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The impact of logistics competency management on relationships in the supply chain in theory and pilot empirical studies (part 2)

Wpływ zarządzania kompetencjami kadry logistycznej na relacje w łańcuchu dostaw w teorii i empirycznych badaniach pilotażowych (część 2)

Abstract

The aim of the article is to determine the impact of approaches, models, and strategies for competency management of logistics personnel adopted by the supply chain leader on the relationships between the entities forming the links of the chain. The article is divided into two parts. The first part contains theoretical considerations regarding the approach to competency management of logistics personnel adopted by the supply chain leader, in correlation with relationships within the supply chain. The second part presents the results of the author's original survey research. The empirical research was conducted from June 2024 to September 2025 in ten supply chains operating across five industries: pharmaceutical, food, construction, automotive, and energy. In each of the industries, two purposefully selected supply chains were studied. In selecting metalogistics systems, the author was guided by the criterion of competency management implemented by the enterprise acting as the leader in the supply chain. The research was carried out using the author's survey questionnaire divided into four parts concerning: supply chain relationships, logistics competencies of the supply chain, competencies of logistics personnel, and management of those competencies by the supply chain leader. The conclusions drawn from this study may be used not only for further empirical research on the impact of approaches to competency management on relationships within the supply chain, but also as recommendations for logistics managers.

Keywords

supply chain, logistics personnel, logistics competency, logistics competency management models, logistics competency management strategies

JEL: J24, L14, M12, M54

Streszczenie

Celem artykułu jest określenie wpływu podejść, modeli, strategii zarządzania kompetencjami kadry logistycznej przyjętych przez lidera łańcucha dostaw na relacje pomiędzy podmiotami tworzącymi ogniwa tego łańcucha. Artykuł podzielono na dwie części. Część pierwsza zawiera teoretyczne rozważania dotyczące postawy zarządzania kompetencjami kadry logistycznej przyjmowanej przez lidera łańcucha dostaw w skorelowaniu z relacjami w łańcuchu dostaw. W części drugiej artykułu zaprezentowano wyniki autorskich badań ankietowych. Badania empiryczne prowadzono od czerwca 2024 r. do września 2025 r. w dziesięciu łańcuchach dostaw działających w pięciu branżach: farmaceutycznej, spożywczej, budowlanej, motoryzacyjnej, energetycznej. W każdej z branż badaniem objęto dwa celowo dobrane łańcuchy dostaw. Dokonując doboru systemów metalogistycznych, autorka kierowała się kryterium zarządzania kompetencjami kadrowymi wdrożonego przez przedsiębiorstwo pełniące rolę lidera w łańcuchu dostaw. Do przeprowadzenia badań wykorzystano narzędzie w postaci autorskiego kwestionariusza ankietowego podzielonego na cztery części dotyczące: relacji w łańcuchu dostaw, logistycznych kompetencji łańcucha dostaw, kompetencji kadry logistycznej i zarządzania tymi kompetencjami przez lidera łańcucha dostaw. Wnioski z rozważań niniejszej publikacji mogą zostać wykorzystane nie tylko do dalszych badań empirycznych nad wpływem podejścia do zarządzania kompetencjami logistycznymi na relacje w łańcuchu dostaw, ale także jako rekomendacje dla menedżerów logistyki.

Słowa kluczowe

łańcuch dostaw, kadra logistyczna, kompetencje logistyczne, modele zarządzania kompetencjami logistycznymi, strategie zarządzania kompetencjami logistycznymi

Introduction

This article concerns the impact of the approaches, models, and strategies for logistics competency management adopted by the supply chain leader on relationships within the supply chain. In justifying the choice of topic, it should be noted that personal competencies constitute the most valuable resource of any system (including logistics systems), and that the deliberate selection of an appropriate model and strategy, reflecting a given approach to competency management, may influence the nature of relationships within the supply chain. Thus, the subject matter of this publication is significant due to the integrative and coordinative value of an appropriate approach to competency management adopted by the supply chain leader.

The article constitutes a continuation of considerations and research on logistics competencies examined (Skowrońska, 2024a, pp. 2–16; 2024b, pp. 21–41; 2025, pp. 14–26).

