

**Dr hab. Agnieszka Skowrońska, prof. UEW**

Wrocław University of Economics and Business (Poland)

ORCID: 0000-0003-1543-7291

e-mail: agnieszka.skowronska@ue.wroc.pl

# The impact of logistics competency management on relationships in the supply chain in theory and pilot empirical studies (part 1)

Wpływ zarządzania kompetencjami kadry logistycznej na relacje w łańcuchu dostaw w teorii i empirycznych badaniach pilotażowych (część 1)

## 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 wobec 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 wdrożonego przez przedsiębiorstwo, pełniące rolę lidera w łańcuchu dostaw, zarządzania kompetencjami kadrowymi. 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 previous considerations and research on logistics competencies examined both from the perspective of the supply chain and from the personnel perspective (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. 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 in five industries: pharmaceutical, food, construction, automotive, and energy. In each of the industries, two purposefully selected supply chains were studied.

The industries were selected based on the author's familiarity with their specific characteristics. In selecting metalogistics 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 metalogistics.

## Logistics competency management in the literature and research output – an introduction to the discussion

Among strategic potentials considered in the context of competitive advantage, logistics competencies

play a significant role. These are divided into supply chain logistics competencies and logistics personnel competencies (these issues are discussed in detail in: Skowrońska, 2024a, pp. 2–16; 2024b, pp. 21–41; Matwiejczuk, 2011a, pp. 18–23; 2011b, pp. 19–26; 2012, pp. 7–14; 2014, pp. 39–46, 155–206; Le Deist & Winterton, 2005, pp. 27–46; Winterton et al., 2006, pp. 21–34; Council of Logistics Management, 1995, pp. 17–256; A.T. Kearney & European Logistics Association, 1999; European Logistics Association & A.T. Kearney, 2009; Cap Gemini Ernst & Young, & The University of Tennessee, 2000; Capgemini, The University of Tennessee, Georgia Southern University, & JDA Software Group, 2010).

The concept of supply chain logistics competencies refers to a set of resources, including knowledge and capabilities, which support an integrated and coordinated approach to performing tasks and executing activities embedded in the logistics processes of the supply chain. In turn, logistics personnel competencies are defined as the knowledge, skills, and attitudes of employees that enable them to perform tasks related to the execution of logistics processes accompanying physical and information flows. Logistics personnel competencies should be treated as an example of personal competencies, playing a significant role in building and creatively utilizing supply chain competencies (Skowrońska, 2024, p. 4).

Interesting conclusions regarding competency management are provided by studies described in: Armstrong, 2000; Antczak, 2010; Balcerzyk & Balcerzyk, 2014; Buford & Lindner, 2002; Capaldo et al., 2006; Capece & Bazzica, 2013; Draganidis & Mentzas, 2006; Drucker, 2005; Gangani et al., 2006; Jackson et al., 2017; Kupczyk & Stor, 2017; Michaluk & Kacała, 2012.

Some of the earlier studies on competencies considered from the enterprise perspective were conducted by Hong and Stahle (2005) as well as Gualliano and Prevot (2008). Results concerning the correlation between employee competencies and the market performance of enterprises are presented, among others, in: Gangani et al., 2006, pp. 127–139; Kupczyk & Stor, 2017; Teodorescu, 2006, pp. 27–30.

Personnel-related issues in logistics were first addressed in the domestic literature by Kisperska-Moroń (2000). Significant studies on logistics competencies, considered in both the scale of micro- and metalogistics, were conducted by: Michigan State University, the European Logistics Association and A.T. Kearney, Computer Sciences Corporation, and Cap Gemini Ernst & Young (Matwiejczuk, 2011a, pp. 18–23; 2011b, pp. 19–26; 2012, pp. 7–14; 2014). In turn, Skowrońska classified logistics personnel competencies as part of logistics competencies considered from the supply chain perspective (Skowrońska, 2024b, pp. 21–41; 2000, pp. 288–291).

