizational productivity. Organizations should continually propose challenging tasks and cascade responsibilities to employees who have the potential to achieve more than their regular tasks. Communication is an essential skill that drives activities at all levels within the organization more effectively. Organizations should ensure sufficient communication frequency and design appropriate communication kits to share information with employees at each level, including updates on the current situation and the organization's direction. Most importantly, communication and messaging should be tailored according to different levels of perception – especially at the operation level.

1.2 To develop transforming capability, which is the ability to transform new processes, ideas, products, and services that can be used in firms, organizations should encourage “Routine Improvement Activities,” which includes allowing employees to make decisions on the allocation of organizational resources to match business changes and maximize results. This approach involves employees participating in improvement activities through their routine work, further increasing their intellectual capital. To motivate employees to initiate more ideas, organizations should incorporate improvement activities and add their improvement activity results into annual performance reviews, promotion criteria, or extra benefits or pay etc. The

development activity that most supports transforming capability is a “Rotation/Transferring Program,” which allows employees to acquire wide-ranging skills, increases their participation in tasks, and allows employees to connect to improvements that create new benefits within the organization. Moreover, rotation serves as a backup for important positions. However, organizations should be clear about rotation’s objectives and duration to avoid negative perceptions of the program.

1.3 To develop learning capability, a learning environment is essential to encourage and motivate employees. The important fundamentals of competitive advantage creation include knowledge, which is accumulated based on true experiences, and the development of unique products and services beyond those offered by competitors. Organizations should support continuous learning by providing training and designing working processes that allow employees who are willing to learn new things to improve their work. Also, training and development affect the expertise and know-how of employees and determine whether employee expertise and specific knowledge contribute to the firm’s competitive advantage. However, training and development is an investment choice, and the organization should be clear and learn of knowledge needs for employees, The organization can create an employee learning & development framework which is clear and easy to follow. Additionally, the organization should also transform isolated knowledge into cohesive knowledge (organization learning). Finally, one of the keys to successfully developing learning capability is that it should be added to the criteria of annual performance evaluation systems and should be used in determining promotion to encourage continuous learning in employees.

2. The research results indicate that **dynamic capabilities have a significant direct and indirect effect on competitive advantage**. Given an understanding of the turbulences within its business environment, an organization should always try to research and develop its products and services and include new innovations in the development of their working processes. Therefore, dynamic capability is a tool for the generation of a competitive advantage. The contributing three factors of differentiation, cost leadership and innovative technology and process are the key fundamentals for maintaining competitive advantage among Japanese manufacturing companies, and this is especially true of cost leadership, which has

been shown to highly impact competitive advantage. A development activity guideline for sustaining competitive advantage is shown in Figure 33.

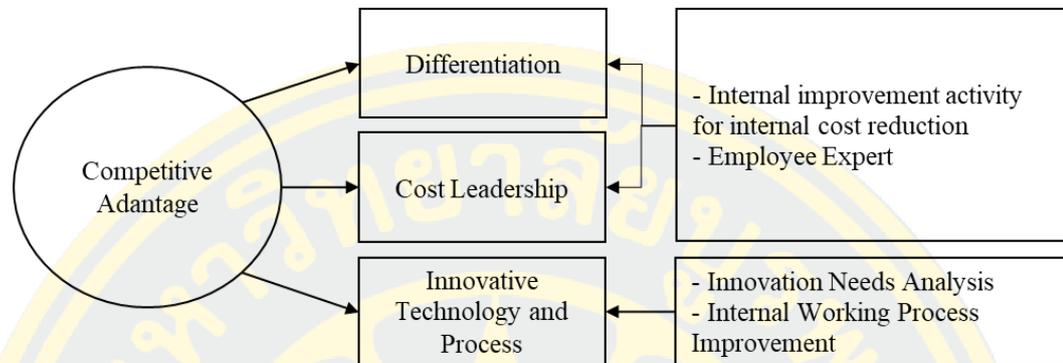


Figure 33 Development activities guideline for Competitive Advantage

2.1 Differentiation and cost leadership are regular factors essential for running Japanese manufacturing companies, focusing on product quality and cost reduction. Organizations should continue to build on these factors by enhancing the quality of products and the expertise of employees to create customer satisfaction. Additionally, organizations should drive improvement activities to reduce internal costs.

2.2 Innovative technology and process help businesses to differentiate from their competitors and are fundamental for long-term competitive advantage; however, Japanese manufacturing companies always need to understand technology trends and the benefits from that innovation bring (the impact on the organization). Japanese manufacturing companies should focus innovation on the output of employee ideas to create value for the business. Employees' intellectual capital increases as innovativeness increases through the moderating role of dynamic capabilities between intellectual capital and innovation performance for better competitive advantages. Therefore, organizations should pay attention to the implementation of new innovative tools and systems to support employee improvement ideas.

3. The research results indicate that **high-performance organizations have a direct effect on competitive advantage** owing to its excellent achievements in

various management aspects and its reliance on strategic resources and capabilities owned and controlled by the organization. The contributing five factors of management quality, continuous improvement and renewal, openness and action orientation, long-term orientation, and employee quality are essential fundamentals for upgrading high-performance organizations. This is especially true of long-term orientation, employee quality and continuous improvement and renewal, which have been shown to have a highly positive relationship with high-performance organization enhancement. A development activity guideline for enhancing high performance organization is shown in Figure 34.



Figure 34 Development activities guideline for High Performance Organization

3.1 Management Quality is a key driver in leading an organization to achieve its goals and create a competitive advantage superior to that of its competitors. The organization should create managerial competency needs, management characteristics, and behavioral needs, and closely monitor and evaluate actual performance by using 360-degree assessment to ensure acceptance from others. A concrete development program should involve project management with Key Performance Indicator (KPI) achievements, allowing management to recognize and

acquire management skills automatically and ensuring their performance can be evaluated based on financial results. To motivate and encourage management to drive the business's KPI and develop their management skills, their results should be converted to extra benefits such as salary increments, gifts packages, duty allowance, promotions etc.

3.2 To ensure continuous improvement and renewal, openness and action orientation, improvement activities in Japanese manufacturing companies should always apply kaizen or small group activities parallel with employee development activities and the improvement of working processes. Organizations should provide opportunities for employees to find their own working ways and create new methods of work or problem solving based on employee experiences. To avoid employees resisting additional improvement activities (in addition to their regular work), the organization should be obvious about the project objectives, the period allocated for the project/assignment topic, including a clear outline of rewards and punishments based on the project results. The benefits of internal group activities include allowing employees to have discussions in groups, which encourage more openness and acceptance of the ideas of others, aligning employees in the same direction, and increasing employee engagement. This can build up trust and respect in the workplace, and the organization should conduct and promote cross-functional activities that support openness and action orientation. Rewards can be designed for both short-term (Salary increments, extra bonuses, family benefits) and long-term (Promotion qualification) gains.

3.3 Long-term orientation involves having a long-term relationship with groups of stakeholders to ensure the achievement of organizational performance and to sustain competitive advantage. Organizations should conduct win-win activities for stakeholders, especially those who have the most impact on the company such as:

- 1) Suppliers – the organization should provide essential knowledge, and the ability to produce complex materials/products in order to receive low-cost, high-quality materials/products, and
- 2) Employees – the organization should ensure the physical safety of all employees and create an environment where employees feel safe to speak up about issues and discuss matters with each other, aligning with long-term orientation.

3.4 Employee Quality involves organizational development and the ability to drive employee quality. Accordingly, employee performance can be categorized as high potential employees, standard performance and below standard. Companies should design suitable development programs based on employee potential. For high potential employees who always use their knowledge and capabilities to create value for the business, the organization should retain them by applying an individual development plan (IDP), assign challenging projects, design career planning, and offer mobility opportunities across the organization. This supports their employees' long-term career goals and means the organization is able to attract and retain employees. For employees who are categorized as below performance, the organization should provide training and development allowing them to meet the acceptable standards by applying a Performance Improvement Plan (PIP).

Theoretical implication

This research offers three theoretical and practical contributions to dynamic capabilities, high-performance organizations and competitive advantage in Japanese manufacturing companies in Chonburi province.

Firstly, the study adds to the dynamic capability literature by corroborating previous research studies on dynamic capability. This characteristic seems especially relevant for Japanese manufacturing companies in Chonburi province, which operate in an environment where sensing capability, transforming capability and learning capability are crucial. A measurement model of dynamic capabilities found that sensing capability is the most challenging to manage due to varying levels of business concern among stakeholders and the complexity of environmental changes. However, dynamic capability theory was used to describe the capability to develop or create something new based on the use of resources and capabilities within an organization that align with the rapidly changing business environment that has evolved through awareness of opportunities and threats. Based on the results, the researcher agrees that sensing capability is very important for business, and that organizations should pay more attention to developing sensing environments for the development of dynamic

capabilities. The awareness capabilities of management need to be developed and upgraded to ensure a high-performance organization and competitive advantage.

Secondly, the study adds to the high-performance organization literature by corroborating previous research studies. The characteristics of management quality, continuous improvement and renewal, openness and action orientation, long-term orientation and employee quality seem especially relevant for Japanese manufacturing companies in Chonburi province. A measurement model of high-performance organizations found that management quality has the lowest impact on organizations. A high-performance organization is an organization with a strong management pattern that focuses on achieving business' goals, and the key players lead the organization to the achievement of its goals and create a competitive advantage that is superior to its competitors. The researcher agrees that management quality is very important in achieving organizational goals. The organization might need to re-imagine management quality to further enhance high-performance organization.

Thirdly, the study adds to the competitive advantage literature by corroborating previous research studies. The characteristics of differentiation, cost leadership and innovative technology and process seems especially relevant for Japanese manufacturing companies in Chonburi province. A measurement model of competitive advantage found that differentiation has the lowest impact in organizations. Based on the results, the researcher agrees that differentiation is an important factor in running a Japanese manufacturing companies. competitive advantage theory was used to describe a conceptual framework which used the resources and capabilities of the organization to implement tangible and intangible resources within the organization and transform them into innovation capabilities, creating value that is difficult to imitate and has no substitute for the development of products, services or process. However, the nature of manufacturing in a mass production environment means employees may not understand how differentiation impacts the competitive advantage of the organization. Therefore, to achieve success beyond the competition, the organization might create other differentiation factors in manufacturing, such as employee expertise, quality products that provide more satisfaction for customers, enhance business performance, and ultimately maintain the competitive advantage of Japanese manufacturing companies in Chonburi province.