Although the logistics literature includes attempts to correlate competitive strategies with approaches to competency management, a research gap can be identified in the area that raises questions about new solutions fostering integration, coordination, and the strengthening of strategic partnerships within supply chains. This article is an attempt to fill that gap.

The aim of the article is to determine the impact of the approaches, models, and strategies for competency management of logistics personnel adopted by the supply chain leader on the approach to managing competencies within the supply chain and on the nature of relationships between business partners, and consequently on integration, coordination, and cooperation within the supply chain.

The article is divided into two parts.

The first part contains theoretical considerations regarding the approach to logistics competency management adopted by the supply chain leader in correlation with relationships within the supply chain. The focus in this first, theoretical part of the article is shifted towards: defining logistics competency (defined from the perspective of supply chain competency and logistics personnel competency); characterizing approaches, strategies, and models of logistics competency management; and presenting the relationships between competitive strategies, approaches, models, and strategies of logistics competency management and relationships within supply chains. The identification of approaches, strategies, and models, as well as the determination of their potential impact, was based on a review of the existing literature (Skowrońska, 2026).

This second part presents the results of the author's original survey research. The empirical research was conducted from June 2024 to September 2025 in ten supply chains operating in five industries:

pharmaceutical, food, construction, automotive, and energy. In each of the industries, two purposefully selected supply chains were studied. The selection of industries was determined by the author's familiarity with their specific characteristics. In selecting metallogistics systems, the author was guided by the criterion of competency management implemented by the enterprise acting as the supply chain leader.

The research was carried out using the author's original survey questionnaire divided into four parts concerning: supply chain relationships, logistics competencies of the supply chain, competencies of logistics personnel, and the management of these competencies by the supply chain leader. To divide the studied groups into relatively homogeneous classes of objects, in terms of their characteristic features (in this case, similarity of responses), one of the hierarchical classification methods was applied, namely the complete-linkage method. The Sokal-Michener coefficient was adopted as the measure of similarity between objects. The choice of this coefficient is justified by the fact that it is used to measure object similarity described by nominal binary variables.

The article does not include an analysis of the results from the part of the questionnaire concerning the identification of logistics personnel competencies (these issues are discussed in more detail in Skowrońska, 2024b, pp. 21–41).

For the purposes of the study, three research hypotheses were formulated:

1. The approaches, strategies, and models of logistics competency management adopted by the supply chain leader influence the way business relationships are built and maintained within the supply chain.
2. There are models and strategies of logistics competency management that foster integration, coordination, and strategic partnership within supply chains.
3. There are models and strategies of logistics competency management that imply transactional relationships between contractors, which do not foster integration, coordination, or the development of strategic partnerships within supply chains.

The conclusions drawn from this study may be used not only for further empirical research on the impact of approaches to competency management on relationships within the supply chain, as well as on the development of the so-called soft instruments supporting integration, coordination, and partnership within supply chains, but also as recommendations for micro- and macro-logistics managers. The value and originality of the article lie in identifying the correlation between the supply chain leader's approach to competency management in the scale of micrologistics and the type and nature of relationships in the scale of metallogistics.

Research methodology

As mentioned in the introduction, in this second part of the article the author focuses on presenting and interpreting the results of empirical research concerning the impact of approaches, models, and strategies for managing the competencies of logistics personnel adopted by the supply chain leader on relationships between entities forming the links of that chain.

The empirical research was conducted from June 2024 to September 2025 in ten supply chains operating across five industries: pharmaceutical, food, construction, automotive, and energy. In each of the industries, two purposefully selected supply chains were studied. In selecting metalogistics systems, the author was guided by the criterion of competency management implemented by the enterprise acting as the leader in the supply chain.

The research was carried out using the author's survey questionnaire divided into four parts concerning:

1. Relationships within the supply chain.
2. Logistics competency of the supply chain.
3. Competency of logistics personnel.
4. Approaches, strategies, and models of logistics competency management.

Because of the fact that the research tool is highly elaborate, it was previously subjected to validation procedures. In order to check whether the tool is understandable, reliable, and allows for obtaining the necessary information, a mock interview was conducted within a group of 10 experts from Polish higher education institutions (5 experts in the field of human resources competency management and 5 experts in the field of supply chain management). The diagnostic survey method was conducted using the Delphi technique. The survey was verified by: a mock interview conducted from January to March 2024, substantive and technical analysis (including question comprehensibility, logical sequence, analysis of responses in terms of verifying the established research objectives), as well as corrections and adjustments.

