

A LITERATURE REVIEW FOR DEVELOPING A CONCEPTUAL FRAMEWORK TO STUDY THE STRUCTURAL RELATIONSHIPS AMONG ANTECEDENT FACTORS INFLUENCING THE ORGANIZATIONAL PERFORMANCE OF THE SEAFOOD INDUSTRY IN THE COUNTRY

Yenjit Kongpan¹, Tanapol Kortana², Pachoke Lert-asavapatra³

¹*College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand,*

E-Mail: s63484945004@ssru.ac.th

²*College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand,*

E-Mail: tanapol.ko@ssru.ac.th

³*College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand,*

E-Mail: pachoke.le@ssru.ac.th

ABSTRACT

This study aims to synthesize academic literature to develop a conceptual framework for examining the structural relationships among antecedent factors influencing the performance of seafood processing enterprises in Thailand. The review focuses on the strategic roles of leadership, market orientation, organizational agility, knowledge management, and dynamic capabilities. Drawing from recent empirical and theoretical studies published between 2020 and 2024, the study identifies that leadership exerts a direct influence on organizational agility, knowledge management, and performance. Similarly, market orientation enhances agility and performance by enabling firms to respond swiftly to market changes. Knowledge management is found to play a mediating role between strategic inputs and dynamic capabilities, while organizational agility serves as a key enabler in transforming internal capabilities into operational efficiency. Based on the literature, eleven research hypotheses were formulated to capture the causal relationships among the core variables. These insights contribute to the development of a structural conceptual model, which may be used as a foundation for future empirical studies using structural equation modeling (SEM). The findings are expected to support strategic planning and performance improvement within Thailand's seafood industry and can be extended to similar sectors operating under dynamic and competitive environments.

Keywords: Thailand's seafood processing industry, Leadership, Market Orientation, Organization Agility, Knowledge Management, Organization Capability, Organization Performance

INTRODUCTION

In the present day, the seafood industry is one of the key sectors contributing significantly to food security and international trade. The primary sources of seafood products come from both capture fisheries and aquaculture. In 2020, global production reached a total of 214 million tons, reflecting the continuously increasing demand for aquatic animal consumption. This is especially evident in the Asia-

Pacific region, which holds strategic importance in terms of marine resources and possesses advantages in raw material availability, labor, and infrastructure that support processing and export activities. As a result, the region has become a global hub for the production and export of processed seafood.

Recent data reveals that the Asia-Pacific region accounts for more than half of the world's total aquatic animal production both from capture and aquaculture. Notably, aquaculture alone contributes over 80% of global aquaculture production. This trend is closely linked to the decline in wild fish stocks due to overfishing, a 3 % annual increase in consumption, and the impacts of global warming on marine ecosystems. These factors have made aquaculture a vital alternative in meeting the rising demand of the global market.

In terms of trade, countries in the Asia-Pacific region play a dominant role as leading exporters of processed seafood, with an export value exceeding USD 60 billion, accounting for approximately 36.6 % of the global value of processed seafood exports. China leads in exports, followed by Norway, Russia, and Mozambique. Thailand also ranks among the top exporters in both volume and value. However, despite the region's high potential for production and export, the seafood industry continues to face numerous challenges, including the degradation of natural resources, environmental pressures, and intense global market competition.

Given these circumstances, in-depth study and analysis of the seafood production supply chain in the Asia-Pacific region as well as the roles of key exporting countries are crucial for policy formulation, strategic planning, and the promotion of sustainability within the seafood industry at both regional and global levels. This is particularly important in the context of rising seafood demand and the ongoing depletion of marine resources.

In Thailand, the seafood industry plays an especially significant role in the national economy, particularly in the export of agricultural and processed food products. According to data from 2021, Thailand ranked th⁸ globally in terms of processed seafood export volume and th¹⁴ in export value, accounting for 3.3% and 3.0% of global totals respectively (Suppakorn Kornboontritos,2566). This reflects Thailand's competitiveness as a major producer and exporter in the global market. The country benefits from strengths in seafood processing, including a skilled workforce, extensive industry experience, and supportive logistics and supply chain infrastructure.