Recommendation for further research

This research study was conducted using a mixed-methods approach, using quantitative research methods to confirm the statistics of factors contributing to dynamic capabilities, high-performance organizations and competitive advantage in Japanese manufacturing companies in Chonburi province. Focus group discussions were conducted to determine the appropriate development activities of each factor. However, this research is not without its limitations.

Firstly, this research allows for theoretical generalization, but the data is limited to specific Japanese manufacturing Companies in Chonburi province. It should be noted that future studies could be conducted in other businesses in Chonburi province to compare contributing factors and findings.

Secondly, future studies could extend this study's findings by analyzing multiple cases from different industries and contexts.

Thirdly, future studies could further investigate the relationship between dynamic capabilities in high-performance organizations to sustain competitive advantage in Japanese manufacturing companies in other provinces to compare the contributing factors, and findings.

From the point of view of future research recommendations, as mentioned previously, the findings provide more suggestions for development activities for dynamic capabilities, high-performance organizations and competitive advantage and will be of benefit to other industries in Chonburi province, including competitive advantage at a national level.

Chapter summary

This chapter presented a comprehensive summary of the study, which was conducted in two phases. The quantitative methods confirmed the statistically significant relationship between dynamic capabilities, high-performance organizations and competitive advantage in Japanese manufacturing companies in Chonburi province. As a result, the researcher can confidently assert that the obtained results align with the research objectives and questions of the study. All highlighted factors were discussed with 10 managers in a focus group, and the findings provide practical

applications to assist business leaders and HR practitioners in implementing and promoting the creation of dynamic capabilities for enhancing high-performance organizations and retaining competitive advantage.



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APPENDIXES



APPENDIX I

Invitation letter(s) for experts to validate research instruments



ที่ อว ๘๑๓๗/๑๐๖๕

บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา
๑๖๙ ถ.ลงหาดบางแสน ต.แสนสุข
อ.เมือง จ.ชลบุรี ๒๐๑๓๑

๙ มิถุนายน ๒๕๖๖

เรื่อง ขอเรียนเชิญเป็นผู้ทรงคุณวุฒิตรวจสอบความตรงของเครื่องมือวิจัย

เรียน คุณสิทธิยุทธ แสงสุวรรณ รองประธานฝ่ายทรัพยากรบุคคล บริษัท ออโต้ออลายแอนซ์ (ประเทศไทย) จำกัด

สิ่งที่ส่งมาด้วย ๑. คำโครงการคุณวุฒิ (ฉบับย่อ)

๒. เครื่องมือวิจัย

ด้วย นางเบญญาทิพย์ กังวานสมวงศ์ รหัสประจำตัวนิสิต ๖๓๘๑๐๑๑๘ นิสิตหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการพัฒนาทรัพยากรมนุษย์ คณะศึกษาศาสตร์ แบบเต็มเวลา แผนการเรียน แบบ ๒.๑ ได้รับอนุมัติ คำโครงการคุณวุฒิ เรื่อง "ความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างความได้เปรียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทผู้ป้อนในจังหวัดชลบุรี" โดยมี ดร.ปรัชญนันท์ เจริญอนุภรณ์วัฒนา เป็นประธานกรรมการควบคุมคุณวุฒิ นั้น

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา จึงขอเรียนเชิญท่านซึ่งเป็นผู้ที่มีความรู้ ความสามารถ และประสบการณ์สูง เป็นผู้ทรงคุณวุฒิตรวจสอบความตรงของเครื่องมือวิจัย (ดังแนบ) ทั้งนี้ สามารถติดต่อนิสิตตั้งรายนามข้างต้นได้ที่หมายเลขโทรศัพท์ ๐๘๓-๐๗๕๕๔๘๔ หรือที่ E-mail: 63810118@go.buu.ac.th

จึงเรียนมาเพื่อทราบและโปรดพิจารณา

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.วิวิท แจงเยี่ยม)

คณบดีบัณฑิตวิทยาลัย ปฏิบัติการแทน

อธิการบดีมหาวิทยาลัยบูรพา

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ที่ อว ๘๑๓๗/๑๐๖๙

บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา
๑๖๙ ถ.ลงหาดบางแสน ต.แสนสุข
อ.เมือง จ.ชลบุรี ๒๐๑๓๑

๙ มิถุนายน ๒๕๖๖

เรื่อง ขอเรียนเชิญเป็นผู้ทรงคุณวุฒิตรวจสอบความตรงของเครื่องมือวิจัย

เรียน คุณวาสนา วิชัยผล ผู้จัดการฝ่ายทรัพยากรบุคคล บริษัท มาสด้า พาวเวอร์เทรน แมนูแฟคเจอร์ริง (ประเทศไทย) จำกัด

สิ่งที่ส่งมาด้วย ๑. คำโครงการนิพนธ์ (ฉบับย่อ)

๒. เครื่องมือวิจัย

นางเบญญาทิพย์ กังวานสมวงศ์ รหัสประจำตัวนิสิต ๖๓๘๑๐๑๑๘ นิสิตหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการพัฒนาทรัพยากรมนุษย์ คณะศึกษาศาสตร์ แบบเต็มเวลา แผนการเรียน แบบ ๒.๑ ได้รับอนุมัติคำโครงการ ดุษฎีนิพนธ์ เรื่อง “ความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างความได้เปรียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่นในจังหวัดชลบุรี” โดยมี ดร.ปรัชญนันท์ เจริญอารมณวิวัฒนา เป็นประธาน กรรมการควบคุมดุษฎีนิพนธ์ นั้น

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา จึงขอเรียนเชิญท่านซึ่งเป็นผู้ที่มีความรู้ ความสามารถ และประสบการณ์สูง เป็นผู้ทรงคุณวุฒิตรวจสอบความตรงของเครื่องมือวิจัย (ดังแนบ) ทั้งนี้ สามารถติดต่อนิสิตตั้ง รายนามข้างต้นได้ที่หมายเลขโทรศัพท์ ๐๘๓-๐๗๕๕๔๘๘๔ หรือที่ E-mail: 63810118@go.buu.ac.th

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ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.วิวิศ แจ้งเอี่ยม)

คณบดีบัณฑิตวิทยาลัย ปฏิบัติการแทน

อธิการบดีมหาวิทยาลัยบูรพา

บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา

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๑๖๙ ถ.สิงหนครบางแสน ต.แสนสุข
อ.เมือง จ.ชลบุรี ๒๐๑๓๑

๙ มิถุนายน ๒๕๖๖

เรื่อง ขอเรียนเชิญเป็นผู้ทรงคุณวุฒิตรวจสอบความตรงของเครื่องมือวิจัย

เรียน ดร.เจมญา คินิมาน (Toyota tsusho Thailand Co., ltd)

สิ่งที่ส่งมาด้วย ๑. คำโครงการคู่มือวิจัย (ฉบับย่อ)

๒. เครื่องมือวิจัย

นางเบญญาทิพย์ กังวานสมวงศ์ รหัสประจำตัวนิสิต ๖๓๘๑๐๑๑๘ นิสิตหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการพัฒนาทรัพยากรมนุษย์ คณะศึกษาศาสตร์ แบบเต็มเวลา แผนการเรียน แบบ ๒.๑ ได้รับอนุมัติคำโครงการ คู่มือวิจัย เรื่อง “ความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างรายได้เปรียบเทียบการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่นในจังหวัดชลบุรี” โดยมี ดร.ปรีชนันท์ เจริญอารมณ์วัฒนา เป็นประธาน กรรมการควบคุมคู่มือวิจัย นั้น

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา จึงขอเรียนเชิญท่านซึ่งเป็นผู้ที่มีความรู้ ความสามารถ และประสบการณ์สูง เป็นผู้ทรงคุณวุฒิตรวจสอบความตรงของเครื่องมือวิจัย (ดังแนบ) ทั้งนี้ สามารถติดต่อนิสิตตั้ง รายนามข้างต้นได้ที่หมายเลขโทรศัพท์ที่ ๐๘๓-๐๗๕๕๔๘๘๔ หรือที่ E-mail: 63810118@go.buu.ac.th

จึงเรียนมาเพื่อทราบและโปรดพิจารณา

ขอแสดงความนับถือ


(รองศาสตราจารย์ ดร.วิฑูรย์ แจ้งเอี่ยม)
คณบดีบัณฑิตวิทยาลัย ปฏิบัติการแทน
อธิการบดีมหาวิทยาลัยบูรพา

บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา

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บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา
๑๖๙ ถ.ลงหาดบางแสน ต.แสนสุข
อ.เมือง จ.ชลบุรี ๒๐๑๓๑

๙ มิถุนายน ๒๕๖๖

เรื่อง ขอร้องเรียนเชิญบุคลากรในสังกัดเป็นผู้ทรงคุณวุฒิตรวจสอบความตรงของเครื่องมือวิจัย

เรียน ประธานกรรมการหอการค้าจังหวัดชลบุรี

สิ่งที่ส่งมาด้วย ๑. คำโครงคุษฎีนิพนธ์ (ฉบับย่อ)

๒. เครื่องมือวิจัย

ด้วย นางเบญญาทิพย์ กังวานสมวงศ์ รหัสประจำตัวนิสิต ๖๓๘๑๐๑๑๘ นิสิตหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการพัฒนารัฐประศาสนศาสตร์ คณะศึกษาศาสตร์ แบบเต็มเวลา แผนการเรียน แบบ ๒.๑ ได้รับอนุมัติคำโครงคุษฎีนิพนธ์ เรื่อง “ความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างความได้เปรียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทปูนในจังหวัดชลบุรี” โดยมี ดร.ปรัชญ์นันท เจริญอารมณ์วัฒนา เป็นประธานกรรมการควบคุมคุษฎีนิพนธ์ นั้น