Due to the limited size of the research sample (ten supply chains operating in five industries), the conducted research can be treated only as pilot studies. As a result, the findings presented in the further part of the article and the conclusions drawn from them may serve only as an illustration of the adopted approaches, models, and strategies of logistics competency management and their relationship with approaches to shaping and managing relationships with suppliers, subcontractors, production partners, customers, and other entities supporting the implementation of logistics processes. They cannot, however, serve as a basis for generalizations at the national level.

The first and fourth parts of the questionnaire were analysed in close correlation. The entities acting as leaders of the examined supply chains were characterized, on the basis of these two parts, using

185 variables. This number results from the structure of the first and fourth parts of the questionnaire, where 53 variables were described using those 185 descriptive variables (respondents in supply chains could indicate one or more answers in each question).

After data collection, the data were subjected to coding, editing, and tabulation. Firstly, numerical codes were assigned to individual response variants in:

- the first part of the questionnaire, aimed at identifying relationships between entities involved in logistics processes;
- the fourth part of the questionnaire, aimed at identifying approaches, strategies, and models of logistics competency management adopted by the supply chain leader.

The coding involved assigning numerical values from 0 to 1 to each response. An exception was made for five questions in the fourth part of the questionnaire, for which codes from 1 to 3 were assigned.

In order to divide the studied group into relatively homogeneous classes of objects, in terms of their characteristic features (in this case, similarity of responses), one of the hierarchical classification methods was used, namely the complete-linkage method. The Sokal-Michener coefficient was adopted as the measure of similarity between objects. The choice of this coefficient is justified by the fact that it is used to measure the similarity of objects described by nominal binary variables. Using the complete-linkage method, the group was divided into 6 relatively homogeneous classes. Such a division makes it possible to classify supply chains in terms of their characteristic features (similarity of responses concerning approaches, strategies, and models of logistics competency management adopted by the supply chain leader, as well as relationships within the chain). The use of the Sokal-Michener coefficient also made it possible, among other things, on the basis of occurrence of a given variant of a variable (consistency of variants concerning the representativeness assumptions for approaches, strategies, and models of logistics competency management) to combine classes whose objects have inconsistent values of occurrence of variants of other variables (inconsistency of response variants concerning relationships among entities within supply chains).

The second part of the questionnaire concerned logistics competency of the supply chain and included 11 questions with response options whose importance was assessed by respondents on a five-point scale (1 – the lowest, 5 – the highest).

The third part of the questionnaire concerned competency of logistics personnel. Leaders were asked to assign the competencies of employed logisticians to ten areas of logistics competency considered from the supply chain perspective: positioning and integration of logistics systems; integration with suppliers; integration with intermediaries and distributors; integration with customers; internal integration; efficiency,

adaptability, and flexibility; transparency of physical and information flows; logistics process management; information systems and technologies; completion of orders. This part of the questionnaire is not the focus of the present article. Issues concerning logistics competencies considered from the personnel perspective in correlation with logistics competencies considered from the supply chain perspective are discussed in detail by Skowrońska (2024b, pp. 21–41).

Results and findings

Table 1 presents the number of supply chain leaders who identify with the characteristics used in the survey questionnaire to describe the approaches, strategies, and models adopted by the supply chain leader in relation to their own logistics personnel. The questionnaire did not include the names of approaches, strategies, or models, but only their characteristics.

