

THE KNOWLEDGE SHARING AND THE RELATIONSHIP BETWEEN EFFICIENT TEAM AND SUPPLY CHAIN MANAGEMENT

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Abstract: In the current study, the authors are interested in examining the relationship between team efficiency and supply chain management. In addition to that the mediating role of knowledge sharing is also examined. The study is of the view that the insights of human factors are vital in these areas of organizations for the effective progress of global procedure networks. If organizations are successful in creating and establishing organizational structure that is appropriate, the employees of the organization can create pleasant atmosphere to adjust, educate and achieve organizational goals. In case of failing in creating such environment, unable to make self-decisions, unpleasant work place, and affirmation result in decline in profit, high turnover of employees and dissatisfaction. The data is collected from the operation managers, production managers of manufacturing firms listed in Indonesian Stock Exchange. The results of the study have shown a great deal of agreement with our proposed hypothesis. The study which is among pioneering studies on the issue will be helpful for policy makers and managers in understanding the role of team theory in supply chain management.

Key words: team, knowledge, supply chain management, Indonesia

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Introduction

Supply chain management is the most frequent term used in the business world of purchasing and procurement. The term supply chain is mostly defined as the process of bypassing almost all of the activities which are associated with the transformation and flow of the goods from the stage of raw material till the consumer (Acuña et al., 2008). Supply chain management is being associated as the combination of key business processes throughout the supply chain. For instance, researchers argue that the processes are integrated in the forms, now they are required to integrate them among the firms. Monitoring the supply chain and evaluating the purchase strategy is the main goal of a successful supply chain to help the company in becoming more efficient in an environment which is very competitive. Thus, it is the integration of business processes which holds the key

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importance from the consumer to the supplier who provides information, services and products which add value to the stakeholders and customers (Anastasiou, 2012).

Even though supply chain management is a widely used concept for the practitioners and academicians, the impact of human performance on supply chain is discussed very little and gained less attention. Without the good performance of the employees who are capable and qualified, it is very difficult to implement the supply chain strategies successfully. Researchers have used resource-based view of the organizations to emphasize the need of human performance for supply chain management. Basically, human resource management is the function in the firms designed to maximize the performance of the employees to achieve organizational goals (Croxtton et al., 2001). The basic concern of human resource management is managing the people within organization by keeping focus on systems and policies. The human resource department is mainly responsible for the hiring, training, development, rewarding and performance appraisal of the employees. Human resources have much higher expectations from their work, personal satisfaction and motivation from what they do - organizations are becoming ever more complex both in structure and technology. Information needs to flow quickly between individuals, teams, departments, enterprises (Cummings, 2003). Researchers also stated that human resource management is the way to manage the employees in the organization to achieve the organizational goals (Croxtton et al., 2001).

The supply chain at the global level are evolving into the network of dynamic process through which companies are connected in a combination based on the requirement and context of projects. For this dynamic environment constant innovation in lifecycle, team management and effective communication is required. The human factor in these all aspects is very important for the development of network process globally. If organizations are successful in creating and establishing organizational structure that is appropriate, the employees of the organization can create pleasant environment to adjust, educate and achieve organizational goals. In case of failing in creating such environment, unable to make self-decisions, unpleasant work place, and affirmation result in decline in profit, high turnover of employees and dissatisfaction (Olton, 2013; Yerznkyan, 2008)

It's been revealed that there exists significant gap in literature in terms of research regarding supply chain and human performance. As a result, there is very little research from the perspective of human resource management in order to address the approaches to achieve the performance of human. Integrating team management with knowledge sharing and supply chain is very important (Ilgen et al., 2005; Jarka, 2018; Kot et al., 2018). Researchers found that one of the most important strategic sources for the organization is the knowledge because it can provide organization in developing and sustaining competitive advantage in the current competitive market. There is need to pay more attention to knowledge management because it is the most important factors for the organizations,

facilitate in creation, sharing and utilization of the knowledge. Therefore, knowledge management is considered as the major influencer in the success of organization (Ilgen et al., 2005). So, to maintain the competitive advantage, organizations rely on their human resource. Knowledge sharing is very beneficial; therefore, most of the organizations have invested a lot of capital and time in the management of knowledge.

