

## THE EFFECTS OF CULTURE AND HUMAN RESOURCE MANAGEMENT POLICIES ON SUPPLY CHAIN MANAGEMENT STRATEGY

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**Abstract:** The prime objective of the study is to investigate the impact of culture and human resource practices on the supply chain management strategies in the Indonesian manufacturing sector. The investigation of supply chain management literature through the lenses of human resource practices and role of culture. The study revealed the fact that the culture and human resource practices of the supply chain brings the improvement and the change within the organization. As a result, the productivity and the performance of the organization are increased. In order to achieve high performance, it is important to change every aspect of supply chain including processes design which helps. The study revealed the fact that the human resource and supply chain management (HRSCM) system has evolved to play an integrated supporting role in the creation of value chain system of an organization. Human resource and supply chain management importance has been recognized as a means of competitive advantage in industry. Hence integration of HR and SCM functions enable organizations to craft a unique strategy and will increase the firm's performance. The findings of the study have shown an agreement with the proposed findings of the study. In author knowledge this is among few pioneering studies on this issue and will be helpful for future policy makings.

**Key words:** Supply Chain Management, human resource, culture, Indonesia

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### Introduction

Supply chain management becomes an integral process to develop strong upstream and downstream business relations. Give and take relationships or win-win situation is created among supply chain partners by using the strengths of members of other channels. A considerable body of research investigates the importance of supply chain relationships, however, only limit debate has shed light on the role of corporate culture and its influence on supply chain relationships (Katzorke and Lee, 2000).

Traditionally the inter firms' relationships have contractual nature with little emphasis on mutual benefits and exchange of information. Nonetheless, the increasing business integration and pressure of competition paved the paths for

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dyadic associations that gradually grow into a long-term and trusted relationship. Likewise, the continuous development of management allows the integration of several resources for more efficient outcomes. The dominant organization in the chain started actively managing the chain and the relationships. This method not only decreases the cost but also increase the customer value by increasing the performance through delivery and quality. This unique feature of supply chain management (SCM) makes it more attractive to gain a competitive advantage (Tracey and Leng Tan, 2001). All dominant firms are engaged in supply chain management; hence, they are no longer working as an individual firm but as supply chains which are competing with each other in a specific market (Hwang and Rau, 2007; Fengyang, 2018).

The supply chain can be defined as a broader set of activates that covers all most all areas of organizations like from ordering to receiving the raw material, from manufacturing to delivering the products to final customers. In short, these actives are linked with information and material flow. Supply chain management is a process through which organization integrates all their activities (i.e. supplier, manufacturing, logistics and customers) in a systematic way in order to deliver the quality product on right time and in a right way. The primary objective of supply chain management is to attain a competitive advantage (Li et al., 2006). In supply chain management customers and supply considered as partners in this way relationship with them becomes stronger over time, moreover, organizations engaged in supply chain observed that coordination among partners is the key to success. However, the supply chain can work in an effective way only if all the functions of supply chain work in a smooth and systematic way, as well as all the partner of supply chain, must work efficiently towards quality management and in every aspect. The growing information system increases the dependence of organization on collaboration and integration in the supply chain. Moreover, sophisticated integration and real-time collaboration lead to an efficient supply chain (Zhang et al., 2003). Furthermore, the process of integration varies from firm to firm and from one industrial sector to other sectors in the region.

Meanwhile, human resource management (HRM) also appears as a key function of organizations in the past decade and also demonstrates a strong influence on organizational performance. Consequently, human resource management actively contributes the development and success of supply chain management. Conversely, supply chain management also has a direct and indirect effect on human resource management (Wellins and Rioux, 2000). HRM has used a strategic function in an organization to enhance the performance of employees so they can achieve the strategic objective of the organization. Hence, the fundamental objective of HRM is to deal with how employees are managed in an organization. Generally, in organizations, human resource department concerned with the hiring of employees, employee development and training, performance appraisal and rewards. Moreover, the HR department also deals with inter-industry relationships to maintain and align the balance of organizational practices with governmental

regulations (Arbatani et al., 2016). Numerous researchers have claimed that human capital is taking place of the monetary capital and getting strong as a strategic resource for organizations. These scholars also stated that HRM is a way to manage the human capital in an organization in order to achieve the organizational goals efficiently and effectively. Hence, organizational performance is directly linked with the investment in human capital. Therefore, employers are more concerned about the volume of human capital investment and about the outcomes from it. For instance, whether the return from the human capital investment will cover the cost of investment or not (Mittar et al., 2014).