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา จึงขอเรียนเชิญบุคลากรในสังกัดของท่าน คือ ดร.ภักฎกรณ วรายนต์พิงิจ ซึ่งเป็นผู้ที่มีความรู้ ความสามารถ และประสบการณ์สูง เป็นผู้ทรงคุณวุฒิตรวจสอบความตรงของเครื่องมือวิจัย ดังนี้ ทั้งนี้ สามารถติดต่อมีสิด ดังรายนามข้างต้นได้ที่หมายเลขโทรศัพท์ ๐๘๓-๐๗๕๕๕๔๘๔ หรือที่ E-mail: 63810118@go.buu.ac.th

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ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.วิฑูส แจ้งเอี่ยม)

คณบดีบัณฑิตวิทยาลัย ปฏิบัติการแทน

อธิการบดีมหาวิทยาลัยบูรพา

สำเนาเรียน ดร.ภักฎกรณ วรายนต์พิงิจ

บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา

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ที่ อว ๘๑๓๗/๑๐๖๖

บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา
๑๖๙ ถ.ลงหาดบางแสน ต.แสนสุข
อ.เมือง จ.ชลบุรี ๒๐๑๓๓

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เรื่อง ขอเรียนเชิญเป็นผู้ทรงคุณวุฒิตรวจสอบความตรงของเครื่องมือวิจัย

เรียน ดร.สมิตา กลิ่นหงษ์ ผู้อำนวยการสำนักงานพัฒนาบุคคล มหาวิทยาลัยรังสิต จังหวัดปทุมธานี

สิ่งที่ส่งมาด้วย ๑. คำโครงการคุณวุฒิ (ฉบับย่อ)
๒. เครื่องมือวิจัย

ด้วย นางเบญญาทิพย์ กังวานสมวงศ์ รหัสประจำตัวนิสิต ๖๓๘๑๐๑๑๘ นิสิตหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการพัฒนาทรัพยากรมนุษย์ คณะศึกษาศาสตร์ แบบเต็มเวลา แผนการเรียน แบบ ๒.๑ ได้รับอนุมัติ คำโครงการคุณวุฒิ เรื่อง “ความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างรายได้เปรียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทผู้ป้อนในจังหวัดชลบุรี” โดยมี ดร.ปรัชญนันท์ เจริญอาภรณ์วัฒนา เป็นประธานกรรมการควบคุมคุณวุฒิ นิสิต นั้น

ในกรณีนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา จึงขอเรียนเชิญท่านซึ่งเป็นผู้ที่มีความรู้ ความสามารถ และประสบการณ์สูง เป็นผู้ทรงคุณวุฒิตรวจสอบความตรงของเครื่องมือวิจัย (ดังแนบ) ทั้งนี้ สามารถติดต่อขอลิสต์ตั้งรายนามข้างต้นได้ที่หมายเลขโทรศัพท์ ๐๘๓-๐๗๕๕๔๘๘๔ หรือที่ E-mail: 63810118@go.buu.ac.th

จึงเรียนมาเพื่อทราบและโปรดพิจารณา

ขอแสดงความนับถือ

Jinsu Lu

(รองศาสตราจารย์ ดร.วิหวัธ แจ่มเยี่ยม)

คณบดีบัณฑิตวิทยาลัย ปฏิบัติการแทน
อธิการบดีมหาวิทยาลัยบูรพา

บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา

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APPENDIX II

Data collection focus group

ข้อคำถาม การสนทนากลุ่ม (Focus Group Discussion)

เรื่อง ความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างรายได้เปรียบเทียบ การแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี

คำชี้แจง การสนทนากลุ่มนี้เป็นส่วนหนึ่งของการศึกษางานวิจัยในระดับปริญญาเอก โดยมีวัตถุประสงค์เพื่อศึกษาความสัมพันธ์ของความสามารถเชิงพลวัตมีผลต่อองค์กรที่มีศักยภาพในการทำงานสูงเพื่อสร้างรายได้เปรียบเทียบทางการแข่งขันในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี โดยวัตถุประสงค์ของการศึกษาและคำถามการวิจัย ดังนี้

วัตถุประสงค์ของการศึกษา

1. เพื่อศึกษาเกี่ยวกับความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างรายได้เปรียบเทียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี
2. เพื่อศึกษาความสัมพันธ์ระหว่างความสามารถเชิงพลวัต, องค์กรที่มีศักยภาพการทำงานสูง และสร้างรายได้เปรียบเทียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี
3. เพื่อเป็นแนวทางแก่องค์กรที่สนใจ (ผู้บริหารและหน่วยงานพัฒนาบุคลากร) ในการนำผลการศึกษาไปสร้างความสามารถเชิงพลวัตแก่พนักงานในองค์กร เพื่อยกระดับศักยภาพการทำงานสูง และสร้างหรือรักษาความได้เปรียบทางการแข่งขันขององค์กร

คำถามการวิจัย

1. ความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างรายได้เปรียบเทียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่นเป็นอย่างไร
2. ความสามารถเชิงพลวัตมีอิทธิพลโดยตรงต่อองค์กรที่มีศักยภาพการทำงานสูงหรือไม่
3. ความสามารถเชิงพลวัตมีอิทธิพลโดยตรงต่อการสร้างรายได้เปรียบเทียบทางการแข่งขันหรือไม่
4. องค์กรที่มีศักยภาพการทำงานสูงมีอิทธิพลโดยตรงต่อสร้างรายได้เปรียบเทียบทางการแข่งขันหรือไม่
5. ปัจจัยใดเป็นปัจจัยหลักการสร้างความสามารถเชิงพลวัตเพื่อยกระดับของศักยภาพการทำงานสูง และสร้างหรือรักษาความได้เปรียบทางการแข่งขันขององค์กร

ข้อมูลที่ได้รับจากการสนทนากลุ่มนี้จะเป็ประโยชน์ทางวิชาการอย่างมากต่อการนำไปใช้เป็นข้อมูลในการวิจัยและสามารถนำไปใช้ประโยชน์ต่อการพัฒนาบุคลากรในองค์กรของท่านต่อไป จึงขอความกรุณาจากท่านในการเข้าร่วมการสนทนากลุ่มนี้

ผู้วิจัยจะเก็บเป็นความลับและไม่นำไปเผยแพร่แต่ประการใด อีกทั้งจะไม่มีการรวมใช้ข้อมูลดังกล่าวกับบุคคลภายนอกโดยไม่ได้รับอนุญาตจากท่าน ข้าพเจ้าขอขอบพระคุณท่านที่ได้กรุณาสละเวลาการสนทนากลุ่มเป็นอย่างสูง หากท่านมีข้อสงสัยประการใดโปรดติดต่อ นางเบญญชทิพย์ กังวานสมวงศ์ ได้ที่อีเมล benyati.p.r@gmail.com

ขอขอบพระคุณที่ให้ข้อมูลไว้ ณ โอกาสนี้

ข้อคำถาม การสนทนากลุ่ม (Focus Group Discussion)

ข้อที่	ข้อคำถาม
1 (10 mins)	Opening question (To warm up the discussion with broad topic to develop group rapport)
	1.1 Could you please introduce yourself? (Name, Company, & Position) รบกวนผู้เข้าร่วม focus group ทุกคนแนะนำตัวคะ
	1.2 Could you please kindly share about people development strategy and current people development activities of your organization? รบกวนผู้เข้าร่วม focus group แชร์กลยุทธ์และกิจกรรมการพัฒนาบุคลากรปัจจุบันในองค์กรของท่านคะ?
2 (05 mins)	Transition questions (Move from introduction questions to the key topic areas of the research study)
	2.1 Please kindly share your understanding about Dynamic Capability, High-Performance Organization and Competitive Advantage? รบกวนผู้เข้าร่วม focus group แชร์ความเข้าใจของท่านที่มีเกี่ยวกับความสามารถเชิงพลวัต, องค์กรที่มีสมรรถนะสูง และความได้เปรียบทางการแข่งขัน
	2.3 In your opinion, how three keywords relate each other? ในความคิดเห็นของท่าน ความสามารถเชิงพลวัต, องค์กรที่มีสมรรถนะสูง และความได้เปรียบทางการแข่งขันมีความเชื่อมโยงกันอย่างไร?
	2.2 How important in your organization? ความสามารถเชิงพลวัต, องค์กรที่มีสมรรถนะสูง และความได้เปรียบทางการแข่งขัน มีความสำคัญอย่างไรต่อองค์กร?
3 (60-90 mins)	Key questions (To generate discussion on the key topics of importance of the research study)
	3.1 How your organization enhances Dynamic Capability (<i>Sensing, Transforming, Learning</i>) of your employee? ในองค์กรของท่านทำการพัฒนาหรือเพิ่มความสามารถเชิงพลวัตอย่างไร?
	3.2 Please kindly share success activity or an effective process of Sensing, Transforming, Learning creation in your organization? กรุณาแชร์ กิจกรรมการพัฒนาที่ประสบความสำเร็จ หรือข้อเสนอแนะ เพื่อเพิ่มประสิทธิภาพของความสามารถเชิงพลวัต?
	3.3 How your organization enhances High-Performance Organization (<i>Management quality, CI, Long-term Orientation, Employee quality and Openness</i>) of your employee? ในองค์กรของท่านทำการพัฒนา หรือเพิ่มสมรรถนะองค์กรอย่างไร?