Table 1

Number of supply chain leaders who, with regard to managing the competencies of their own logistics personnel, rely on specific approaches, strategies, and models

The leader's approach to logistics competency management		
Approaches	Characteristics	Number of supply chain leaders for whom the approaches/strategies/models are representative
Classical approach	Logistics personnel competencies are treated as assigned to human resources, which are considered one of many resources and, as such, are intended to support the achievement of strategic objectives equally with other resources.	0
Approach based on the concept of value chain creation	Logistics personnel competencies are treated solely as serving a supportive and auxiliary role in facilitating the execution of logistics functions and processes.	0
Approach based on the concept of differentiated values	Logistics personnel competencies are treated as playing a significant role in generating the value produced and delivered.	6
Approach based on the strategic management of competencies	The competencies of employees as a strategic resource in the logistics domain are treated as an integrative factor determining the creative use and development of logistics competencies within the supply chain.	4
Strategies for logistics competency management		
Competency exploitation strategy	It is oriented toward the efficient use of employees' competencies (knowledge, skills, and predispositions). There is no investment in development, training, or the enhancement of employees' competencies. Hiring and dismissal policies are adjusted to the short-term and changing objectives of the enterprise.	0
Competency accumulation strategy	It is oriented toward investing in the development of employees' competencies by identifying, at the recruitment stage, hidden and valuable potential implied by their competencies, then hiring employees with such potential and developing it in line with the enterprise's objectives.	6
Competency stimulation strategy	It is oriented toward creating new competencies that are important from the employees' perspective (personalization). Emphasis is placed on employees whose primary asset is knowledge (knowledge workers).	4
Models of logistics competency management		
External competency acquisition model	It is oriented toward acquiring qualified employees from the external labour market in various forms, without a focus on internal development or the enhancement of competencies.	0
Internal competency development model	It is oriented toward internal development through enhancing employees' competencies as their universal and unique potential, in accordance with individualized development plans.	0

The leader's approach to logistics competency management		
Approaches	Characteristics	Number of supply chain leaders for whom the approaches/strategies/models are representative
Personal competency contracting model	It is oriented toward acquiring employees from external sources in various forms, depending on needs arising from the implementation of a specific project. Cooperation is treated as a transaction, with conditions dictated by the contract.	0
Strategic alliances model in the area of personnel competencies	It is oriented toward retaining internal employees and their competencies while simultaneously acquiring employees from external sources.	2
Bureaucratic model of personnel competency management	The employee, together with the competencies they represent, constitutes only a fragment of the whole, integrated into the pursuit of the organization's overall objectives. The fundamental principle determining job security is compliance with established procedures.	0
Individual competency-oriented model	Acceptance of employees' orientation toward autonomy and the treatment of the enterprise as a place for professional self-realization and "career development." The fundamental principle determining job security is loyalty to the employee's interests.	0
Competency synergy model	It is based on a tendency to create teams cooperating on the basis of mutual benefits and responsibilities. The goals of the whole emerge as a result of the activity of employee groups and competency synergy.	5
Competency balance model	It is oriented toward maintaining a balance between individual competencies and goals and those of the team. The objectives of management are to achieve stability, a sense of fairness, and equality.	3

Source: author's own research.

Table 2

Division of the studied group of supply chains into clusters using the complete-linkage method

Approaches	Strategies	Models	Classes
Approach based on the strategic logistics personnel management	Competency accumulation strategy	Competency synergy model	I II III IV
Approach based on the concept of differentiated values	Competency stimulation strategy	Competency balance model	III IV

Source: author's own research.

Table 2 presents a simplified tabular summary reflecting the division of the studied group of supply chains into classes based on the Sokal-Michener coefficient. Due to the extensive nature of the characteristics, detailed descriptions of the key variables for which the analysed objects share consistent values of a given variable variant are missing in the table.

In the first part of the survey questionnaire, focused on diagnosing the type and nature of supply chain relationships, questions were included from the following eleven areas:

1. Criteria for selecting suppliers/sub-suppliers/cooperating partners.

2. Assessment of the ability to acquire highly qualified suppliers/sub-suppliers/production partners/other entities involved in logistics processes.

3. Sources of power used to obtain cooperation within the supply chain.

4. Investments in the development of suppliers/sub-suppliers/production partners.

5. Methods of integration within the supply chain.

6. Evaluation of cooperation within the supply chain.

7. Quality assurance.

8. Costs of warehousing and maintaining stocks.

9. Distribution of opportunities, risks, and responsibilities among supply chain entities.

10. Scope of contacts between entities forming links in the supply chain.

11. Self-managing work teams.

The correlation of variables describing supply chain relationships with variables from the section concerning approaches, strategies, and models of logistics competency management by the leader allows for the formulation of the following observations.