HRM provides a systematic reflection of interrelated processes of organizations like recruitment of employees, planning of human resources, training and development, rewards and performance appraisal. Moreover, rewards are granted on the basis of performance appraisal for this purpose HR generally use payroll. On the contrary, HR has the authority to terminate the employees based on their performance appraisal. At the macro-level, HR is in charge of overseeing organizational leadership and culture.

Among the other possible factors of SCM, we are specifically concerned with the culture of the organization, which can be defined as perceived values and behavior of employees of an organization (Zu et al., 2010). There are two possible reasons behind our interest in organizational culture. At first, organizational culture is more complex than other factors like information and technology. Secondly, organizational culture has a strong influence on SCM. Because organizational culture influences the behavior of employees in collaboration, risk-taking and information sharing. Moreover, organizational culture also influences the inter-firm behavior in terms of trust and relationship skills. These skills are important for SCM success. According to the scholars, in the absence of appropriate culture, an organization may fail to achieve its objectives. Hence, the key objective of this study is to investigate the effective implementation of HRM policies that will provide the desired supply chain strategies (Cao et al., 2015). In this pursuit, organizational culture and its relationship to HRM policies are examined.

## **Literature Review**

### ***Supply Chain Management Strategy***

The current competitive environment required a continuous improvement in their supply chain process to identify less competitive parts of the SCM, unsatisfied customers' needs and then develop improvement strategies accordingly. At the emerging stage of supply chain management producers were the key driver to control supply chain and the whole process of manufacturing and delivering. On the contrary to it, now a day's customers are demanding more featured products with high quality at low price and producers are struggling to meet with the requirements of their customers. Over the past decade product quality remains one of the crucial elements for competitive advantage, however, customers' demands

for delivery of products is emerging as another critical factor to attain competitive edge. Hence, researchers have stated that companies with effective strategies to improve and manage their supply chain will be new leaders of the international market (Muysinaliyev and Aktamov, 2014).

Generally, SCM is a melting pot of numerous aspects which has influence on logistic, operation management, from purchase of raw material to manufacturing and delivering of products and on information technology. Briefly, the ideology of SCM align these resources in a way that increase the supply chain which ultimately positively affect the organizational performance (Wisner and Tan, 2000).

According to the literature, supply chain covers all direct or indirect aspect involves in fulfilling the customers' demands. Moreover, supply chain process includes all activities from the purchase of raw material stage to the delivery of goods o final user as well as it also includes that flow of information. Almost all of the organizations have some kind of supply chain management that depend on their size and nature of product they are dealing with. An effective supply chain management must consider all the aspects of supply chain process and integrate them quickly without compromising on the quality of product with an effort to minimize the cost. Since, it is clear from the above debate that SCM has significant importance in corporate setting (Kot et al., 2018; Feleke, 2018).

### ***HR Policies***

The practices of HRM in an organization support the administrative functions, management performance, employees' responsibilities and relation. Each organization has its own set of HRM practices according to its own culture and circumstances. These policies are designed and circulated in a way that will decrease the chances of misunderstanding between employers and employees about their right and responsibilities (Vermeeren et al., 2014). These policies should be in writing to make them more accessible for employees and to observe whether the policies are applied fairly in the organization or not. Moreover, HRM policies when written in employment contract working as strong back support against the actions of employees in federal or state court. However, if these policies are not written or not clearly state the company may have a trouble (Demo et al., 2012).

HRM is a wide range of activities that influence the organizational culture, procedure, employees' behavior and attitude in a way that enhance the workers' productivity, creativity and flexibility for competitive edge. Numerous studies investigate the success of Japanese organization and these studies observed that HRM policies are key factor behind the Japanese companies. We elaborate some of the good HRM practices as recruitment and promotion based on knowledge, skills and competencies, high level of investment in training and training of employees at work, high level of team work and team culture, development of multiple skills of employees, better communication of managers and employees and better working relations, commitment to quality, stimulation of initiatives and suggestions of employees.

Creation of organizational status symbols: by providing some facilities like, organizational restaurant, cafeteria or coffee shop, club, support facilities and others. The implication of such policies seems to have strong positive effects on employees' motivation, dedication, loyalty and creativity (Jurčević et al., 2009).