The purpose of this research paper is to explore the effects of effective team on supply chain of an organization and finding a framework which integrate the knowledge sharing capacities in the teams of organizations to improve supply chain management aiming to provide the managers with a theoretical framework that can be utilized to implement in improving effectiveness of supply chain management and developing a set of opportunities to develop supply chain field further more. Objective of this study are: To find relationship between effective HR teams and supply chain management. To explore mediating role of knowledge sharing between effective HR teams and supply chain management.

Literature Review

The integration of the business processes which hold key importance for the consumer and supplier of the information, services and products and also which helps in adding value for the stakeholder and customers is known as supply chain management (Wen et al., 2007). The basic reason of increasing interest in the supply chain management firms are regularly finding them relying upon effective supply chain and networks so they can compete in the global market successfully (Braziotis, 2013). In the current global environment which is very competitive, it is not possible to measure performance only by the actions and decisions occurring within the firm because supply chain is resulted as the contribution of all members in overall results. Researchers also revealed that now the competition is at the level of supply chains instead of the individual enterprises. It is important from the perspective of multinationals to understand the way supply chain management can be used in the face when firm is facing challenges including disruption in supply chain and mitigating the risks (Chan et al., 2003). Therefore, it is vital to manage good relationship with the firms operating in same supply chain (Cohen and Bailey, 1997). As a result, the performance of the organization is improved by utilizing external and internal capabilities in optimum way which create a coordinated supply chain extending the competition from intercompany to inter supply chain (Cooper and Ellram, 1993).

Supply chain is also defined as the integration of business processes that holds key importance for the business from the user through supplies which provide services, products and information to add value for all stakeholders (Jurčević et al., 2009). Another definition is provided by Katzenbach and Smith (2005) who based the definition on a number of suggestions provided by hybrid sources, academic and practitioners. Researchers constructed the similarities in suggestions to develop the definition of supply chain management as the managing the network consists of

a number of relationships within organizations, within a firm, among business units, purchasing, marketing, logistics, and other similar functions from the producer to the customer with the benefits to add value, getting customer satisfied and increasing the profit (Katzenbach and Smith, 2005).

Researchers have mentioned a number of characteristics of supply chain management. These characteristics include reducing the investment in the inventory, minimizing the carriers and vendors, developing long term relationship, planning the team approaches, initiative and supply system jointly, measuring the improvement, keeping in view the total cost sharing the risks and information's (Jurčević et al., 2009).

Describing about dependent variable of research that is supply chain, coming towards the effective human resource team management. Supply chain management as the way to manage the partnership is considered as basic element of team working and strategy within the organizations is the main denominator for the functions of the supply chain to be operated efficiently and effectively, delivered and operated and improved as well. Resultantly, the role of cross organizational and cross functional teams are identified as critical in the success of supply chain management. It is more important for highly collaborated and partnered forms of supply chains (Burgess et al., 2006).

The teams of the organizations can be described in terms team-based philosophy, theoretical frameworks and many other philosophies within the organization and is becoming very popular as well (Olton, 2013). Researchers argue that organizations have improved a lot by using the teams in a number of industries. Rather than jobs, teams have become an important building block for the future of organization. The ability to work together to achieve a common goal is known as team work. Researchers have also termed team as the fuel to achieve a common result (Pachura and Hairul, 2018).

According to Grove (2008) modern organizations require teams to perform their-organizational tasks. New product development teams, information systems teams, and advertising teams are some of the examples of teams in modern organizations. Teams are integrated in overall supply chain procedures. Thus, a manager should keep well with team members and value their contributions to achieve better productivity and performance. According to Halldórsson et al. (2008) people are main concern in projects success or failure. Team Climate can be defined as the manner of working together which includes aspects like vision, innovation, communication patterns, participation safety, norms, cohesion and task style.