Nonetheless, the industry still faces numerous challenges, such as changes in marine ecosystems, declining natural resources due to overfishing, and stiff competition from other major producers like China and Vietnam, which enjoy lower production costs and higher capacity. Moreover, Thailand is increasingly dependent on importing certain aquatic species as raw materials for processing, highlighting domestic resource limitations. Additionally, there is growing pressure from international trade partners regarding food safety standards, labor welfare, and sustainable fishing practices. These are critical issues that Thailand's seafood industry must address to maintain long-term competitiveness (Suppakorn Kornboontritos,2566).

Therefore, examining the trends in seafood production and exports in Thailand within the context of changing economic conditions, environmental challenges, and evolving international regulations is essential for setting policy directions and strategies for sustainable industry development. This aligns with the Sustainable Development Goals (SDGs) and the aspiration to become a responsible seafood producer that is socially and environmentally accountable on a global scale. Consequently, this study seeks to examine and synthesize the underlying factors influencing the operational efficiency of

seafood businesses in Thailand, in order to contribute constructively to national development at a macro level

OBJECTIVE

1. To review relevant literature on the factors influencing the operational efficiency of seafood industry enterprises in Thailand by synthesizing variables from existing studies. This includes identifying and analyzing factors or variables that are expected to be related to, or have an impact on, the improvement of operational efficiency in Thai seafood industry enterprises.
2. To develop a conceptual causal framework for a predictive model that can assess the level of operational efficiency of enterprises within the seafood industry in Thailand.

METHODOLOGY

The population in this study consists of research articles, theses, academic documents, and relevant literature related to leadership, market orientation, organizational agility, internal knowledge management, and organizational capabilities, including literature concerning the organizational efficiency of seafood processing industry enterprises in Thailand. All selected materials are complete documents published between the years 2020 and 2024 (B.E. 2563 to 2567) and are classified as secondary data sources. The researcher has applied the source selection criteria recommended by Scott (1990), which emphasize the importance of authenticity, credibility, representativeness, and meaning. These criteria ensure that all selected sources are genuine, reliable, and capable of accurately representing the broader academic discourse, while also being clear in content and context. Moreover, all documents must be verifiable through well-recognized academic journal databases to ensure academic integrity and quality in the literature review process. The author conducted the literature review and developed the research article independently, with the assistance of generative AI used solely for translating the content from Thai to English.

Literature Review

Leadership is a critical factor that exerts both direct and indirect influences on organizational agility, particularly in an era characterized by rapid change. Studies by Ramadan et al. (2023) and Cui (2024) indicate that leaders with a digital vision are capable of driving transformation and fostering a strong learning culture, while Khairy et al. (2023) demonstrate that transactional leadership enhances trust and organizational ambidexterity, thereby increasing flexibility in responding to dynamic situations. Vaszkun and Sziráki (2023) further emphasize that flexible organizational structures and decentralization enable leaders to cultivate cultural agility more effectively. Therefore, the following hypothesis is proposed:

H1: Leadership has a direct effect on organizational agility.

Knowledge-oriented leadership has a direct impact on the development of effective knowledge management systems by encouraging knowledge sharing, creating motivation, and formulating organizational knowledge strategies (Latif et al., 2021; Rezaei et al., 2021). Transformational leadership also influences behaviors related to the utilization and creation of new knowledge to drive innovation (Saad Alessa, 2021; Lei et al., 2021). Accordingly, the following hypothesis is proposed: **H2: Leadership has a direct effect on organizational knowledge management.**

Leadership can generate positive organizational outcomes through mechanisms such as human capital development, organizational commitment, and job satisfaction (Rahmatullah et al., 2022; Hilton et al., 2023). Leaders who encourage participation strengthen responsibility and motivation, leading to improvements in performance across multiple dimensions. Thus, the following hypothesis is proposed: **H3: Leadership has a direct effect on organizational performance.**