### ***HRM and Supply Chain***

Though, HRM is the backbone of an organization but SCM has its importance and influence on organizations' performance. Hence, to create a value chain system most of the organizations use an integrated human resource supply chain management (HRSCM) system. Moreover, HRSCM is emerging as an important element for gaining competitive edge in the market. This integrated system allows the organizations to develop a unique strategy that enhance the organizational performance. Several studies conducted in different working context reveal a strong relationship between SCM and HRM (Gowen Iii and Tallon, 2003). Researcher has emphasized on the need to create a best fit between SCM and HRM strategies. A considerable stream of existing literature investigated the HRM and SCM separately, however, only a limited research has been conducted to investigate the integrated relationship of HRM and SCM. Likewise, the research has claimed that success of SCM is depend on the training and support of management and employees. This research further added that four dimensions of SCM has considerable power to create competitive edge, there dimensions are rareness, value-added, cost barrier imitation and organizational structure (Gowen Iii and Tallon, 2003). In short, trained and motivated employees as part of HRM can increase the value-added chain through unique human resources. Unfortunately, only a few studies investigate the relationship between supply chain success and human resource practices (Shub and Stonebraker, 2009).

### ***Organizational Culture***

Until now organizational culture does not have any consistent definition in literature. Organizational culture is defined as “*a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and II that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems*”. The six dimensions of organizational culture are very important to have clear understanding of organizational culture and its types. These dimensions are (a) success criteria, (b) employee management, (c) dominant characteristics, (d) organizational leadership, (e) organizational glue, (f) strategic emphasis (Schein, 1985).

According to studies, organizational culture is “*a useful model for organizations to adopt in taking a system perspective of their businesses and to plan and manage major change.*” However, this model is not a complete representation culture, but this model is only providing some of the important elements of organizational culture. It constitutes two-dimensional space that reflects different value

orientations: the degree to which the organization emphasizes change or stability (the flexibility-control axis); and the nature of business strategic initiatives orientation (the internal-external-axis) (Denison and Spreitzer, 1991).

A flexible orientation allows spontaneity and adaptability, and control orientation refers to the order, control and stability. Moreover, the focus of an internal orientation is on enhancement and sustenance of existing organization meanwhile, the focus of an external orientation is on growth, competition and interaction with external environment (Stock et al., 2007). Organizations with internal orientation allocate most of their resources for maintenance and development of goals. On the other hand, organizations that emphasized more on market orientation allocate most of its resources in interacting with external environment. The combination of internal and external orientation leads towards the four types of culture namely, rational, developmental, hierarchical and group (Stock and McDermott, 2001).

In short, organizations can be defined as the personality of organizations which makes them unique in the eyes of outsiders and insiders. However, the common definition of culture is that the beliefs, behavior, assumptions and shared values of employees. The most important element of culture is shared values or nature of job. It is observed that while working at an organization's employees adopt a share understanding about expectations from them. Similarly, members of supply chain also adopt the same shared understanding about what is expected from them and what they can expect in return. In this vein, shared values have two aspects namely, external culture that influence the expectations of channel members and internal culture that refers to the expectations of employees (Zhao et al., 2011).

The second important element of organizational culture is stability of values and norms. The employees develop some behavioral norms due to repetitive tasks and experience. These norms reflect a predictable pattern that enables a person to predict the relationship requirements and behavior of channel members. Moreover, it is important to know that the external and internal culture of an organization is interlinked, and channel members expectations are influence the employees. Bothe channel members and employees know that what they can expect from the organization and how they can achieve these expectations and then they act accordingly. Moreover, these both parties must fulfill their psychological contracts. In this manner, high level of job satisfaction for employees and channel members is predictable.

### ***Organizational Culture and Supply Chain Management***

There are three components of a culture namely visible artifacts, values and basic assumptions. Visible artifacts of an organization are derived from its values and assumptions are the basis of values upon which organization is working. Therefore, as compared to strategies, assumptions are more fundamental. Therefore, supply chain strategies should be aligned with the culture of organization so they can be implemented effectively. Few researchers have reported that there should be strategic fit among supply chain strategies and organizational culture. Importance

of strategic alignment among strategy and organizational culture is highlighted by a number of researchers (Jungbae Roh et al., 2008). A number of researchers have tried to resolve the issue between strategy and culture through a number of approaches. It is examined the relationship between said variables by using Schien's theoretical framework. According to the researchers Suppliers behavior is significantly influenced by organizational culture. Researchers also emphasized that there must be compatibility among supplier and organization (Zhao et al., 2011; Eze, 2018).