	3.4	Please kindly share success activity or an effective process of Management quality, CI, Long-term Orientation, Employee quality and Openness creation in your organization? กรุณาแชร์ กิจกรรมการพัฒนาที่ประสบความสำเร็จ หรือข้อเสนอแนะเพื่อเพิ่มประสิทธิภาพการเป็นองค์กรสมรรถนะสูง
	3.5	How your organization enhances or focus on Competitive Advantage (<i>Differentiation, Cost leadership, Innovative Technology and Process</i>)? ในองค์กรของท่านทำการพัฒนา หรือเพิ่มความสามารถทางการแข่งขันให้แก่องค์กรอย่างไร?
	3.6	Please kindly share success activity or an effective process of Differentiation, Cost leadership, Innovative Technology and Process creation in your organization? กรุณาแชร์ กิจกรรมการพัฒนาที่ประสบความสำเร็จ หรือข้อเสนอแนะ เพื่อเพิ่มประสิทธิภาพของการสร้างความได้เปรียบทางการแข่งขัน
4 (10 mins)	Closing questions (Summarizing some of the main points that the participants have given during the session)	
	4.1	Do you have any more question or suggestions for developing Dynamic Capabilities in High Performance Organization for Competitive Advantage? ท่านมีคำถามหรือข้อเสนอแนะอื่นๆ เพิ่มเติมเกี่ยวกับความสามารถเชิงพลวัต, องค์กรที่มีสมรรถนะสูง และความได้เปรียบทางการแข่งขันหรือไม่?
After the group discussion is completed, Then the researcher politely express sincere with thankfully for providing a good opportunity to conduct group discussion to gain value knowledge from them, and ask their permission to return to see them again of some extra information is needed.		



APPENDIX III

Data collection questionnaires

แบบสอบถามการวิจัย

เรื่อง ความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างรายได้เปรียบ ทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี

คำชี้แจง แบบสอบถามชุดนี้เป็นส่วนหนึ่งของการศึกษางานวิจัยในระดับปริญญาเอก โดยมีวัตถุประสงค์เพื่อศึกษาความสัมพันธ์ของความสามารถเชิงพลวัตที่มีผลต่อองค์กรที่มีศักยภาพในการทำงานสูง และมีการสร้างความสามารถในการแข่งขัน โดยการศึกษาเป็นกลุ่มตัวอย่างในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่นในจังหวัดชลบุรี โดยแบบสอบถามแบ่งเนื้อหาออกเป็น 5 ส่วน จำนวน 61 ข้อ ได้แก่

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

ส่วนที่ 2 สอบถามความคิดเห็นเกี่ยวกับความสามารถเชิงพลวัต (Dynamic Capabilities)

ส่วนที่ 3 สอบถามความคิดเห็นเกี่ยวกับองค์กรที่มีศักยภาพการทำงานสูง (High-Performance Organization)

ส่วนที่ 4 สอบถามความคิดเห็นเกี่ยวกับการสร้างความสามารถในการแข่งขัน (Competitive Advantage)

ตอนที่ 5 ข้อเสนอแนะ

ผู้วิจัยขอความร่วมมือจากท่านในการอ่านและตอบแบบสอบถามประมาณ 15-20 นาที ข้อมูลที่ได้รับจากการตอบแบบสอบถามนี้ เป็นประโยชน์ทางวิชาการอย่างมากต่อการนำไปใช้เป็นข้อมูลในการวิจัยและสามารถนำไปใช้ประโยชน์ต่อการพัฒนาการองค์กรของท่านต่อไป จึงขอความกรุณาจากท่านได้โปรดตอบคำถามให้ตรงกับตามที่องค์กรของท่านปฏิบัติจริง

ข้อมูลที่ได้รับนี้ ผู้วิจัยจะเก็บเป็นความลับและจะไม่นำไปเผยแพร่แต่ประการใด อีกทั้งจะไม่มีการร่วมใช้ข้อมูลดังกล่าวกับบุคคลภายนอกโดยไม่ได้รับอนุญาตจากท่าน ข้าพเจ้าขอขอบพระคุณท่านที่ได้กรุณาใช้เวลาตอบแบบสอบถามชุดนี้ทุกข้อครบถ้วนเป็นอย่างสูง หากท่านมีข้อสงสัยประการใดโปรดติดต่อ นางเบญญาทิพย์ กังวานสมวงศ์ ได้ที่อีเมล

benyatip.r@gmail.com

เบญญาทิพย์ กังวานสมวงศ์

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

คำชี้แจง โปรดทำเครื่องหมาย ✓ ใน () หน้าข้อความที่เป็นจริง

ข้อที่	คำถาม	ตัวเลือก (คำตอบ)
1	เพศ	() ชาย () หญิง () อื่นๆ
2	อายุ	() น้อยกว่า 25 ปี () 25 – 30 ปี () 31 – 35 ปี () 36 – 40 ปี () 41 – 45 ปี () 46 – 50 ปี () มากกว่า 51 ปี
3	ระดับการศึกษา	() ต่ำกว่า ปวช. () ปวช. () ปวส. ()ปริญญาตรี () สูงกว่าปริญญาตรี
4	ตำแหน่งงานในปัจจุบันของท่าน	() ระดับปฏิบัติการ/เจ้าหน้าที่ในหน่วยงาน (Operation/Staff) () ระดับหัวหน้างาน (Supervisor/Lead) () ระดับผู้จัดการหน่วยงานหรือสูงกว่า (Manager/Above)
5	อายุงานในองค์กรปัจจุบัน	() น้อยกว่า 1 ปี () 1 – 3 ปี () 4 – 6 ปี () 7 – 9 ปี () มากกว่า 10 ปี

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

คำชี้แจง โปรดทำเครื่องหมาย ✓ ใน () หน้าข้อความที่เป็นจริง

ข้อที่	คำถาม	ตัวเลือก (คำตอบ)
1	เพศ	() ชาย () หญิง () อื่นๆ
2	อายุ	() น้อยกว่า 25 ปี () 25 – 30 ปี () 31 – 35 ปี () 36 – 40 ปี () 41 – 45 ปี () 46 – 50 ปี () มากกว่า 51 ปี
3	ระดับการศึกษา	() ต่ำกว่า ปวช. () ปวช. () ปวส. ()ปริญญาตรี () สูงกว่าปริญญาตรี
4	ตำแหน่งงานในปัจจุบันของท่าน	() ระดับปฏิบัติการ/เจ้าหน้าที่ในหน่วยงาน (Operation/Staff) () ระดับหัวหน้างาน (Supervisor/Lead) () ระดับผู้จัดการหน่วยงานหรือสูงกว่า (Manager/Above)
5	อายุงานในองค์กรปัจจุบัน	() น้อยกว่า 1 ปี () 1 – 3 ปี () 4 – 6 ปี () 7 – 9 ปี () มากกว่า 10 ปี

ข้อที่	คำถาม	ระดับความคิดเห็น				
		5	4	3	2	1
4	องค์กรของท่านเปิดรับการเรียนรู้จากภายนอก เพื่อให้เกิดโอกาสในการหาแนวปฏิบัติที่ดีที่สุด (Best Practices) ใหม่ ๆ เพื่อนำมาปรับใช้ในองค์กร					
5	องค์กรของท่านมีบรรยากาศในการแลกเปลี่ยนข้อมูลหรือแลกเปลี่ยนการเรียนรู้ซึ่งกันและกัน เพื่อยกระดับในการดำเนินงานระหว่างหน่วยงาน					

ส่วนที่ 3 สอบถามความคิดเห็นเกี่ยวกับองค์กรที่มีศักยภาพการดำเนินงานสูง (High Performance Organization)

องค์กรที่มีศักยภาพการทำงานสูง (High-Performance Organization) เป็นองค์กรที่ให้ความสำคัญกับศักยภาพและความรู้สึกของทรัพยากรมนุษย์ โดยเน้นให้ทรัพยากรมนุษย์ขององค์กรมีทักษะ ความรู้ และแรงจูงใจ ในขณะเดียวกันก็มุ่งความสำคัญที่การสอนงาน การอำนวยความสะดวกในการปฏิบัติงานเพื่อให้เกิดทีมงานที่ดีที่สุด การทำงานเป็นทีมถือเป็นหัวใจสำคัญในการคิดวิเคราะห์ วางแผน และตัดสินใจแก้ไขปัญหาพร้อมกัน สร้างความรู้สึกเป็นเจ้าขององค์การร่วมกัน ตลอดจนมีโครงสร้างและวัฒนธรรมองค์กรที่มีความยืดหยุ่น พร้อมกับกับสถานการณ์ที่เปลี่ยนแปลงอยู่เสมอ

คำชี้แจง โปรดทำเครื่องหมาย ✓ ลงในช่องในระดับความคิดเห็นที่ตรงกับความคิดเห็นของท่านมากที่สุด โดยพิจารณาดังนี้
5 = เห็นด้วยมากที่สุด 4 = เห็นด้วยมาก 3 = เห็นด้วยปานกลาง 2 = เห็นด้วยน้อย 1 = เห็นด้วยน้อยที่สุด

ข้อที่	คำถาม	ระดับความคิดเห็น				
		5	4	3	2	1
3.1 คุณภาพของทีมนิเทศ (Management Quality)						
1	ผู้บริหารของท่านทำการชี้แจงวิสัยทัศน์หรือกลยุทธ์ขององค์กรได้อย่างชัดเจน					
2	ผู้บริหารของท่านสามารถอธิบายและแสดงออกถึงพฤติกรรมที่คาดหวังขององค์กรได้ดี					
3	ผู้บริหารของท่านมีการยอมรับความคิดเห็นที่แตกต่าง เพื่อกระตุ้นให้พนักงานพัฒนาและเพิ่มประสิทธิภาพในการปฏิบัติงาน					
4	ผู้บริหารของท่านให้คำปรึกษาหรือคำแนะนำอยู่เสมอ เพื่อพัฒนางานของท่านให้ดีขึ้น					
5	ผู้บริหารของท่านส่งเสริมและสนับสนุนการปฏิบัติงานของท่านเพื่อให้แผนงานสำเร็จตามที่วางไว้					
3.2 การปรับปรุงและพัฒนาอย่างต่อเนื่อง (Continuous Improvement and Renewal)						
1	องค์กรมีนโยบายในการพัฒนาสินค้า/บริการ ตลอดจนการพัฒนากระบวนการปฏิบัติงานของพนักงานในองค์กรอย่างต่อเนื่อง					
2	องค์กรมีกิจกรรมที่ชัดเจนเพื่อยกระดับสินค้า/บริการ และกระบวนการทำงานของพนักงานเพื่อรักษาความได้เปรียบทางการแข่งขัน					
3	องค์กรมีสภาพแวดล้อมการดำเนินงานที่ส่งเสริมให้พนักงานคิดพัฒนา/ปรับปรุง และยกระดับสินค้า/บริการ กระบวนการปฏิบัติงานตนเองอยู่เสมอ					