The research made it possible to diagnose, in four out of ten supply chains, an approach to relationships with business partners based not only on universal but also on unique competencies of entities forming links in these chains. These competencies are identified, partners are selected accordingly, and investments are made in the development of competencies considered from the perspective of the supply chain that are crucial for the leader, the chain as a whole, and its individual entities. The approach to logistics competency management adopted by the leaders of these four supply chains can be regarded as closest to the assumptions of strategic competency management. These results concern two supply chains operating in the pharmaceutical industry and two in the energy sector.

Within the remaining six supply chains, operating in the food, construction, and automotive industries, cooperation between enterprises is based on an approach closest to the concept of differentiated values. This approach proved conducive to building partnership-based relationships, which was confirmed by analysis in those six metalogistics systems. Supply chain competencies are identified and developed based on specific criteria for selecting partners, suppliers, and subcontractors. Entities that best meet these criteria are chosen, and investments are made in the development of the potential of individual links in line with the goals of the supply chain as a whole.

Human resource-related actions undertaken by supply chain leaders based on strategic competency

management are characteristics indicating the implementation of a competency stimulation strategy, oriented toward creating new competencies important from the employees' perspective and based on their existing competencies. Such a strategy proved conducive to strategic relationships between partners in the chain, characterized by the exchange of information, knowledge, and experience.

The approach of supply chain leaders operating in the automotive, food, and construction industries, in whom an approach based on differentiated values was identified, proved consistent with the assumptions of the competency accumulation strategy.

The competency stimulation strategy at the HR management level translated into a similar approach to building and maintaining relationships in the four previously mentioned supply chains. Those leaders acquire business partners with a long-term cooperation orientation, selecting entities that best meet criteria related to quality, timeliness, location, costs, and specialized and industry-specific competencies, considered from the perspective of the supply chain. In these chains, investments are systematically made in the development of key competencies of strategic partners.

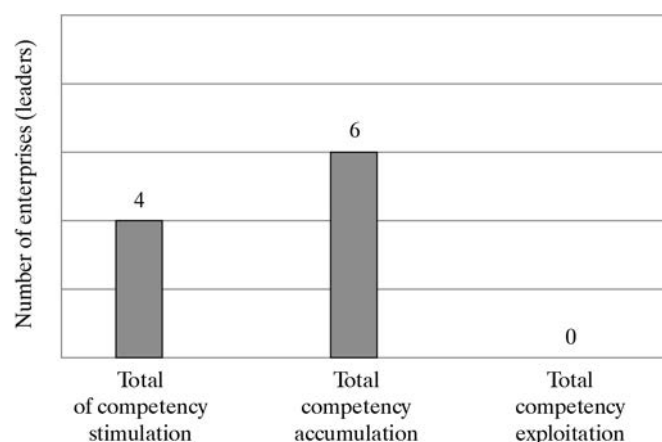
Figure 1 presents the number of leaders of the ten supply chains in relation to the competency management strategies they selected for their logistics competency management.

Among the leaders of supply chains in the pharmaceutical and energy sectors, in whom elements of the competency stimulation strategy were identified, characteristics representative of the competency balance model were also diagnosed. According to this model, the leader strives to maintain a balance between individual and team competencies and objectives.

At the same time, in four supply chains from both sectors (pharmaceutical and energy), relationships with partners can be classified as long-term and based

Figure 1

Competency management strategies for logistics personnel implemented by supply chain leaders



Source: author's own research.

on the distribution of responsibility across the entire chain. No tendency was identified to shift transportation or warehousing costs onto any particular link in the chain. Additionally, an orientation toward maintaining balance between the competencies and goals of individual links and the supply chain as a whole was observed.

An important aspect of this approach proved to be self-managing teams. The issue of self-managing teams as a tool facilitating integration, coordination, and cooperation in the supply chain is discussed in more detail in (Skowrońska, 2025, pp. 14–26). The primary criteria for partner selection include quality, timeliness of logistics processes, and willingness to cooperate. The dominant source of power was found to be that resulting from expert authority and respect for the leader's competencies. This applies to three out of the four supply chains.

In one of those four supply chains, logistics competency management by the leader is based on the assumptions of the strategic alliance-building model in the area of personnel competencies. The adoption of this model is indicated by an orientation toward retaining internal employees while simultaneously acquiring external personnel.