Researchers have mentioned two reasons of organizational culture effecting the supply chain management. First, as mentioned in the definition of organizational culture that shared beliefs and values are represented in organizational culture (Nahm et al., 2004). They are the values according to which business is conducted by the firm (Barney, 1986). Regarding external activities and internal operations, employees are guided by these shared values. For instance, formation of relationship between suppliers and buyers (Schilke and Cook, 2015). Therefore, organizational culture is the foundation of the operational practices for the management. Additionally, learning of organization is also based on organizational culture (Pérez López et al., 2004). Supply chain management can be facilitated when organizational learns from partners due to culture. Therefore, supply chain management is considered an important aspect of operations of the firm and is influenced significantly by the culture of organization as well (Zhao et al., 2011).

Moreover, as suggested by the literature of supply chain management, there is requirement of willingness to integrate and compatibility for success of supply chain management. Due to strong integration capacity, the firm develops and manages the relationship with supplier and customers so they can coordinate cross-functional cooperation. By this way, organizations are able to integrate their supply chain easily (Zhao et al., 2011). Additionally, willingness of integration in terms of relationship building and trust drives organizations to get integrated proactively both externally and internally allowing them to foster cooperation effectively (Yeung et al., 2009; Haseeb et al., 2019). Based on existing literature, link between organizational culture and relationship of willingness and capability is developed. Researchers found that culture of organization that emphasize long term perspective, stability and innovation is related to positive skills (Cao et al., 2015; Durie and Beshir 2018). Similarly, the positive relationship between organizational culture and trust is found. Therefore, capability of relationship and willingness are based on organizational culture and effect the supply chain management (Cao et al., 2015; Ha and Tran 2018).

*H1: culture has significant impact on the supply chain management stagey*

*H2: Human resource management practices has significant impact on supply chain management stagey*

## Methodology

A survey method is employed to address the research questions of the study. Primary research method is used to collect data through questionnaires. The currents have employed survey-based method using an adapted questionnaire. The operational managers, and finance managers working in the manufacturing industry are chosen as a final sample of the currents study. The 435 questionnaires were sent to managers of manufacturing firms. The required number was sent to the departments for dispersion. Respondents were stiff-necked. They returned the questionnaire within the period. This procedure took four weeks to gather every one of the questionnaires from the respondents. This questionnaire is divided into four sections which the entire question was conducted in English. Section A in this questionnaire asked about the respondent background. Gender, ethnicity, educational level, age, marital status, length of services, job category and income (per monthly) were asked. Meanwhile, the question from Part B, C and D are the part of the instrument that tested for this study. The measurement scale for all the section is based on the Likert Scale of 1 to 5, where 1 = strongly disagreed, 2= disagreed, 3 = neutral, 4 = agreed and 5 = strongly agreed. 520 respondents were selected to distribute questionnaires. Structural equation model is employed to analyze the structural model and structural relation among measured and latent variables (Hair Jr et al., 2016). It analyzes the direct and indirect association among variables. A main aspect in SEM is the determination of appropriate sample size. The present study has previously chosen 310 samples based on the benchmarked table for determining sample size. However, the sample size was increased to 600 to overcome the response bias. The response rate was 62.5 percent, as 435 questionnaires were answered properly.

## Results

To address the research objectives, SPSS v19 was used for data processing and modelling. Primarily the responses from the questionnaires were coded into SPSS and went through statistical analysis using AMOS v21. In business research, structural equation modeling is an advanced and widely used multivariate analysis. It is basically a multivariate data analysis which examines the indirect and causal relation among variables, through simultaneous determination of interdependent, separate and multiple regression equations. The distinguishing feature between SEM and multiple regression is that SEM examines the relations simultaneously while multiple regression independently determines the relation among variables. SEM data analysis aims to assess the degree to which the sample data supports the estimation of structural model. SEM particularly examines the structure of covariance that exists between the observed variables. Whereas, observed variables help to define and make inferences about the constructs or latent variables. The latent variables referred as the unobserved variables which need more and more



constructs to explain them. Afterwards, maximum likelihood method, a widely used estimation method for further evaluation of SEM data analysis is employed. Reliability of data is also checked through SPSS, indicating that all measures are reliable. It is suggested that coefficient values, i.e. 0.60, 0.70, and 0.80 are considered as poor, acceptable and good, respectively. Another rule of thumb suggests that alpha values that lies above 0.50 are said to be adequate and less than 0.50 indicates unacceptability in explaining the reliability of constructs. A suitable range for reliability is 0.50-0.60. Following previous research studies, the present study has set Cronbach alpha value to 0.60 as a threshold value. Reliability test shows that all constructs are reliable.