In past researchers have described the teams that are self-managed as the team in which its members willingly try new things, accept change, take more responsibility, are accountable, act for organization and take actions rather than waiting (Pachura and Hairul, 2018). On the other hand, Olton (2013) found that groups become the team when their commitment is shared, and they strive to achieve the common goal. The performance of the team can be measured using whether the project is delivered on time and on budget. According to Olton (2013)

human characteristics of the team determine the team performance. Discussing past literature of mediator of current study is literature regarding knowledge sharing.

It is important to mention that knowledge exchange and knowledge transfer are two different terms. One must understand that knowledge sharing is related to communication but not the communication. Same is with the distribution of information (Straka, 2017). Researchers have defined knowledge sharing as the knowledge sharing and the behaviour by which others are helped to gain the knowledge (Nonaka and Takeuchi, 1991). Whereas, Ilgen et al. (2005) discussed that knowledge sharing is the process in which the knowledge of individual is absorbed, understood and used by the others. So, knowledge sharing is the behaviour which is at least conscious, and the source of knowledge also properly give knowledge's ownership.

There are multiple factors that affect the knowledge sharing namely individual level, team level and organizational factors. Few of these factors will enhance the sharing of knowledge and a few will create negative impact (Nonaka and Takeuchi, 1991). There are five primary contexts identified by the literature which can impact the successful sharing of knowledge namely broader environment of the knowledge, sharing capacity of the knowledge, predisposition of recipient learning, location and form of knowledge, the recipient and source of knowledge including their relationship (Ojha, 2005). One of the critical inputs in the production of nonhuman and human capital, ideas are very important. It can be concluded that organizations should develop open ways to develop and share new ideas, having several sources to develop innovative ideas. Accepting novel and new ideas allows organizations to remain innovating their procedures. Therefore, knowledge sharing is the source of sharing of new ideas (Yerznkyan, 2008).

It is important that organizations often use teamwork and teams in order to manage the issues related to strategy and everyday issues. The reasons include the need of the firm to be find effective and faster solution. The work of team is better than the work of an individual (Olton, 2013). The role of the team can be explained as the ability to interrelate, contribute and behave with others in a certain way. The value of the roles identified enables the teams and individuals to get benefit from the knowledge of self. It's been identified from the members of the team learning is one of the key functions of the team. It's very different to learn something that is moderate and to learn from the best one. According to them there is need that members learn under a number of circumstances. Later on, using the knowledge to enhance the performance and increase the knowledge of other members of the team (Sudhakar, 2012).

Scholars revealed that sharing of knowledge within a team is very important for the firm to develop capabilities and skills so they can increase the value and sustain the developed competitive advantage (Wang and Noe, 2010). Behaviour of sharing knowledge is the basic mean in which employees can contribute towards the practical application of the knowledge, optimization and innovation of the

organization. Therefore, sharing of knowledge plays a critical role in the outcome of overall management (Wen et al., 2007).

Good level of interaction is required for sharing of knowledge among the members of the team along the willingness, opportunities and more communication. At the stage when the differences among the members of the teams are very large, knowledge among the team members may be hindered. According to the research, the team members will be less prone to share the knowledge if they will feel that they are few people. According to the results of the study, it was less likely that members of the society will agree with others and will not share their knowledge (Nonaka and Takeuchi, 1991). Research also shows that when members of team think that they are highly capable, they will have less tendency to share the knowledge (Wang and Noe, 2010). Therefore, it can be concluded that knowledge sharing, and team effectiveness is highly related to each other.

Moreover, the management of human resource is mainly linked with the management of supply chain in different ways. These different ways are activities between the partners of the supply chain and their relationships and resources of the human capital within the organization required for the supply chain. Initially the link between human resource management and supply chain management. This link mentions the function of the supply chain, its ability to work, skills of change management and its process. The training and education of the worker is the main issue with the HRM in the sector of supply chain. Supplier related to the building of the team, solving the issues of training the employees are related significantly with the success of the supply chain. The success of the supply chain is mainly dependent upon the skills of the employees, training and retaining the workers, improvement of the teamwork, trust between supplier and employees and integration at managerial and management level (Madani and Wajeetongratana, 2019; Olton, 2013).