ข้อที่	คำถาม	ระดับความคิดเห็น				
		5	4	3	2	1
4	องค์กรของท่านเปิดรับการเรียนรู้จากภายนอก เพื่อให้เกิดโอกาสในการหาแนวปฏิบัติที่ดีที่สุด (Best Practices) ใหม่ ๆ เพื่อนำมาปรับใช้ในองค์กร					
5	องค์กรของท่านมีบรรยากาศในการแลกเปลี่ยนข้อมูลหรือแลกเปลี่ยนการเรียนรู้ซึ่งกันและกัน เพื่อยกระดับในการดำเนินงานระหว่างหน่วยงาน					

ส่วนที่ 3 สอบถามความคิดเห็นเกี่ยวกับองค์กรที่มีศักยภาพการดำเนินงานสูง (High Performance Organization)

องค์กรที่มีศักยภาพการทำงานสูง (High-Performance Organization) เป็นองค์กรที่ให้ความสำคัญกับศักยภาพและความรู้สึกของทรัพยากรมนุษย์ โดยเน้นให้ทรัพยากรมนุษย์ขององค์กรมีทักษะ ความรู้ และแรงจูงใจ ในขณะเดียวกันก็มุ่งความสำคัญที่การสอนงาน การอำนวยความสะดวกในการปฏิบัติงานเพื่อให้เกิดทีมงานที่ดีที่สุด การทำงานเป็นทีมถือเป็นหัวใจสำคัญในการคิดวิเคราะห์ วางแผน และตัดสินใจแก้ไขปัญหาาร่วมกัน สร้างความรู้สึกเป็นเจ้าขององค์การร่วมกัน ตลอดจนมีโครงสร้างและวัฒนธรรมองค์กรที่มีความยืดหยุ่น พร้อมรับกับสถานการณ์ที่เปลี่ยนแปลงอยู่เสมอ

คำชี้แจง โปรดทำเครื่องหมาย ✓ ลงในช่องในระดับความคิดเห็นที่ตรงกับความคิดเห็นของท่านมากที่สุด โดยพิจารณาดังนี้
5 = เห็นด้วยมากที่สุด 4 = เห็นด้วยมาก 3 = เห็นด้วยปานกลาง 2 = เห็นด้วยน้อย 1 = เห็นด้วยน้อยที่สุด

ข้อที่	คำถาม	ระดับความคิดเห็น				
		5	4	3	2	1
3.1 คุณภาพของทีมนิเทศ (Management Quality)						
1	ผู้บริหารของท่านทำการชี้แจงวิสัยทัศน์หรือกลยุทธ์ขององค์กรได้อย่างชัดเจน					
2	ผู้บริหารของท่านสามารถอธิบายและแสดงออกถึงพฤติกรรมที่คาดหวังขององค์กรได้ดี					
3	ผู้บริหารของท่านมีการยอมรับความคิดเห็นที่แตกต่าง เพื่อกระตุ้นให้พนักงานพัฒนาและเพิ่มประสิทธิภาพในการปฏิบัติงาน					
4	ผู้บริหารของท่านให้คำปรึกษาหรือคำแนะนำอยู่เสมอ เพื่อพัฒนางานของท่านให้ดีขึ้น					
5	ผู้บริหารของท่านส่งเสริมและสนับสนุนการปฏิบัติงานของท่านเพื่อให้แผนงานสำเร็จตามที่วางไว้					
3.2 การปรับปรุงและพัฒนาอย่างต่อเนื่อง (Continuous Improvement and Renewal)						
1	องค์กรมีนโยบายในการพัฒนาสินค้า/บริการ ตลอดจนการพัฒนากระบวนการปฏิบัติงานของพนักงานในองค์กรอย่างต่อเนื่อง					
2	องค์กรมีกิจกรรมที่ชัดเจนเพื่อยกระดับสินค้า/บริการ และกระบวนการทำงานของพนักงานเพื่อรักษาความได้เปรียบทางการแข่งขัน					
3	องค์กรมีสภาพแวดล้อมการดำเนินงานที่ส่งเสริมให้พนักงานคิดพัฒนา/ปรับปรุง และยกระดับสินค้า/บริการ กระบวนการปฏิบัติงานตนเองอยู่เสมอ					

ข้อที่	คำถาม	ระดับความคิดเห็น				
		5	4	3	2	1
4	องค์กรของท่านเปิดรับการเรียนรู้จากภายนอก เพื่อให้เกิดโอกาสในการหาแนวปฏิบัติที่ดีที่สุด (Best Practices) ใหม่ ๆ เพื่อนำมาปรับใช้ในองค์กร					
5	องค์กรของท่านมีบรรยากาศในการแลกเปลี่ยนข้อมูลหรือแลกเปลี่ยนการเรียนรู้ซึ่งกันและกัน เพื่อยกระดับในการดำเนินงานระหว่างหน่วยงาน					

ส่วนที่ 3 สอบถามความคิดเห็นเกี่ยวกับองค์กรที่มีศักยภาพการดำเนินงานสูง (High Performance Organization)

องค์กรที่มีศักยภาพการทำงานสูง (High-Performance Organization) เป็นองค์กรที่ให้ความสำคัญกับศักยภาพและความรู้สึกของทรัพยากรมนุษย์ โดยเน้นให้ทรัพยากรมนุษย์ขององค์กรมีทักษะ ความรู้ และแรงจูงใจ ในขณะเดียวกันก็มุ่งความสำคัญที่การสอนงาน การอำนวยความสะดวกในการปฏิบัติงานเพื่อให้เกิดทีมงานที่ดีที่สุด การทำงานเป็นทีมถือเป็นหัวใจสำคัญในการคิดวิเคราะห์ วางแผน และตัดสินใจแก้ไขปัญหาาร่วมกัน สร้างความรู้สึกเป็นเจ้าขององค์การร่วมกัน ตลอดจนมีโครงสร้างและวัฒนธรรมองค์กรที่มีความยืดหยุ่น พร้อมรับกับสถานการณ์ที่เปลี่ยนแปลงอยู่เสมอ

คำชี้แจง โปรดทำเครื่องหมาย ✓ ลงในช่องในระดับความคิดเห็นที่ตรงกับความคิดเห็นของท่านมากที่สุด โดยพิจารณาดังนี้
5 = เห็นด้วยมากที่สุด 4 = เห็นด้วยมาก 3 = เห็นด้วยปานกลาง 2 = เห็นด้วยน้อย 1 = เห็นด้วยน้อยที่สุด

ข้อที่	คำถาม	ระดับความคิดเห็น				
		5	4	3	2	1
3.1 คุณภาพของทีมนิเทศ (Management Quality)						
1	ผู้บริหารของท่านทำการชี้แจงวิสัยทัศน์หรือกลยุทธ์ขององค์กรได้อย่างชัดเจน					
2	ผู้บริหารของท่านสามารถอธิบายและแสดงออกถึงพฤติกรรมที่คาดหวังขององค์กรได้ดี					
3	ผู้บริหารของท่านมีการยอมรับความคิดเห็นที่แตกต่าง เพื่อกระตุ้นให้พนักงานพัฒนาและเพิ่มประสิทธิภาพในการปฏิบัติงาน					
4	ผู้บริหารของท่านให้คำปรึกษาหรือคำแนะนำอยู่เสมอ เพื่อพัฒนางานของท่านให้ดีขึ้น					
5	ผู้บริหารของท่านส่งเสริมและสนับสนุนการปฏิบัติงานของท่านเพื่อให้แผนงานสำเร็จตามที่วางไว้					
3.2 การปรับปรุงและพัฒนาอย่างต่อเนื่อง (Continuous Improvement and Renewal)						
1	องค์กรมีนโยบายในการพัฒนาสินค้า/บริการ ตลอดจนการพัฒนากระบวนการปฏิบัติงานของพนักงานในองค์กรอย่างต่อเนื่อง					
2	องค์กรมีกิจกรรมที่ชัดเจนเพื่อยกระดับสินค้า/บริการ และกระบวนการทำงานของพนักงานเพื่อรักษาความได้เปรียบทางการแข่งขัน					
3	องค์กรมีสภาพแวดล้อมการดำเนินงานที่ส่งเสริมให้พนักงานคิดพัฒนา/ปรับปรุง และยกระดับสินค้า/บริการ กระบวนการปฏิบัติงานตนเองอยู่เสมอ					

ข้อที่	คำถาม	ระดับความคิดเห็น				
		5	4	3	2	1
4.3 นวัตกรรมเทคโนโลยีและกระบวนการ (Innovative Technology and Process)						
1	องค์กรของท่านทำการพัฒนาและนำเสนอนวัตกรรมของผลิตภัณฑ์และ/หรือบริการใหม่ๆ เพื่อสร้างความพึงพอใจให้ลูกค้าอย่างต่อเนื่อง					
2	องค์กรของท่านส่งเสริมพนักงานใช้นวัตกรรมหรือเทคโนโลยีในการพัฒนา/ปรับปรุงกระบวนการดำเนินงาน เพื่อทำให้เกิดการตอบสนองลูกค้าอย่างรวดเร็วและเหมาะสม					
3	องค์กรของท่านมีปรับโครงสร้างหน่วยงานหรือขั้นตอนการดำเนินงาน เพื่อให้เกิดการตอบสนองลูกค้าอย่างรวดเร็วและเหมาะสมอยู่เสมอ					
4	องค์กรของท่านส่งเสริมการพัฒนาบุคลากรให้มีความเชี่ยวชาญด้านนวัตกรรมเทคโนโลยีและกระบวนการเพื่อสร้างความสามารถในการแข่งขันแก่องค์กร					
5	ท่านได้รับการส่งเสริมในการค้นหาวิธีการปฏิบัติงานใหม่ๆ เพื่อเพิ่มประสิทธิภาพประสิทธิผลของการปฏิบัติงานของท่านอยู่เสมอ					

ส่วนที่ 5 ข้อเสนอแนะอื่นๆ

กรุณาแสดงความคิดเห็นเพิ่มเติมเกี่ยวกับ "ความสามารถเชิงพลวัต ที่สนับสนุนให้องค์กรมีศักยภาพในการทำงานสูง และสร้างความได้เปรียบทางการแข่งขัน"