In six supply chains operating in the food, automotive, and construction industries, where leaders demonstrated characteristics of the differentiated values approach and the competency accumulation strategy, elements of the competency synergy model prevail. The assumptions representative of this model are also reflected in the approach to supply chain competencies, which focuses on building relationships with business partners. These relationships, in turn, determine the identification of organizations as elements of a metalogistics system with the system as a whole.

In the automotive supply chain, self-managing teams were identified as an important element improving and increasing the flexibility of management. It was also characteristic that relationships with partners form the basis for identification with both the organization as part of the metalogistics system and with the system as a whole. Here as well, one of the six leaders bases competency management methods and tools on the strategic alliance-building model.

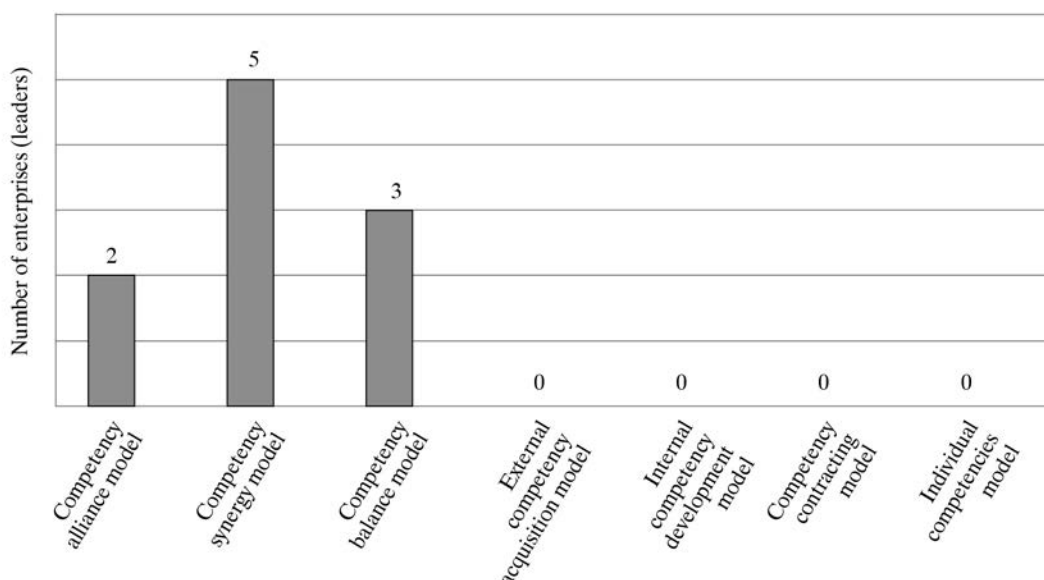
Figure 2 presents the number of leaders of the analysed supply chains in relation to the competency management models they selected for their logistics personnel.

The third part of the survey questionnaire, concerning supply chain competencies, included 11 questions with response options whose importance was assessed using a five-point scale. Respondents were asked to evaluate the importance of supply chain logistics competencies across the following eleven categories:

1. Impact on the competitive position of the supply chain.
2. Positioning and integration of logistics systems within the supply chain.
3. Integration with suppliers.
4. Integration with distributors.
5. Integration with customers.
6. Internal integration.
7. Integration of operational efficiency, flexibility, and adaptability.
8. Integration of transparency in physical and information flows.
9. Management of logistics processes.
10. Information systems and technologies.
11. Completion of orders.

Figure 2

Models of logistics competency management implemented by supply chain leaders



Source: author's own research.

Analysis of the results of this part of the questionnaire revealed a correlation between competencies considered from the supply chain perspective and the approach adopted by the supply chain leader toward managing logistics competencies.

The study shows that in all supply chains based on competency stimulation and competency accumulation strategies, as well as on alliance, synergy, and competency balance models:

1. In the area of “importance of supply chain logistics competencies in positioning and integration of logistics systems,” the most important competencies include: developing, implementing, and monitoring supply chain logistics strategies; incorporating operational and tactical logistics tasks into the metalogistics system; and integrating logistics planning into overall supply chain planning.