The management of the people between the firms and its people in the relationship of the supply chain offers the opportunities of competitive advantage. As a result, the cost is saved which is passed to the customers. The dependency of the supply chain is mainly upon the people who are involved in the process of supply chain (Madani and Wajeetongratana, 2019). Moreover, as mentioned by Shadur and Bamber (1994), practices of effective supply chain management mainly rely on the working of the team and regular improvement. There is need of trust among supplier and employees for such kind of relationship. Research has revealed that there exists positive relationship among supply chain management and practices of human resource management (Madani and Wajeetongratana, 2019). So, it is expected that team of the human resource will help the organizations to bring the staff and talent which is required to run the business appropriately.

Relationship of Team, Knowledge Sharing and Supply Chain

Cross functional teams are involved in the management of the supply chain. It also involves unique processes and procedures. Achieving the superior performance of

the human resource in the activities of the supply chain requires to develop the knowledge that will increase the uniqueness of the human capital of the firm. Obtaining such skills and knowledge most of the times involve the learning process and its unlikely to find such thing in market (Jurčević et al., 2009) due to which the human capital is of great importance.

Spanning nature of the supply chain management's boundaries determine the performance of human in the context of supply chain processes. Involvement of human resource in the supply chain is the resource which cannot be gathered easily. In-fact the automation of the highest level requires human resource to do it. Therefore, we can claim that talent and knowledge of individuals in the organizations is critical strategic resource that organizations must dynamically manage.

Sharing of knowledge is viewed as the process of learning which is dynamic in which organizations interact regularly with suppliers and clients (Yerznkyan, 2008). Indeed sharing of knowledge is critical for the relationship of the firms because it is considered as the social capital which support the agility of the business and also neglected in the past studies (Matoskova et al., 2013). With this, it can be resulted that supply chains which are more concentrated to make best use of benefit of sharing of knowledge with the teams can integrate the processes of their business very well by creating business architecture. In the global supply chain, sharing of knowledge is key to create development of product and for flexible manufacturing. Sharing of knowledge effectively enables the supply chain to minimize the time to develop the product and time to market. Communication among the managers also reduces the development of product time by sharing the product specifications. This development will reduce operational time and improve efficiency of organization to maximize their innovations (Sadraoui and Mchirgui, 2014).

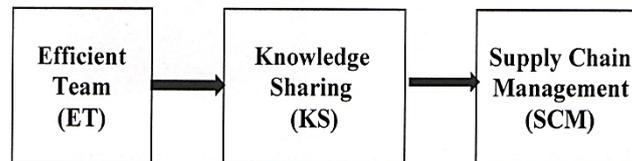


Figure 1: Conceptual Framework

H1: The efficient team is in significant relationship with the supply chain management.

H2: The efficient team is in significant relationship with the knowledge sharing supply chain management.

H3: The knowledge sharing is in significant relationship with the supply chain management.

H4: The efficient team mediates the relationship between knowledge sharing and the supply chain management.

Methodology

Survey based technique of quantitative to achieve the objective of the current study, the author has employed the survey-based methodology and the data is gathered through a self-administered questionnaire. The email and personal courier are used to collect reach the respondents, which are the operation managers of manufacturing firms. Data is analyzed via SPSS 20.0, which is among one of the robust and advance research software for the data analysis in the social sciences (Hair et al., 1995). The data analysis has undergone these analyses namely a) the descriptive analysis, b) the reliability, and the validity analysis, and d) the regression analysis. Meanwhile, testing of hypothesis is done using multiple regression analysis and Pearson correlation. The results from these tests help to indicate the direction and strength of the association between the independent and dependent variables, as well as to identify the most influential variable in the model. Many authors have suggested that the value of Pearson coefficient explains the degree of the strength of association among variables. Its value lies between -1 to 1. A value of 0 shows no association, -1 shows perfectly negative association, while 1 shows perfectly positive association.