Market orientation enables organizations to perceive and respond rapidly to customer needs, thereby directly enhancing agility in operational processes and strategic decision-making (Suprapti & Suparmi, 2022; Khan et al., 2025). In-depth market data analysis and the use of digital technologies further strengthen adaptive capabilities in the digital era. Therefore, the following hypothesis is proposed: **H4: Market orientation has a direct effect on organizational agility.**

A strong market orientation facilitates the collection, analysis, and transformation of customer information into actionable knowledge for innovation and strategic development (Chaithanapat et al., 2022; Murningsih et al., 2025). Knowledge management thus serves as a mechanism linking market information with organizational outcomes. Accordingly, the following hypothesis is proposed: **H5: Market orientation has a direct effect on organizational knowledge management.**

Prior research confirms that market orientation positively affects organizational performance through increased customer satisfaction, effective use of market information, and alignment of resource management with organizational strategy (Ngo, 2021; Hernández- Linares et al., 2021). Therefore, the following hypothesis is proposed: **H6: Market orientation has a direct effect on organizational performance.**

Organizational agility is directly associated with dynamic capabilities, as agile organizations are better able to sense and seize emerging market opportunities (Li, 2022; Satar et al., 2023). Hence, the following hypothesis is proposed: **H7: Organizational agility has a direct effect on dynamic capabilities.**

Agility functions as a critical mechanism that enables organizations to respond effectively to change, enhance competitiveness, and sustain performance under uncertain conditions (Wanasida et al., 2021; Khalil et al., 2023). Therefore, the following hypothesis is proposed: **H8: Organizational agility has a direct effect on organizational performance.**

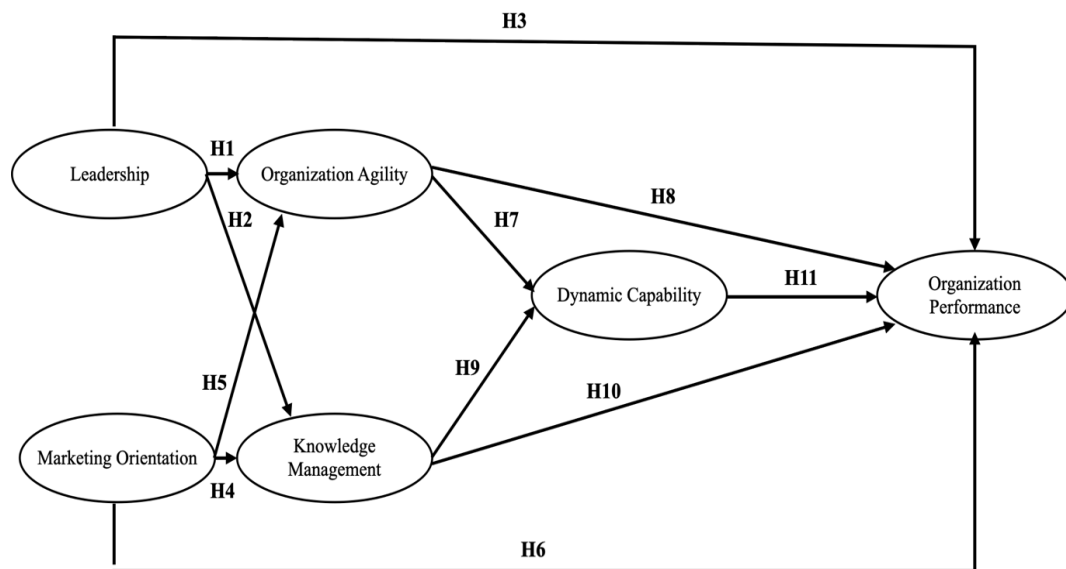
High- quality knowledge management supports the continuous creation and reconfiguration of organizational capabilities and plays a central role throughout the development of dynamic capabilities (Nabi et al., 2023; Cyfert et al., 2021). Accordingly, the following hypothesis is proposed: **H9: Knowledge management has a direct effect on dynamic capabilities.**