2. In the areas of “importance of supply chain logistics competencies in the integration of suppliers, distributors, and customers,” the highest-rated competencies include: exchange of information regarding physical and information flows; sharing revenues, costs, profits, and risks; engaging all entities in product development processes; and involving all entities in logistics customer service.

3. In the area of “importance of supply chain logistics competencies in internal integration,” the highest importance was assigned to competencies related to: integration of logistics systems across the supply chain; and coordination of physical and information flows.

4. In the area of “importance of supply chain logistics competencies in operational efficiency, flexibility, and adaptability,” the highest importance was assigned to competencies related to: continuous monitoring, identification, and satisfaction of the needs of customers, distributors, and suppliers; and the execution of unique, non-standard orders and requirements within the supply chain.

A clear orientation toward competencies supporting integration, coordination, cooperation, and strategic partnership within supply chains can be observed.

Differences in the assessment of importance levels appeared in the following areas:

1. Impact on competitive advantage.
2. Management of logistics processes.
3. Information systems and technologies.
4. Completion of orders.

In these four areas, the level of assessment depended on the nature of business activity, shaped by industry-specific characteristics and shifting the focus toward particular logistics processes.

The fourth part of the questionnaire focused on logistics competencies of employees. Respondents, representing entities operating within the ten analysed supply chains (manufacturers, suppliers, subcontractors, and production partners), were asked to assign personnel competencies to the previously identified eleven categories of competencies considered from the supply chain perspective.

A strong correlation was observed between supply chain logistics competencies and logistics personnel competencies. However, due to the focus of this study on relationships between approaches, models, strategies of competency management, and supply chain relationships, these issues are not discussed in detail in this publication. Theoretical considerations on this topic are presented by Skowrońska (2024b, pp. 21–41).

Discussion and conclusions

In summary, it should be stated that practice confirms that the models and strategies of logistics competency management adopted by supply chain leaders with respect to their employees influence the shaping of relationships between entities forming links in the supply chain.

The study shows that none of the leaders of the ten analysed supply chains rely on a competency exploitation strategy in logistics competency management. Elements representative of the competency accumulation strategy were identified in six leaders, while elements characteristic of the competency stimulation strategy were found in four leaders. These findings support the hypothesis that the strategies and models of logistics competency management adopted by supply chain leaders influence the nature of relationships they build with business partners.

The implementation of both strategies in logistics competency management translated into a willingness and readiness to build relationships oriented toward strategic partnership. Leaders applying the competency accumulation strategy invest not only in the development of their employees' competencies but also in the competencies of business partners. Leaders applying the competency stimulation strategy focus not only on creating new logistics competencies among their employees but also on investing in the exchange of knowledge, experience, and competencies within the supply chain.

The absence of elements characteristic of the following models in leaders' approaches to logistics competency management: the individual competency-oriented model, the bureaucratic competency management model, the internal competency development model, the external competency acquisition model, and the competency contracting model, allows for a positive verification of the hypothesis that the adopted strategies and models influence the nature of relationships with business partners. It also supports the hypothesis that there exist models and strategies that imply transactional relationships between partners and do not foster the development of strategic partnerships.

The leaders' selection of two out of ten supply chains of the strategic alliance-building model in competency management also confirms the research hypotheses. This model, similarly to the competency synergy model

and the competency balance model identified during the analysis, supports the development of strategic relationships. In those supply chains, the dominant source of power was authority derived from legal legitimacy, complemented by elements of reward-based power and expert power. In both cases, a hybrid configuration was identified, combining strategic cooperation with selected partners and the use of external entities depending on current needs.

The research indicates that supply chains operating within a given industry tend to exhibit similarities in their choice of approaches and strategies for logistics competency management. Minor differences were observed in the selection of models. However, due to the pilot nature of the study and the limited sample size, these findings cannot be generalized to the entire group.

With regard to the relationship between competitive strategies, logistics competency management models, and supply chain relationships, it should be noted that eight out of ten supply chains operate based on assumptions close to a differentiation strategy, including competency-based uniqueness. Leaders of these supply chains adopt an approach to relationship management based on integration, coordination, and partnership, built around the competency engagement of employees within individual links and of the links within the chain; the use of motivational tools and expert power; and the distribution of logistics process costs across the entire supply chain.