The model fit values are CFI=0.94, RMSEA=0.05, PNFT=-.933, & TLI=0.938, all values range within the threshold level indicating that model has fit the data well. Inner model was also assessed through SEM-AMOS, including the estimation of factor loadings, discriminant validity, and composite reliability.

Confirmatory Factor analysis along with the measurement model assesses the evaluation of measures that are obtained through CFA. CFA is generally employed to check whether the measurement of constructs is consistent with the proposed constructs. Presence of discriminant validity is provided for present study. Discriminant validity measures the degree to which measures of constructs are visible and distinct. Discriminant validity for present research is obtained through comparing cross-loadings with item loadings, as given in Table 1.

**Table 1. Convergent and Discriminant Validity**

	Indicators	Loadings	CR	AVE
<b>CUL</b>	CUL1	.843	0.895	0.772
	CUL2	.855		
	CUL4	.802		
	CUL5	.925		
<b>HRMP</b>	HRMP1	.884	0.932	0.617
	HRMP1	.955		
	HRMP4	.963		
	HRMP5	.945		
	HRMP6	.942		
	HRMP7	.086		
<b>SCM</b>	SCM1	.822	0.910	0.671
	SCM2	.855		
	SCM3	.722		
	SCM4	.825		
	SCM5	.841		

SCM6	.800
SCM7	.880
SCM8	.881
SCM9	.826
SCM10	.821
SCM13	.882
SCM15	.928
SCM16	.840
SCM17	.921
SCM18	.882

The discriminant validity of the current model is shown in the Table 2.

**Table 2. Discriminant Validity**

	1	2	3
<b>CUL</b>	<b>0.948</b>		
<b>HRMP</b>	0.731	<b>0.798</b>	
<b>SCMS</b>	0.518	0.550	<b>0.801</b>

The next step is the estimation of structural equation modeling through path diagram. It is a useful technique as it determines the direct and indirect relation among the observed variables. For this reason, structural equation modeling is preferred for current study. This is done for hypotheses testing.

Since the aim is to assess the relation among latent constructs of the study, the hypothesized structural model was established under first order construct. Path coefficients are used to determine the relation between the constructs and to make decisions about the tested hypotheses. After assessing the structural relationship among variables of measurement model, goodness of fit was checked. The goodness of fit determines whether the model is suitable for testing of hypothesis. Subsequently, the measurement model was converted to structural model to examine the relation among exogenous and endogenous variables. The results for direct hypotheses are given in table, which revealed that all of the direct hypotheses are significantly accepted.

**Table 3. Direct Effect**

	(β)	SD	T-value	P-Values
<b>H1</b>	0.111	0.035	3.161	0.002
<b>H2</b>	0.467	0.132	3.978	0.007

Overall the findings of the study have shown agreement with our proposed findings. The study has used two-tailed bootstrapping process in analyzing the relationship between the organizational culture and supply management practices and between human resource practices and supply chain management. The results of the first hypothesis of the study which hypothesized the relationship between organizational

culture and supply chain management practices is positive significant, The positive an significant relationship is providing support to the proposition of social exchange theory and resource based their (Zhao et al., 2011). The findings are also in line with the previous findings of Zhao et al. (2011), Schilke and Cook, (2015) and Cao et al. (2015). The findings suggest that, supply chain strategies should be aligned with the culture of organization so they can be implemented effectively. The study has reported that there should be strategic fit among supply chain strategies and organizational culture. Importance of strategic alignment among strategy and organizational culture is highlighted in this study

The second hypothesis concerning the relationship between human resource practices and supply chain management also supported by the findings. The results of the study indicate that the human resource practices are in significant relationship with the supply chain management. This research has claimed that success of SCM is depend on the training and support of management and employees. Meanwhile authors have further added that four dimensions of SCM has considerable power to create competitive edge, there dimensions are rareness, value-added, cost barrier imitation and organizational structure (Gowen Iii and Tallon, 2003).