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ขอขอบคุณสำหรับความร่วมมือในการตอบแบบสอบถามมา ณ ที่นี้



APPENDIX IV

Human Research Ethics Review Certificate Burapha University

สำเนา

ที่ IRB4-224/2566



เอกสารรับรองผลการพิจารณาจริยธรรมการวิจัยในมนุษย์
มหาวิทยาลัยบูรพา

คณะกรรมการพิจารณาจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยบูรพา ได้พิจารณาโครงการวิจัย

รหัสโครงการวิจัย : G-HU203/2566

โครงการวิจัยเรื่อง : ความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างรายได้เปรียบทางการแข่งขัน
ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี

หัวหน้าโครงการวิจัย : นางเบญญาทิพย์ กังวานสมวงศ์

หน่วยงานที่สังกัด : คณะศึกษาศาสตร์

อาจารย์ที่ปรึกษาโครงการหลัก (สารนิพนธ์/ งานนิพนธ์/ : ผู้ช่วยศาสตราจารย์ ดร.ปรัชนันท์ เจริญอาภรณ์วัฒนา
วิทยานิพนธ์/ ดุษฎีนิพนธ์)

หน่วยงานที่สังกัด : คณะศึกษาศาสตร์

วิธีพิจารณา : Exemption Determination Expedited Reviews Full Board

คณะกรรมการพิจารณาจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยบูรพา ได้พิจารณาแล้วเห็นว่า โครงการวิจัยดังกล่าวเป็นไปตามหลักการของจริยธรรมการวิจัยในมนุษย์ โดยที่ผู้วิจัยเคารพสิทธิและศักดิ์ศรีในความเป็นมนุษย์ไม่มีการล่วงละเมิดสิทธิ สวัสดิภาพ และไม่ก่อให้เกิดอันตรายแก่ตัวอย่างการวิจัยและผู้เข้าร่วมโครงการวิจัย

จึงเห็นสมควรให้ดำเนินการวิจัยในขอบข่ายของโครงการวิจัยที่เสนอได้ (ดูตามเอกสารตรวจสอบ)

1. แบบเสนอเพื่อขอรับการพิจารณาจริยธรรมการวิจัยในมนุษย์ ฉบับที่ 3 วันที่ 13 เดือน สิงหาคม พ.ศ. 2566
 2. โครงการวิจัยฉบับภาษาไทย ฉบับที่ 1 วันที่ 12 เดือน กรกฎาคม พ.ศ. 2566
 3. เอกสารชี้แจงผู้เข้าร่วมโครงการวิจัย ฉบับที่ 1 วันที่ 7 เดือน กรกฎาคม พ.ศ. 2566
 4. เอกสารแสดงความยินยอมของผู้เข้าร่วมโครงการวิจัย ฉบับที่ 1 วันที่ 7 เดือน กรกฎาคม พ.ศ. 2566
 5. แบบเก็บรวบรวมข้อมูล เช่น แบบบันทึกข้อมูล (Data Collection Form)
- แบบสอบถาม หรือสัมภาษณ์ หรืออื่น ๆ ที่เกี่ยวข้อง ฉบับที่ 1 วันที่ 12 เดือน กรกฎาคม พ.ศ. 2566
6. เอกสารอื่น ๆ (ถ้ามี) ฉบับที่ - วันที่ - เดือน - พ.ศ. -

วันที่รับรอง : วันที่ 22 เดือน สิงหาคม พ.ศ. 2566

วันที่หมดอายุ : วันที่ 22 เดือน สิงหาคม พ.ศ. 2567

ลงนาม นางสาวพิมลพรรณ เลิศล้ำ
(นางสาวพิมลพรรณ เลิศล้ำ)





เอกสารชี้แจงผู้เข้าร่วมโครงการวิจัย
(Participant Information Sheet)

รหัสโครงการวิจัย :

(งานมาตรฐานและจริยธรรมในการวิจัย กองบริหารการวิจัยและนวัตกรรม มหาวิทยาลัยบูรพา เป็นผู้ออกรหัสโครงการวิจัย)

โครงการวิจัยเรื่อง : ความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างความได้เปรียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่นในจังหวัดชลบุรี
เรียน ร่วมโครงการวิจัย (การวิจัยเชิงปริมาณ)

ข้าพเจ้า เบญญาทิพย์ กังวานสมวงศ์ นิสิตระดับดุษฎีบัณฑิต คณะศึกษาศาสตร์ มหาวิทยาลัยบูรพา ขอเรียนเชิญท่านเข้าร่วมโครงการวิจัย ความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างความได้เปรียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่นในจังหวัดชลบุรี ก่อนที่ท่านจะตกลงเข้าร่วมการวิจัย ขอเรียนให้ท่านทราบรายละเอียดของโครงการวิจัย ดังนี้

วัตถุประสงค์ของการศึกษา

1. เพื่อศึกษาเกี่ยวกับความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างความได้เปรียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี
2. เพื่อศึกษาความสัมพันธ์ระหว่างความสามารถเชิงพลวัต, องค์กรที่มีศักยภาพการทำงานสูง และสร้างความได้เปรียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี
3. เพื่อเป็นแนวทางแก่องค์กรที่สนใจ (ผู้บริหารและหน่วยงานพัฒนาบุคลากร) ในผลการศึกษา นำไปสร้างความสามารถเชิงพลวัตแก่พนักงานในองค์กร เพื่อยกระดับศักยภาพการทำงานสูง และสร้างหรือรักษาความได้เปรียบทางการแข่งขันขององค์กร

ผู้วิจัยจึงขอเชิญท่านร่วมให้ข้อมูลเกี่ยวกับความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างความได้เปรียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี ตามที่ผู้วิจัยได้กำหนดไว้ในกรอบงานวิจัย โดยครั้งนี้ผลการวิจัยจะเป็นประโยชน์ต่ออุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี และใช้ข้อมูลเพื่อเป็นแนวทางในการพัฒนาองค์กรได้

หากท่านตกลงที่จะเข้าร่วมโครงการวิจัยฯ นี้ ข้าพเจ้าขอความร่วมมือจากท่านในการให้ข้อมูลตามแบบสอบถามของโครงการวิจัยฯ โดยช่วงเวลาที่ให้ข้อมูลนั้น ผู้ให้ข้อมูลสามารถทำแบบสอบถามได้ในเวลาที่ท่านสะดวกและพร้อมจะให้ข้อมูลการวิจัยด้วยความเต็มใจและไม่เป็นช่วงเวลาที่มีผลกระทบต่อการปฏิบัติงานประจำของผู้ให้ข้อมูล หรือไม่มีผลกระทบอื่นใดต่อผู้ให้ข้อมูล ซึ่งข้อมูลที่ได้จากการเก็บข้อมูลนี้จะถูกเก็บเป็น



22 Aug 2023

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ฉบับที่ 1.0 วันที่ 07 กรกฎาคม 2566

เอกสารจากระบบการขอรับการพิจารณาจริยธรรมวิจัย มหาวิทยาลัยบูรพา

AF 06-02/v2.0

ความลับ และใช้ในการอภิปรายผลภาพรวมในการนำไปอธิบายเกี่ยวกับระดับความสามารถเชิงพลวัตแก่พนักงาน
ในองค์กร เพื่อยกระดับศักยภาพการทำงานสูงและสร้างหรือรักษาความได้เปรียบทางการแข่งขันขององค์กรต่อไป

ผู้วิจัยใช้แบบสอบถาม (Questionnaire) ที่สร้างขึ้นจากการศึกษาข้อมูลจากตำรา เอกสาร บทความและ
งานวิจัยที่เกี่ยวข้อง ตามวัตถุประสงค์ของการวิจัยเพื่อใช้เป็นเครื่องมือในการเก็บรวบรวมข้อมูล โดยแบบสอบถาม
ประกอบด้วยข้อคำถามแบบเลือกตอบ (Checklist) และแบบให้แสดงความคิดเห็น แบ่งเนื้อหาออกเป็น 5 ส่วน
จำนวน 61 ข้อ ผู้วิจัยขอความร่วมมือจากท่านในการอ่านและตอบแบบสอบถามประมาณ 15-20 นาที

การเข้าร่วมโครงการวิจัยนี้เป็นไปด้วยความสมัครใจ ท่านสามารถปฏิเสธที่จะเข้าร่วมหากพบว่ากิจกรรม
นี้ไม่ตรงกับความสนใจของท่าน หรือท่านสามารถยกเลิกหรือถอนตัวจากการเข้าร่วมโครงการได้ตลอดเวลา โดย
ไม่มีผลกระทบใด ๆ ต่อท่านทั้งสิ้น

การเข้าร่วมโครงการวิจัยนี้ไม่มีความเสี่ยงแต่อย่างใด ข้อมูลต่าง ๆ ของท่านจะถูกเก็บไว้เป็นความลับไม่มี
การเปิดเผยชื่อของท่าน และการนำเสนอข้อมูลจะเป็นไปในภาพรวม ทั้งนี้ข้อมูลการวิจัยจะถูกเก็บไว้ในเครื่อง
คอมพิวเตอร์ส่วนตัวของผู้วิจัยเท่านั้น และจะเข้าถึงข้อมูลได้จะต้องใช้รหัสผ่าน (password) พร้อมทั้งสำรอง
ข้อมูลเพื่อป้องกันการสูญหายไว้ในระบบ Google Drive ของผู้วิจัย และข้อมูลที่เป็นเอกสาร (ถ้ามี) จะถูกเก็บไว้
ในตู้เอกสารส่วนตัวของผู้วิจัย (มีกุญแจล็อก) ข้อมูลและเอกสารการวิจัยทั้งหมดนี้จะถูกเก็บเป็นเวลา 1 ปี หลัง
การเผยแพร่ผลการวิจัยและจะถูกนำไปทำลายหลังจากนั้น โดยข้อมูลที่เป็นอิเล็กทรอนิกส์บนคอมพิวเตอร์หรือ
Google Drive จะถูกทำลายด้วยโปรแกรมการทำลายข้อมูลที่ไม่สามารถกู้คืนหรือนำกลับมาใช้ได้อีกอย่างถาวร
(Data Sanitization) หลังจากทำลายข้อมูลเรียบร้อยแล้ว ผู้วิจัยจะทำการตรวจสอบอีกครั้งจนแน่ใจว่าไม่สามารถ
หาหรือเปิดไฟล์ได้อีก และข้อมูลที่เป็นเอกสาร (ถ้ามี) ผู้วิจัยจะดำเนินการทำลายด้วยเครื่องทำลายเอกสารชนิด
ย่อยเป็นเส้นด้วยตนเอง