A clear correlation is visible between methods and tools of logistics competency management and the management of supply chain relationships.

Given that the approach to logistics competency management adopted by the leader influences the nature of business relationships within the supply chain, it is justified to focus on enterprises that base their

personnel management on models and strategies oriented toward:

- acquiring employees with both standard and unique competencies, treated as a foundation for building supply chain competencies;
- employing competent staff with a view to long-term and individualized development;
- investing in the development of competencies important from the perspective of the enterprise as an employer;
- identifying and developing competencies that are particularly important to employees themselves.

Such enterprises, when acting as supply chain leaders, demonstrate a greater tendency to translate their internal approach to employee relations into external relationships that facilitate and support strategic partnership within the supply chain.

Thus, integration, coordination, and cooperation within the supply chain are most effectively ensured by leaders who, in logistics competency management at the micrologistics level, adopt:

- an approach based on strategic competency management or the concept of differentiated values;
- the strategic alliance-building model, the competency synergy model, or the competency balance model;
- the competency accumulation strategy, the competency stimulation strategy, or a differentiation strategy based on achieving competitive advantage through competency uniqueness.

These conclusions may serve as a starting point for further research on the impact of competency management approaches on supply chain relationships. They may also provide practical recommendations for managers operating at both micro- and metalogistics levels.

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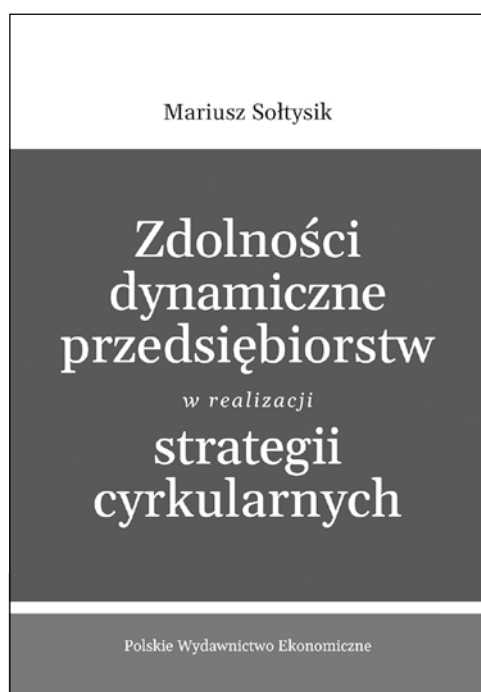
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MARIUSZ SOŁTYSIK

ZDOLNOŚCI DYNAMICZNE PRZEDSIĘBIORSTW W REALIZACJI STRATEGII CYRKULARNYCH

Publikacja prezentuje niezwykle rzetelne, wielowymiarowe i kompletne ujęcie sposobów wdrażania strategii cyrkularnych w nawiązaniu do koncepcji zdolności dynamicznych (DCV). Opiniowana monografia naukowa to praca dokładna, nowatorska, cechująca się wysokim rygorem metodycznym. W moim odczuciu stanowi wybitne i kompletne ujęcie problemu ewolucji modeli biznesowych w kierunku strategii cyrkularnych, mając przy tym niezaprzeczalne cechy doniosłości naukowej.

Z recenzji prof. dr. hab. inż. Seweryna Spółka

Zaprezentowane w monografii podejście badawcze pozwala określić ją jednoznacznie jako ważną i wyraźnie wyróżniającą się na tle innych publikacji naukowych z dyscypliny nauki o zarządzaniu i jakości pod względem poznawczym, metodycznym i użytkowym. Przedstawione w pracy badanie stanowi nowość poprzez identyfikację warunków koniecznych (progów) dla przejścia od intencji do wdrożenia. Menedżer nie otrzymuje więc wyłącznie informacji, co sprzyja wdrożeniu, ale też informacje, co to wdrożenie blokuje. Sądzę, że to oparte na solidnych podstawach koncepcyjnych i warsztacie metodycznym dzieło daje kompleksowy obraz poruszanych zagadnień i nosi znamiona wybitności.

Z recenzji prof. dr. hab. Anny Wójcik-Karpacz

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