Owens, Surmacz, Dobrzyński, and Ryciuk, while identifying factors influencing trust and commitment in the supply chain, indicated not only information exchange, specific supplier competencies, the reputation of busi-

ness partners, and formal contracts, but also behavioural uncertainty and the potential opportunism of employees. The authors pointed out that the lack of trust-based partnership relations constitutes a major barrier to building and maintaining cooperation between enterprises (Owens, 2004, pp. 8–11; Dobrzyński & Ryciuk, 2007, pp. 17–24; Surmacz, 2010, pp. 83–90; Jagoda et al., 2023a, pp. 18–39; 2023b, pp. 2–20).

Analyses concerning competency models in supply chains and their impact on interorganizational relationships have been extensively described in international literature. Among the more significant contributions are: Ali et al., 2021, pp. 1–15; Apascariter & Elvira, 2022, pp. 1–16; APICS, 2014, pp. 1–20; Bag et al., 2020, pp. 607–628; CIPD, 2022, pp. 1–27; Gernot et al., 2024, pp. 623–648; Hock-Doepgen et al., 2021, pp. 683–697; Masteica & Cepinskas, 2015, pp. 830–835; Oguntegbe et al., 2024, pp. 18–35; Phanwattana & U-on, 2017, pp. 23–40; Rao et al., 2009, pp. 56–69; Rees & French, 2023, pp. 1–391; Robertson et al., 2017, pp. 189–216; Schilke et al., 2018, pp. 390–439; Shin & Park, 2021, pp. 1–13; Thepmongkorn & Pitchayaderanant, 2020, pp. 1–52; Wright, 2021, pp. 701–721. Among the earliest studies in the domestic literature addressing the correlation between human resource management models and strategies and strategic partnership in supply chains were those conducted and described by Skowrońska (2005, pp. 105–129).

This first part of this article is theoretical in nature and focuses on the impact on supply chain relationships of approaches, strategies, and models of competency management adopted and implemented by the supply chain leader with respect to their own logistics personnel.

## Supply chain leader approach to competency management and relationships within the chain – theoretical considerations

Due to the specificity of the industries in which enterprises operate, as well as the types of logistics processes implemented within them, various logistics strategies can be identified. These prove useful in integrating logistics into the domain of strategic management, especially in contemporary conditions where logistics competencies are considered among key strategic potentials.

Particular attention should be paid to the relationships between logistics strategy and personnel strategy (both at the micro- and metalogistics levels). Without personnel, it is not possible to carry out logistics processes, even in situations of significant automation and robotic automation of these processes. Such an approach correlates with the way competency profiles of supply chain links, as well as competencies of the chain as a whole, are constructed. Below, the approaches to competency management adopted by the supply chain

leader are characterized. The implications of these approaches for relationships within the supply chain are also indicated. The features are based on a framework discussed in more detail by Skowrońska (2024a, p. 13).

Companies that adopt the classical approach to competency management, i.e., the approach based on the concept of tangible and intangible resources, in which human resources (including logistics personnel), together with their competencies, are treated as one of many resources and serve the implementation of strategic objectives, tend to maintain relationships with contractors that are close to transactional in nature. This approach is based on acquiring suppliers and partners to execute specific transactions. It relies on the efficient use of resources, including the knowledge of cooperating entities, without engagement from the supply chain leader in terms of investment, training, or advisory support. This approach may be considered as not conducive to integration, coordination, or strategic partnership. Once contracts expire, they are not renegotiated, but rather new entities are sought.

Companies that adopt an approach to competency management based on the concept of value chain creation, in which human resources (including logistics personnel) and their competencies are treated as supportive in the implementation of organizational processes (including logistics processes), also tend to focus on transactional relationships. This approach is based on the efficient use of resources, knowledge, and capabilities of cooperating entities, without any involvement of the supply chain leader in motivating them. As such, it does not foster integration, coordination, or strategic partnership. Emphasis is placed on conditions related to infrastructural, technological, and legal aspects of logistics processes.

Companies for which an approach based on the concept of differentiated values is representative, i.e., an

approach in which human resources (including logistics personnel) and their competencies are intended to support the value created and delivered in cooperation with contractors, rely on the competencies of the entities forming the links of supply chains. They identify these competencies, acquire partners for cooperation, and invest in the development of their potential in line with the objectives of the supply chain.