Research Analysis and Discussion

In the process of data analysis, the primary step is to check the validity of instruments involved in the study. For this purpose, Confirmatory Factor Analysis is employed. In this context, a suggested rule of thumb states that the values for factor loadings must be above 0.50 (Hair et al., 1995). Therefore, the sample size for current study is estimated to be 276, which will be used to estimate the accepted factor loading value for the relation among factor loadings and sample size. Since the sample size for present study is 276, the factor loadings for all items turned out to be above 0.40. According to authors, the sample size that lies within 30 -150 is considered as normal, also the large sample size assures data normality. This indicates the normality of data improves with the increase in sample size.

Furthermore, normality test is done to check whether the sample data is well modelled. An association among two or more independent variables is known as multicollinearity. Multicollinearity test is also conducted, exhibiting an inter-association among all variables involved in the model. The independent variables are expected to be associated with the dependent variable to some extent but the existence of high correlation among variables can result in the existence of multicollinearity. Collinearity refers to a condition where some of the independent variables are found to be highly correlated with each other.

Therefore, it is suggested to avoid multicollinearity as it can bring misleading results and influence the process of data analysis, resulting in the impractical interpretation of the findings. For present study, multicollinearity test is conducted through regression analysis and found no multicollinearity.

Table 1: Confirmatory Factor Analysis (CFA)

	Cronbach's Alpha	rho_A	Composite Reliability
ET	0.955	0.955	0.965
KS	0.917	0.919	0.939
SCM	0.949	0.95	0.961

Table 2: Direct relations

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
ET -> SCM	-0.081	-0.09	0.113	0.72	0.472
KS -> SCM	0.926	0.925	0.035	26.517	0.000
ET-> KS	0.091	0.081	0.023	3.973	0.000

Several authors have observed and realized the problem of non-response bias in research studies, which can occur due to multiple reasons. For instance, respondents may have limited or no time for filling the survey, sensitivity of certain questions involved in the questionnaire, fear of top management, lack of interest or cooperation by the respondents, unable to provide desirable information, or failure to reach or target desirable respondents. In order to deal with non-response bias, researchers need to ensure the appropriate selection of desirable and interested respondents.

Table 3: Indirect results through mediation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CI -> EU -> SP	0.018	0.024	0.04	3.60	0.002

In addition, while designing the survey, questions must be very well structured and free from any ambiguity. After undergoing the process of data collection, the questionnaires that are incomplete must be excluded from the dataset.

Factor analysis is a powerful and commonly used measure to check the validity of construct that can be established through summarizing the data, in order to increase its visibility, manageability, straight forwardness, and to identify suitable items for every dimension. In addition, it also specifies two problems that need to be focused while conducting factor analysis. Firstly, sample size must be adequate i.e. above 150 and secondly, the inter-association between items. For factors analysis, the Bartlett's test for Sphericity must be significant at $p < 0.5$. Reliability test involves several dimensions. Cronbach's alpha test is generally considered as a measure of scale precision. The results of Cronbach alpha indicate that all constructs have a value higher than 80%, which is considered to be good according to researchers. Furthermore, multiple regression analysis is employed for testing of hypothesis. Table 2 shows the direct relation of variables and the results provide an empirical

evidence for the acceptance of H2 and H3 whereas, H1 is rejected as no statistical support was found to accept H1. These results are in line with the prior studies. For instance Matoskova et al. (2013) and Yerznkyan (2008) who described that knowledge sharing is vital to managerial success. Similarly, Madani and Wajeetongratana (2019) and Olton (2013) and Pachura and Hairul (2018) argued that team efficiency in organization leads to superior organizational performance and knowledge management. Moreover, Table 3 highlights the mediating effect of KS in the relationship between the ET and SCM. These results of moderation show that for mediation hypothesis, the t-value is above 1.96 and p-value is below 0.05 which accept H4.