Effective knowledge management enhances innovation, managerial efficiency, and sustainability, particularly when integrated with human capital and digital technologies (Espita & Guhao, 2022; Cabrilo et al., 2024). Thus, the following hypothesis is proposed: **H10: Knowledge management has a direct effect on organizational performance.**

Dynamic capabilities exert a direct influence on innovation, strategic adaptation, and organizational effectiveness, especially when supported by technological and knowledge-based resources (Li et al., 2022; Forés et al., 2023). Consequently, the following hypothesis is proposed: **H11: Dynamic capabilities have a direct effect on organizational performance.**

RESULTS

Based on the review of relevant literature, the researcher was able to develop hypotheses that form the basis of a structural conceptual framework, as illustrated in Figure 1.



CONCLUSION AND FUTURE WORK

Based on the literature review, the researcher was able to synthesize the relationships among various antecedent factors that influence the performance of enterprises within Thailand's seafood processing industry. Through an in-depth review of relevant academic works, several key variables were identified that are believed to be associated with, or exert a direct influence on, organizational performance in this sector. This led to the development of a conceptual framework, as illustrated in Figure 1, from which eleven research hypotheses were formulated. These hypotheses include the effects of leadership on organizational agility, knowledge management, and organizational performance; the influence of market orientation on organizational agility, knowledge management, and performance; the relationship between organizational agility and dynamic capabilities as well as performance; the impact of knowledge management on dynamic capabilities and performance; and finally, the influence of dynamic capabilities on organizational performance.

This conceptual framework can be further utilized as a foundation for developing data collection instruments and for testing the structural relationships among variables through structural equation modeling. Such analysis would allow for the evaluation of the model's goodness of fit with empirical data. The outcomes could be used to forecast the influence of these variables and may serve as a valuable reference in shaping macro-level and organizational strategic policies, particularly in the context of Rajabhat Universities and other relevant institutions.

ACKNOWLEDGEMENTS

I would like to express my sincere thanks to Suan Sunandha Rajabhat University for invaluable help throughout this research.

REFERENCES

- Kornboontraitot, S. (2023). Processed seafood industry. Krungsri Research. <https://www.krungsri.com/th/research/industry/industry-outlook/food-beverage/processed-seafood/io/processed-seafood-2023-2025>
- Ramadan, M., Bou Zakhem, N., Baydoun, H., Daouk, A., Youssef, S., El Fawal, A., ... & Ashaal, A. (2023). Toward digital transformation and business model innovation: The nexus between leadership, organizational agility, and knowledge transfer. *Administrative Sciences*, 13(8), 185.
- Cui, J. (2024). Does digital strategy, organizational agility, digital leadership promote DT? A study of digital strategy, organizational agility, digital leadership affects corporate DT in Chinese technological firms. *Journal of Integrated Social Sciences and Humanities*.
- Khairy, H. A., Baquero, A., & Al-Romeedy, B. S. (2023). The effect of transactional leadership on organizational agility in tourism and hospitality businesses: The mediating roles of Organizational Trust and Ambidexterity. *Sustainability*, 15(19), 14337.
- Vaszkun, B., & Sziráki, É. (2023). Unlocking the key dimensions of organizational agility: A systematic literature review on leadership, structural and cultural antecedents. *Society and Economy*, 45(4), 393-410.
- Latif, K. F., Afzal, O., Saqib, A., Sahibzada, U. F., & Alam, W. (2021). Direct and configurational paths of knowledge-oriented leadership, entrepreneurial orientation, and knowledge management processes to project success. *Journal of Intellectual Capital*, 22(1), 149-170.
- Rahmatullah, A., Ramdansyah, A. D., Kambara, R., & Haryadi, D. (2022). Improving organizational performance with organizational culture and transformational leadership through intervening organizational commitment variables. *Dinasti International Journal of Digital Business Management*, 3(2), 180-194.
- Hilton, S. K., Madilo, W., Awaah, F., & Arkorful, H. (2023). Dimensions of transformational leadership and organizational performance: the mediating effect of job satisfaction. *Management Research Review*, 46(1), 1-19.
- Suprapti, S., & Suparmi, S. (2022). Improving marketing performance through business agility and market orientation in micro, small, and medium enterprises in Semarang City. *Arthatama*, 6(1), 26-43.
- Khan, H., Mavondo, F., & Zahoor, N. (2025). Integration of outside-in and inside-out entrepreneurial marketing capabilities, marketing agility and resources for entrepreneurial firm performance. *International Journal of Entrepreneurial Behavior & Research*, 31(2/3), 609-630.
- Chaithanapat, P., Punnakitikashem, P., Oo, N. C. K. K., & Rakthin, S. (2022). Relationships among knowledge-oriented leadership, customer knowledge management, innovation quality and firm performance in SMEs. *Journal of Innovation & Knowledge*, 7(1), 100162.