Companies that adopt an approach based on the strategic management of competencies with regard to logistics personnel, i.e., an approach in which the competencies of employees as a strategic resource are treated as an integrative factor determining the creative use and development of organizational competencies aimed at achieving competitive advantage, in cooperation with contractors, rely on both universal and unique competencies of entities forming supply chain links. They invest in the development of the potential of individual links in accordance with the objectives of the supply chain as a whole, as well as in the development of capabilities considered important by individual links.

While emphasizing the role of competency-related personnel factors in achieving supply chain objectives, one should not overlook the feedback loop that should exist between those two aspects.

### Strategies and models for competency management adopted by the leader and supply chain relationships

The strategies and models for competency management adopted by supply chain leaders also have a significant impact on integration and cooperation within supply chains (Tables 1 and 2).

Table 1

Strategies for competency management and relationships within the supply chain

| Logistics personnel competency management strategies | Characteristics of logistics personnel competency management strategies                                                                                                                                                                | Nature of relationships within the supply chain | Approach to building business relationships within the supply chain                                                                                                                                                    |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Competency exploitation strategy                     | It is based on the efficient use of employees' competencies without investing in their development. Hiring and dismissal policies are adjusted to the short-term objectives of the enterprise                                          | Transactional relationships                     | There is a lack of integration, partnership, and investment in the development of competencies of cooperating entities (enterprises are engaged based on the lowest price criterion to execute a specific transaction) |
| Competency accumulation strategy                     | It is based on investing in the development of logistics personnel competencies by identifying hidden and valuable potential, then recruiting employees with such potential and developing it in line with the enterprise's objectives | Strategic relationships                         | It fosters the acquisition of partners by the supply chain leader for long-term cooperation. Investment in the development of business partners' competencies is characteristic of this approach                       |

Table 1 – cont.

| <b>Logistics personnel competency management strategies</b> | <b>Characteristics of logistics personnel competency management strategies</b>                                             | <b>Nature of relationships within the supply chain</b> | <b>Approach to building business relationships within the supply chain</b>                                                                                                            |
|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Competency stimulation strategy                             | It is oriented toward creating new knowledge and logistics competencies that are important from the employees' perspective | Strategic relationships                                | It facilitates the leader's acquisition of partners in the chain for long-term collaboration. Representative examples include the exchange of knowledge, experience, and competencies |

Source: author's own research.

**Table 2**  
**Models of competency management and relationships within the supply chain**

| <b>Employee competency management models</b>                    | <b>Characteristics of employee competency management models</b>                                                                                                                                                                                                                                                                                                              | <b>Nature of relationships within the logistics chain</b>                                                                                                                                                                                                              | <b>Approach to building business relationships</b>                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| External competency acquisition model                           | It is oriented toward recruiting employees from the external labour market while omitting employee development. Employees are expected to demonstrate competencies aligned with job requirements and the organization's current short-term objectives. Employees are hired and dismissed depending on the company's needs                                                    | Transactional relationships, no sharing of opportunities, risks, or costs between entities                                                                                                                                                                             | The criteria for selecting entities to execute transactions are financial in nature. There is no motivation or investment in the development of suppliers. The sources of power used to secure cooperation include coercion, penalties, rewards, and legal justification                                                                                                                                                            |
| Internal competency development model                           | It is oriented toward enhancing employees' competencies as their universal and unique potential, as well as undertaking actions aimed at increasing satisfaction and engagement. The employment concept is based on employee integration                                                                                                                                     | Transactional or strategic relationships                                                                                                                                                                                                                               | The dominant criteria for selecting business partners are quality and readiness for long-term cooperation, while economic criteria are of secondary importance. The primary source of power is expertise, less frequently legal justification and rewards. Investment is made in the development of partners, and they are motivated through training and advisory support. There is a long-term sharing of opportunities and risks |
| Personal competency contracting model                           | It is oriented toward acquiring employees from external sources. Cooperation is treated as a transaction. Employees are recruited with competencies aligned with job requirements, correlated with the organization's short-term objectives. Efficiency-related aspects of work are emphasized, and expectations toward employees are determined by contractual requirements | Transactional relationships, which occasionally evolve into strategic relationships. Cooperation is more often oriented toward a specific undertaking. Contracts and agreements are not extended after expiration but cooperation is re-established when a need arises | The dominant criteria for selecting partners for cooperation are those relevant to the execution of a specific undertaking. Cooperation is established with entities that best meet these criteria. After the completion of the undertaking, the contract is terminated. No investment is made in the development of periodically cooperating entities. The dominant source of power is legal justification                         |
| Strategic alliances model in the area of personnel competencies | It is oriented toward developing the competencies of internal employees while simultaneously acquiring employees from external sources. It is based on synergistic effects and a hybrid configuration emphasizing competency-based interactions                                                                                                                              | Strategic and partnership relationships                                                                                                                                                                                                                                | The dominant source of power is legal justification, accompanied by elements of power arising from the use of rewards and expert authority. A mixed configuration is characteristic of this model. It is based on strategic cooperation with selected partners, while, depending on needs, services of other entities are also utilized                                                                                             |