### **Conclusion**

This current study is aimed to draw the attention rescuers, policymaker, and corporate personnel on the issues related to the role of human resource practices, culture and the supply chain management strategies, gender in the relationship and supply chain management. The findings of the study have shown an agreement with the proposed findings of the study. The culture and human resource practices appeared as significant determinant of supply chain management strategies. In author knowledge this is among few pioneering studies on this issue and will be helpful for future policy makings. This study adopts the Structural Equation Modelling (SEM) for analysis due to several reasons. SEM is considered to have equal ability with multiple and linear regression analysis which assume that variables are evaluated with no errors. The study is among the pioneering studies in the issue and it is recommended to enrich the model with broader set of variables. By implementing supply chain management, customers and suppliers are viewed as the partners of organization. The relationship among these stakeholders become cooperative one because coordination among the partners is recognized by the enterprise which coordinate between partners is a key factor within a supply chain. To operate a supply chain efficiently, integration must be formed in all the functions of supply chain in which all the partners of the supply chain must be efficient in terms of quality management of the supply chain. There should be more reliance on collaboration with the support of better integration within supply chain results formation of systems to grow.

The study is among very few studies on the issues and the study will be helpful for management particularly human resource and operational management in

understanding the nexus between human resource management practices and supply chain management as the findings has highlighted that the good human resource management practices bring about a positive change. Furthermore, the study will also helpful for policy makers, and top management in understanding the impact of culture on strategic management practices such supply chain management.

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### WPLYW POLITYKI ZARZĄDZANIA KULTURĄ I ZASOBAMI LUDZKIMI NA STRATEGIĘ ZARZĄDZANIA ŁAŃCUCHEM DOSTAW

**Streszczenie:** Głównym celem artykułu jest zbadanie wpływu praktyk kulturowych i zasobów ludzkich na strategię zarządzania łańcuchem dostaw w indonezyjskim sektorze produkcyjnym. Badanie literatury dotyczącej zarządzania łańcuchem dostaw polegało na analizie praktyk zasobów ludzkich i roli kultury. Badanie ujawniło, że praktyki kulturowe i kadrowe w łańcuchu dostaw przynoszą poprawę i zmianę w organizacji. W rezultacie zwiększa się produktywność i wydajność organizacji. Aby osiągnąć wysoką wydajność, ważne jest, aby zmienić każdy aspekt łańcucha dostaw, w tym projektowanie procesów, które stanowią dużą pomoc. Badanie ujawniło, że system zarządzania zasobami ludzkimi i łańcuchem dostaw (HRSCM) ewoluował, aby odgrywać zintegrowaną rolę wspierającą w tworzeniu systemu łańcucha wartości organizacji. Znaczenie zasobów ludzkich i zarządzania łańcuchem dostaw zostało uznane za środek przewagi konkurencyjnej w przemyśle. Stąd integracja funkcji HR i SCM umożliwia organizacjom tworzenie unikalnej strategii i zwiększa wydajność firmy. Wyniki badania wykazały zgodność z przewidywanymi wynikami. Niniejsze badanie jest jednym z niewielu pionierskich badań w tej kwestii i będzie pomocne w przyszłych działaniach zarządczych.

**Słowa kluczowe:** zarządzanie łańcuchem dostaw, zasoby ludzkie, kultura, Indonezja

### 文化和人力资源管理政策对供应链管理战略的影响

**摘要:** 本研究的主要目的是研究文化和人力资源实践对印尼制造业供应链管理战略的影响。通过人力资源实践和文化作用的视角对供应链管理文献进行调查。该研究揭示了供应链的文化和人力资源实践带来了组织内部的改进和变化。结果，提高了组织的生产力和性能。为了实现高性能，重要的是要改变供应链的各个方面，包括有助于的流程设计。该研究揭示了人力资源和供应链管理（HRSCM）系统已经发展为在组织的价值链系统的创建中发挥综合支持作用的事实。人力资源和供应链管理的重要性已被公认为是工业竞争优势的一种手段。因此，人力资源和SCM功能的整合使组织能够制定出独特的战略，并将提高公司的绩效。研究结果显示与研究结果一致。在作者的知识中，这是关于这个问题的少数开创性研究之一，将有助于未来的政策制定。

**关键词:** 供应链管理，人力资源，文化，印度尼西亚。