- Murniningsih, R., Alkanza, A. A., & Ibrahim, M. W. (2025). The influence of entrepreneurial orientation, knowledge management, and marketing innovation on sustainable competitive advantage. *BIS Economics and Business*, 2, V225024-V225024.
- Ngo, Q. H. (2021). How market orientation induces small businesses' performance: The role of strategic fits. *Gadjah Mada International Journal of Business*, 23(1), 55-75.
- Hernández-Linares, R., Kellermanns, F. W., & López-Fernández, M. C. (2021). Dynamic capabilities and SME performance: The moderating effect of market orientation. *Journal of Small Business Management*, 59(1), 162-195.
- Satar, A., Al Musadieq, M., & Hutahayan, B. (2023). Enhancing sustainable competitive advantage: the role of dynamic capability and organizational agility in technology and knowledge management: Indonesian stock exchange evidence. *International Journal of Operations and Quantitative Management*, 29(2).
- Wanasida, A. S., Bernarto, I., Sudibjo, N., & Purwanto, A. (2021). The role of business capabilities in supporting organization agility and performance during the COVID-19 pandemic: An empirical study in Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(5), 897-911.
- Khalil, M. L., Abd Aziz, N., Long, F., & Zhang, H. (2023). What factors affect firm performance in the hotel industry post-Covid-19 pandemic? Examining the impacts of big data analytics capability, organizational agility and innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 9(2), 100081.
- Nabi, M. N., Liu, Z., & Hasan, N. (2023). Investigating the effects of leaders' stewardship behavior on radical innovation: a mediating role of knowledge management dynamic capability and moderating role of environmental uncertainty. *Management Research Review*, 46(2), 173-195.
- Cyfert, S., Chwilkowska-Kubala, A., Szumowski, W., & Miśkiewicz, R. (2021). The process of developing dynamic capabilities: The conceptualization attempt and the results of empirical studies. *Plos one*, 16(4), e0249724.
- Espita, K. O., & Guhao Jr, E. S. (2022). A structural equation model on knowledge management performance in higher education institutions in Region VIII. *Review of Integrative Business and Economics Research*, 11(2), 95-114.
- Cabrilo, S., Dahms, S., & Tsai, F. S. (2024). Synergy between multidimensional intellectual capital and digital knowledge management: Uncovering innovation performance complexities. *Journal of Innovation & Knowledge*, 9(4), 100568.
- Li, G. (2022). Research on the relationships between knowledge-based dynamic capabilities, organizational agility, and firm performance. *Journal of Risk and Financial Management*, 15(12), 606.
- Forés, B., Puig-Denia, A., Fernández-Yáñez, J. M., & Boronat-Navarro, M. (2023). Dynamic capabilities and environmental performance: all in the family. *Management Decision*, 61(13), 248-271.