| <b>Employee competency management models</b>          | <b>Characteristics of employee competency management models</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Nature of relationships within the logistics chain</b> | <b>Approach to building business relationships</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Bureaucratic model of personnel competency management | Employees and their competencies constitute a component of the whole, integrated into the achievement of organizational objectives. The principle determining employment security is compliance with established procedures and the maintenance of discipline                                                                                                                                                                                                                                                                                                                                                                                        | Transactional relationships                               | The primary criteria for selecting entities for cooperation are economic in nature. The source of power is legal justification, possibly accompanied by the use of coercion and rewards. During cooperation, no investment is made in the development of the competencies of cooperating entities. The division of responsibility and risk is precisely defined                                                                                                                                                                                                           |
| Individual competency-oriented model                  | Acceptance of employees' orientation toward autonomy and the treatment of the enterprise as a place for professional self-realization. The principle determining employment security is loyalty to the employee's interests. Emphasis is placed on development through the stimulation of competition. The motivational instrument is high financial remuneration                                                                                                                                                                                                                                                                                    | Transactional relationships                               | The criteria for selecting cooperating entities are economic in nature. The dominant source of power is legal justification, with elements of power arising from the use of coercion or rewards. Practices of shifting the costs of logistics process execution onto specific links of the chain are frequent                                                                                                                                                                                                                                                             |
| Competency synergy model                              | It is based on the creation of teams cooperating on the basis of mutual benefits. The goals of the whole emerge as a result of competency synergy. The principle determining employment security is loyalty to group interests. Building task-oriented teams based on complementary competencies constitutes the primary objective of management. Team acceptance and competency enhancement are the main instruments used in the management sphere                                                                                                                                                                                                  | Strategic relationships                                   | A bond with business partners constitutes the basis for identification with the organization as an element of the metalogistics system, as well as with the system as a whole. It is based on self-managing teams. Continuous motivation of business partners is typical. The scope of contacts between links in the supply chain is continuous, with long-term sharing of opportunities and risks. The dominant source of power is expert authority                                                                                                                      |
| Competency balance model                              | It is oriented toward maintaining a balance between individual competencies and goals and team competencies and goals. The objectives of management are to achieve stability, a sense of fairness, and equality. The principle determining employment security is loyalty to the organization's interests. The direction of strengthening behaviours and competency development is a willingness to make sacrifices for the employee community. The basis for identification with the organization is compatibility with the competencies of co-workers. The instrument used in competency management is continuous improvement and self-improvement | Strategic relationships                                   | Relationships are long-term in nature, with the distribution of responsibility and costs of logistics processes across the entire supply chain. A characteristic feature is the orientation toward maintaining a balance between the competencies and goals of individual links as well as the chain as a whole. Self-managing teams are an important aspect. The primary criteria for selecting business partners relate to quality, timeliness of logistics processes, and readiness for cooperation. The dominant sources of power are expertise or the use of rewards |

Source: author's own research.

The type of the adopted strategy usually has a determining influence both on the approach to logistics competency management and on competencies considered from the perspective of the supply chain. The author assumes the existence of a relationship of integration and coherence with the strategy of the metalogistics system as a whole and with the strategies of its subsystems. This means that such coherence may be determined by the competitive strategy (Table 3).