ประโยชน์ที่ผู้เข้าร่วมโครงการวิจัยพึงได้รับจากโครงการวิจัยในครั้งนี้ คือ ผู้เข้าร่วมโครงการวิจัยได้สะท้อน
ระดับความสามารถแบบเชิงพลวัตที่ส่งผลต่อประสิทธิภาพสูงขององค์กร, สะท้อนระดับความได้เปรียบในการ
แข่งขันขององค์กร และจากผลการศึกษาจะส่งผลให้ผู้บริหารขององค์กรเข้าใจและตระถึงความสำคัญของ
ความสามารถเชิงพลวัต เพื่อยกระดับองค์กรให้มีศักยภาพการทำงานสูง และรักษาหรือสร้างความได้เปรียบ
ทางการแข่งขัน โดยการกำหนดมาตรฐานการปฏิบัติงาน สร้างวัฒนธรรมองค์กรที่สนับสนุนและส่งเสริมความเป็น
เลิศในองค์กร ตลอดจนพนักงานมีความเข้าใจและตระหนักถึงคุณค่าขององค์กร โดยการแสวงหาโอกาสอื่น ๆ
อย่างต่อเนื่องเพื่อสร้างผลิตภัณฑ์และบริการใหม่ๆ ที่ส่งผลกระทบต่อประสิทธิภาพการแข่งขันจากทักษะที่จำเป็น
ของความสามารถเชิงพลวัต สุดท้ายหน่วยงานพัฒนาบุคลากรขององค์กรมีแนวทางในการสนับสนุน รวมไปถึงสร้าง
เครื่องมือเพื่อการพัฒนาผู้ปฏิบัติงานเพื่อยกระดับความรู้ ทักษะ และความสามารถของพนักงานที่จำเป็นให้บรรลุ
ตามวัตถุประสงค์ขององค์กร

หากท่านมีคำถามหรือข้อสงสัยประการใดสามารถติดต่อข้าพเจ้า เบญญาทิพย์ กังวานสมวงศ์ นิสิตระดับ
ดุขุภักบัณฑิต คณะศึกษาศาสตร์ มหาวิทยาลัยบูรพา โทรศัพท์มือถือหมายเลข 083-075-5484 หรือ E-mail
63810118@go.buu.ac.th หรือ benyati@redmail.com www.buu.ac.th หากมีข้อสงสัยคำถาม และข้อสงสัยของท่านทุก



BUU-IRB Approved

22 Aug 2023

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ฉบับที่ 1.0 วันที่ 07 กรกฎาคม 2566

เอกสารจากระบบการขอรับการพิจารณาจริยธรรมวิจัย มหาวิทยาลัยบูรพา

AF 06-02/v2.0

เมื่อ และถ้าผู้วิจัยไม่ปฏิบัติตามที่ได้ชี้แจงไว้ในเอกสารชี้แจงผู้เข้าร่วมโครงการวิจัย สามารถแจ้งมายัง คณะกรรมการพิจารณาจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยบูรพา กองบริหารการวิจัยและนวัตกรรม หมายเลขโทรศัพท์ 038-102-620 หรืออีเมล buuethics@buu.ac.th เมื่อท่านพิจารณาแล้วเห็นสมควรเข้าร่วม โครงการวิจัยนี้ ขอความกรุณาลงนามในเอกสารแสดงความยินยอมของผู้เข้าร่วมโครงการวิจัย ที่แนบมาด้วย และ ขอขอบพระคุณในความร่วมมือของท่านมา ณ ที่นี้



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22 Aug 2023

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ฉบับที่ 1.0 วันที่ 07 กรกฎาคม 2566

เอกสารจากระบบการขอรับการพิจารณาจริยธรรมวิจัย มหาวิทยาลัยบูรพา



เอกสารชี้แจงผู้เข้าร่วมโครงการวิจัย
(Participant Information Sheet)

รหัสโครงการวิจัย :

(งานมาตรฐานและจริยธรรมในการวิจัย กองบริหารการวิจัยและนวัตกรรม มหาวิทยาลัยบูรพา เป็นผู้ออกรหัสโครงการวิจัย)

โครงการวิจัยเรื่อง : ความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างความได้เปรียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่นในจังหวัดชลบุรี
เรียน ร่วมโครงการวิจัย (การสนทนากลุ่ม)

ข้าพเจ้า เบญญาทิพย์ กังวานสมวงศ์ นิสิตระดับดุขภูมบัณฑิต คณะศึกษาศาสตร์ มหาวิทยาลัยบูรพา ขอเรียนเชิญท่านเข้าร่วมโครงการวิจัย ความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างความได้เปรียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่นในจังหวัดชลบุรี ก่อนที่ท่านจะตกลงเข้าร่วมการวิจัย ขอเรียนให้ท่านทราบรายละเอียดของโครงการวิจัย ดังนี้

วัตถุประสงค์ของการศึกษา

1. เพื่อศึกษาเกี่ยวกับความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างความได้เปรียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี
2. เพื่อศึกษาความสัมพันธ์ระหว่างความสามารถเชิงพลวัต, องค์กรที่มีศักยภาพการทำงานสูง และสร้างความได้เปรียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี
3. เพื่อเป็นแนวทางแก่องค์กรที่สนใจ (ผู้บริหารและหน่วยงานพัฒนาบุคลากร) ในผลการศึกษา นำไปสร้างความสามารถเชิงพลวัตแก่พนักงานในองค์กร เพื่อยกระดับศักยภาพการทำงานสูง และสร้างหรือรักษาความได้เปรียบทางการแข่งขันขององค์กร

ผู้วิจัยจึงขอเชิญท่านร่วมให้ข้อมูลเกี่ยวกับความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างความได้เปรียบทางการแข่งขัน ในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี เพื่อเป็นแนวทางในการพัฒนาองค์กรในด้านความสามารถเชิงพลวัตในองค์กร เพื่อยกระดับศักยภาพการทำงานสูง และสร้างความได้เปรียบทางการแข่งขันขององค์กร

วิธีการวิจัย ผู้วิจัยได้ติดต่อขอความอนุเคราะห์จากผู้บริหาร (คนไทย) จากบริษัทในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี เพื่อขออนุญาตและขอความอนุเคราะห์ในการเชิญเข้าร่วมการจัดสนทนากลุ่ม ทั้งนี้ผู้วิจัยจะส่ง E-mail และเข้าชี้แจงถึงวัตถุประสงค์โครงการวิจัย พร้อมทั้งตอบข้อซักถามต่าง ๆ ที่เกี่ยวกับงานวิจัยนี้ ให้ผู้เข้าร่วมโครงการวิจัยได้เข้าใจถึงวัตถุประสงค์โครงการวิจัย และขออนุญาตเก็บข้อมูลเพื่อการตัดสินใจ



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เอกสารจากระบบการขอรับการพิจารณาจริยธรรมวิจัย มหาวิทยาลัยบูรพา

AF 06-02/v2.0

ด้วยความสมัครใจในการเข้าร่วมโครงการวิจัยนี้ หลังจากผู้วิจัยได้รับการตอบกลับผ่านทางโทรศัพท์หรือทางอีเมลของผู้วิจัย ผู้วิจัยจะทำการนัดหมายผ่านทาง E-mail เพื่อจัดการสนทนากลุ่มใน วัน เวลา สถานที่หรือช่องทางที่ผู้เข้าร่วมโครงการฯ สะดวกเข้าร่วม ทั้งนี้ การจัดการสนทนากลุ่มกับผู้บริหาร (คนไทย) จากบริษัทในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรี ผู้วิจัยทำการเก็บข้อมูลโดยมีผู้วิจัยเป็นผู้ดำเนินรายการ (Moderator) นำการสนทนาให้เป็นไปตามประเด็นปัญหาในการวิจัยครั้งนี้ มีผู้ช่วยผู้วิจัยในการจดบันทึกคำสนทนา (Note taker) เป็นผู้จดบันทึกการสนทนา โดยจดทุกคำพูดและจดอาการปฏิกิริยา ท่าทางของผู้ร่วมสนทนา และผู้วิจัยขออนุญาตในการบันทึกเทปด้วยเครื่องบันทึกเสียง โดยจะต้องบันทึกเสียงไว้ตลอดการสนทนา การบันทึกเสียงจะช่วยเก็บข้อมูลรายละเอียดของการสนทนา คำตอบที่เกิดจากการแลกเปลี่ยนประเด็นปัญหาที่กันและเพื่อให้ได้ข้อมูลสมบูรณ์ครบถ้วนและชัดเจน ซึ่งสถานที่จัดสนทนากลุ่มเป็นห้องประชุมหรือการประชุมออนไลน์ผ่านทาง Microsoft Teams จะขึ้นอยู่กับความสะดวกของผู้บริหารฯ ละท่าน ระยะเวลาในการสนทนากลุ่ม ประมาณ 1 ชั่วโมง ถึง 1 ชั่วโมง 30 นาที โดยพิจารณาจากเวลาที่ผู้บริหารฯ สะดวกเข้าร่วมพร้อมกันครบทุกคน ขั้นตอนในการสนทนากลุ่มจะเริ่มจากผู้วิจัยแนะนำตนเองและทีมงาน แจ้งให้ทราบถึงกำหนดการในการสนทนากลุ่ม และขออนุญาตในการบันทึกเสียง พร้อมทั้งอธิบายถึงจุดมุ่งหมายในการจัดสนทนากลุ่ม วัตถุประสงค์ของการศึกษา ผลการศึกษา จากนั้นจะเริ่มเข้าสู่ประเด็นคำถามตามที่จัดได้เตรียมไว้ โดยเปิดโอกาสให้ผู้เข้าร่วมโครงการได้มีการถกประเด็น และแสดงความคิดเห็นแลกเปลี่ยนกัน และก่อนปิดการสนทนากลุ่ม ผู้วิจัยจำสรุปข้อมูลที่ได้จากการสนทนากลุ่ม และจัดทำรายงานรวบรวมผลการสนทนากลุ่มส่งให้ผู้บริหาร (คนไทย) จากบริษัทในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่น ในจังหวัดชลบุรีทุกท่านได้อ่าน และตรวจสอบความถูกต้องของข้อมูล ผ่านทาง E-mail และขอให้ผู้เข้าร่วมสนทนากลุ่มตอบกลับภายใน 3 วัน เพื่อนำไปสู่การสรุปผลของโครงการวิจัยนี้