Conclusion

The purpose of this research paper is to explore the effects of effective team on supply chain of an organization and finding a framework which integrate the knowledge sharing capacities in the teams of organizations to improve supply chain management aiming to provide the managers with a theoretical framework that can be utilized to implement in improving effectiveness of supply chain management and developing a set of opportunities to develop supply chain field further more. Thus, the objective of current research is to find relationship between effective HR teams and supply chain management and to explore mediating role of knowledge sharing between effective HR teams and supply chain management. The hierarchal regression is used to examine the direct and indirect relationship between team efficiency, knowledge sharing and supply chain management. The study is of the view that supply chains all over the globe are gradually shifting towards networking of procedures where they could link in innovative ways depending upon different specific project-based requirements and context. This dynamic environment needs efficient team management, effective communication, and constant innovation in lifecycle. The insights of human factors are vital in these areas of organizations for the effective progress of global procedure networks. With the implementation of appropriate organizational structure, the individual employees and team activities might create a motivating and pleasant environment, to adjust, educate, and to grasp the organizational goals. Else, incapability to self-decision making and affirmation, vague tasks, and unpleasant working environment results in employee dissatisfaction, higher employee turnover and poor corporate results. The data is collected from the operation managers, production managers of manufacturing firms listed in Indonesian Stock Exchange. The results of the study have shown a great deal of agreement with our proposed hypothesis. The study which is among pioneering studies on the issue will be helpful for policy makers and managers in understanding the role of team theory in supply chain management.

Limitations and Future Research Direction

The first limitation of the present study is the cross-sectional nature. Due to time and financial constraints, the data was collected at one point in time. Therefore, to get the causal inferences, the future longitudinal and time-series studies must be conducted in this regard. Second, to meet the objective of the study, the study was conducted at individual level. However, in order to expand the knowledge canvas, future researchers should perform the multi-level i.e. group, team or organizational level. Finally, future studies should expand this research by controlling the demographic variables to assess the influence of workforce diversity on the research model.

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UDOSTĘPNIANIE WIEDZY I RELACJI MIĘDZY SKUTECZNYM ZESPOŁEM A ZARZĄDZANIEM ŁAŃCUCHEM DOSTAW

Streszczenie: W przedstawionym badaniu autorzy byli zainteresowani związkiem między wydajnością zespołu a zarządzaniem łańcuchem dostaw. Oprócz tego badana była także mediacyjna rola dzielenia się wiedzą. Wynik badanie wskazuje, że uwzględnienie w czynników ludzkich jest niezbędne dla skutecznego postępu globalnych sieci procedur. Jeśli organizacjom uda się stworzyć i ustanowić odpowiednią strukturę organizacyjną, pracownicy organizacji mogą stworzyć sprzyjające warunki do dostosowania, edukacji i osiągnięcia celów organizacyjnych. W przypadku niepowodzenia w tworzeniu takiego środowiska, niezdolności do samodzielnego podejmowania decyzji, niewłaściwej atmosfery w miejscu pracy i skutkuje spadkiem zysku, dużą rotacją pracowników i niezadowolaniem. Dane są gromadzone wśród kierowników operacyjnych, kierowników produkcji firm produkcyjnych notowanych na indonezyjskiej giełdzie papierów wartościowych. Wyniki badania wykazały dużą zgodność z proponowaną przez autorów

hipotezą. Badanie to jest jednym z pionierskich badań w tym obszarze i będzie pomocne dla decydentów i menedżerów w zrozumieniu roli teorii zespołu w zarządzaniu łańcuchem dostaw.

Słowa kluczowe: zespół, wiedza, zarządzanie łańcuchem dostaw Indonezja

高效团队与供应链管理之间的知识共享和关系

摘要:在当前的研究中,作者有兴趣研究团队效率与供应链管理之间的关系。除此以外,还检查了知识共享的中介作用。该研究认为,人为因素的见解在组织的这些领域对于全球程序网络的有效进展至关重要。如果组织成功地创建并建立了合适的组织结构,则组织的员工可以营造一种愉快的氛围来调整,教育和实现组织目标。如果无法创造这样的环境,则无法做出自决,不愉快的工作场所和肯定的态度会导致利润下降,员工流失率高和不满。这些数据是从印度尼西亚证券交易所上市的制造公司的运营经理,生产经理那里收集的。研究结果表明与我们提出的假设非常吻合。该研究是对该问题的开创性研究之一,将有助于决策者和管理者了解团队理论在供应链管理中的作用。

关键词:团队,知识,供应链管理印度尼西亚