การเข้าร่วมโครงการวิจัยนี้เป็นไปด้วยความสมัครใจ ท่านสามารถปฏิเสธที่จะเข้าร่วมหากพบว่ามีกิจกรรมที่ไม่ตรงกับความสนใจของท่าน หรือท่านสามารถยกเลิกหรือถอนตัวจากการเข้าร่วมโครงการได้ตลอดเวลา โดยไม่มีผลกระทบใด ๆ ต่อท่านทั้งสิ้น

การเข้าร่วมโครงการวิจัยนี้ไม่มีความเสี่ยงแต่อย่างใด ข้อมูลต่าง ๆ ของท่านจะถูกเก็บไว้เป็นความลับไม่มีการเปิดเผยชื่อของท่าน และการนำเสนอข้อมูลจะเป็นไปในภาพรวม ทั้งนี้ข้อมูลการวิจัยจะถูกเก็บไว้ในเครื่องคอมพิวเตอร์ส่วนตัวของผู้วิจัยเท่านั้น และจะเข้าถึงข้อมูลได้จะต้องใช้รหัสผ่าน (password) พร้อมทั้งสำรองข้อมูลเพื่อป้องกันการสูญหายไว้ในระบบ Google Drive ของผู้วิจัย และข้อมูลที่เป็นเอกสารจะถูกเก็บไว้ในตู้เอกสารส่วนตัวของผู้วิจัย (มีกุญแจล็อก) ข้อมูลและเอกสารการวิจัยทั้งหมดนี้จะถูกเก็บเป็นเวลา 1 ปี หลังการเผยแพร่ผลการวิจัยและจะถูกนำไปทำลายหลังจากนั้น โดยข้อมูลที่เป็อิเล็กทรอนิกส์บนคอมพิวเตอร์หรือ Google Drive จะถูกทำลายด้วยโปรแกรมการทำลายข้อมูลที่ไม่สามารถกู้คืนหรือนำกลับมาใช้ได้อีกอย่างถาวร (Data Sanitization) หลังจากทำลายข้อมูลเรียบร้อยแล้ว ผู้วิจัยจะทำการตรวจสอบอีกครั้งจนแน่ใจว่าไม่สามารถหาหรือเปิดไฟล์ได้อีก และข้อมูลที่เป็นเอกสาร ผู้วิจัยจะดำเนินการทำลายด้วยเครื่องทำลายเอกสารชนิดย่อยเป็นเส้นด้วยตนเอง



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ฉบับที่ 1.0 วันที่ 07 กรกฎาคม 2566

เอกสารจากระบบการขอรับการพิจารณาจริยธรรมวิจัย มหาวิทยาลัยบูรพา

AF 06-02/v2.0

ประโยชน์ที่ผู้เข้าร่วมโครงการวิจัยพึงได้รับจากโครงการวิจัยในครั้งนี้ คือ จากการที่ผู้เข้าร่วมโครงการได้มีการถกประเด็นและแสดงความคิดเห็นแลกเปลี่ยนกันเกี่ยวกับความสามารถแบบเชิงพลวัตที่ส่งผลต่อประสิทธิภาพสูงขององค์กร และการสร้างหรือรักษาความได้เปรียบในการแข่งขันขององค์กร จะส่งผลให้ผู้บริหารขององค์กรเข้าใจและตระถึงความสำคัญของความสามารถเชิงพลวัต นำไปสู่การยกระดับองค์กรให้มีศักยภาพการทำงานสูง และรักษาหรือสร้างความได้เปรียบทางการแข่งขัน โดยการกำหนดมาตรฐานกิจกรรมต่างๆที่จำเป็นในการสร้างวัฒนธรรมองค์กรที่สนับสนุนและส่งเสริมความเป็นเลิศในองค์กร ตลอดจนส่งเสริมให้พนักงานมีความเข้าใจและตระหนักถึงคุณค่าขององค์กร โดยการแสวงหาโอกาสอื่น ๆ อย่างต่อเนื่องเพื่อสร้างผลิตภัณฑ์และบริการใหม่ๆที่ส่งผลกระทบต่อประสิทธิภาพการแข่งขันจากทักษะที่จำเป็นของความสามารถเชิงพลวัต ตลอดจนมีแนวทางในการสนับสนุนและเครื่องมือเพื่อการพัฒนาผู้ปฏิบัติงานเพื่อยกระดับความรู้ ทักษะ และความสามารถของพนักงานที่จำเป็นให้บรรลุตามวัตถุประสงค์ขององค์กร

หากท่านมีคำถามหรือข้อสงสัยประการใดสามารถติดต่อข้าพเจ้า เบญญาทิพย์ กังวานสมวงศ์ นิสิตระดับดุขุภักดิ์บัณฑิต คณะศึกษาศาสตร์ มหาวิทยาลัยบูรพา โทรศัพท์มือถือหมายเลข 083-075-5484 หรือ E-mail 63810118@go.buu.ac.th หรือ benyatip.r@gmail.com ข้าพเจ้ายินดีตอบคำถาม และข้อสงสัยของท่านทุกเมื่อ และถ้าผู้วิจัยไม่ปฏิบัติตามที่ได้ชี้แจงไว้ในเอกสารชี้แจงผู้เข้าร่วมโครงการวิจัย สามารถแจ้งมายังคณะกรรมการพิจารณาจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยบูรพา กองบริหารการวิจัยและนวัตกรรม หมายเลขโทรศัพท์ 038-102-620 หรืออีเมล buuethics@buu.ac.th เมื่อท่านพิจารณาแล้วเห็นสมควรเข้าร่วมโครงการวิจัยนี้ ขอความกรุณาลงนามในเอกสารแสดงความยินยอมของผู้เข้าร่วมโครงการวิจัย ที่แนบมาด้วย และขอขอบพระคุณในความร่วมมือของท่านมา ณ ที่นี้



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22 Aug 2023

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ฉบับที่ 1.0 วันที่ 07 กรกฎาคม 2566

เอกสารจากระบบการขอรับการพิจารณาจริยธรรมวิจัย มหาวิทยาลัยบูรพา



APPENDIX V

A requesting letter for data collection



ที่ อว ๘๑๓๗/๑๘๘๗

บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา
๑๖๙ ถ.ลงหาดบางแสน ต.แสนสุข
อ.เมือง จ.ชลบุรี ๒๐๑๓๑

๒๔ ตุลาคม ๒๕๖๖

เรื่อง ขออนุญาตเก็บข้อมูลเพื่อดำเนินการวิจัย

เรียน ผู้บริหาร/ผู้จัดการทรัพยากรบุคคล

- สิ่งที่ส่งมาด้วย ๑. เอกสารรับรองจริยธรรมของมหาวิทยาลัยบูรพา
๒. เครื่องมือที่ใช้ในการวิจัย
๓. รายชื่อบริษัทที่ขอเก็บข้อมูลเพื่อดำเนินการวิจัย จำนวน ๑๐๘ บริษัท

ด้วย นางเบญญาทิพย์ กังวานสมวงศ์ รหัสประจำตัวนิสิต ๖๓๘๑๐๑๑๘ นิสิตหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการพัฒนาทรัพยากรมนุษย์ คณะศึกษาศาสตร์ แบบเต็มเวลา แผนการเรียน แบบ ๒.๑ ได้รับอนุมัติเค้าโครงดุษฎีนิพนธ์ เรื่อง “ความสามารถเชิงพลวัตในองค์กรที่มีศักยภาพการทำงานสูงเพื่อสร้างความได้เปรียบทางการแข่งขันในอุตสาหกรรมการผลิตของบริษัทญี่ปุ่นในจังหวัดชลบุรี” โดยมี ผู้ช่วยศาสตราจารย์ ดร.ปรัชชานันท์ เจริญอาภรณ์วัฒนา เป็นประธานกรรมการควบคุมดุษฎีนิพนธ์ และเสนอบริษัทของท่านในการเก็บข้อมูลเพื่อดำเนินการวิจัยนั้น

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยบูรพา จึงขออนุญาตให้นิสิตตั้งรายนามข้างต้น ดำเนินการเก็บรวบรวมข้อมูลโดย ขอความอนุเคราะห์จากผู้ตอบแบบสอบถาม ซึ่งประกอบไปด้วย ผู้จัดการบริษัท หัวหน้างาน และเจ้าหน้าที่ปฏิบัติงานของบริษัท (รายละเอียดตามเอกสารแนบ) ตอบแบบสอบถามเพื่อนำไปใช้ในการวิเคราะห์ข้อมูลการวิจัย ระหว่างวันที่ ๒๑ ตุลาคม - ๑๘ พฤศจิกายน พ.ศ. ๒๕๖๖ ทั้งนี้ สามารถติดต่อนิสิตตั้งรายนามข้างต้น ได้ที่หมายเลขโทรศัพท์ ๐๘๓-๐๗๕๕๔๘๔ หรือที่ E-mail: 63810118@go.buu.ac.th

จึงเรียนมาเพื่อโปรดทราบและโปรดพิจารณา

ขอแสดงความนับถือ

มณฑนา รั้งสิโยภาส
(ผู้ช่วยศาสตราจารย์ ดร.มณฑนา รั้งสิโยภาส)
รองคณบดีฝ่ายวิชาการ ปฏิบัติการแทน
คณบดีบัณฑิตวิทยาลัย ปฏิบัติการแทน
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