In the case of competency management in the supply chain, which affects all elements of competition, its importance in building and maintaining competitive advantage is undeniable. This management is based on partnership, coherence, and both internal and external integration of logistics systems (including, with regard to logistics competencies considered from the supply chain perspective, as well as logistics personnel competencies).

**Table 3**

**Relationships between competitive strategies, competency management models, and relationships within the supply chain**

| <b>Competitive strategy</b> | <b>The supply chain leader's approach to competency management from an organizational perspective</b>                   | <b>The supply chain leader's approach to managing logistics personnel</b>                                                                                                                                                                                                                  | <b>Relationships within the supply chain</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cost leadership strategy    | The reduction of logistics costs is the primary way of maintaining a position, for example, as the lowest-cost producer | Logistics personnel go through a "screening system" leading to the employment and retention of the best candidates. The dominant perspective is shaped by the competency exploitation strategy, the bureaucratic competency management model, and the individual competency-oriented model | The culture and strategy of the supply chain are based on competition among suppliers, onto whom the costs of logistics processes are transferred*. The dominant sources of power used by the leader to ensure cooperation include coercion and discipline, legal justification, or the use of rewards. The tools used to motivate contractors include margins and competitions aimed at achieving the most favourable results. Transactional cooperation is ensured by agreements, contracts, and supplier certifications. Quality control and the costs of logistics processes are rarely distributed across the entire chain. There is also no long-term sharing of opportunities and risks between entities                                                                                                                          |
| Differentiation strategy    | Key factors include, among others, delivery speed and high quality of logistics customer service                        | The competency portfolio is built through the development of employees' competencies. The dominant perspective is associated with competency accumulation or stimulation strategies, as well as competency synergy or competency balance models                                            | The strategy and culture of the supply chain foster integration, coordination, and strategic partnership, which are built around the competency engagement of employees within links and of the links within the chain. The dominant source of power used by the leader to ensure cooperation among business partners is expertise. Tools for motivating partners include funding for joint advertising, marketing, training, and advisory support. Methods of ensuring integration and cooperation include reducing the number of intermediary links, technological integration, forming strategic alliances, entering into long-term agreements, and offering additional services. Quality control and the costs of logistics processes are distributed across the entire chain. There is long-term sharing of opportunities and risks |

\* Such a culture, originating from a single enterprise acting as the supply chain leader, extends to the entire chain, leading to the dissemination of attitudes and behaviours that may result in problems such as: destructive competition among suppliers; the risk of supply chain disruption; and the burden placed on suppliers to bear the costs of technological development while simultaneously being required to share knowledge with competitors. These issues have been identified as problems faced by enterprises belonging to the Initial and Intermediate Companies group (see more in: Skowrońska, 2020, pp. 147–153; 2013, pp. 2–9).

Source: author's own research.

The strategies and models of competency management adopted by supply chain leaders have a determining influence on the nature of relationships between business partners within these chains.

## Discussion and conclusions

Based on the theoretical considerations regarding the approaches, strategies, and models adopted by the supply chain leader in logistics competency management within their own enterprise, it can be indicated that:

1. Clearly conducive to integration, coordination, and strategic partnership in the supply chain are:

- In the area of approaches to competency management:

- the approach based on the concept of differentiated values;
- the approach based on the strategic management of logistics personnel competencies.

- In the area of strategies for competency management:

- the competency accumulation strategy;
- the competency stimulation strategy.

- In the area of models for competency management:

- the strategic alliances model in the area of logistics personnel competencies;
- the competency synergy model;
- the competency balance model.

2. Implying transactional contacts, but possessing the potential to transform interorganizational relationships into those based on strategic partnership:

- In the area of approaches to competency management:

- the approach based on the concept of value chain creation.

- In the area of models for competency management:
  - the internal competency development model;
  - the personal competency contracting model.

3. Clearly not conducive to integration, coordination, and strategic partnership:

- In the area of approaches to competency management:

- the classical approach.

- In the area of strategies for competency management:

- the competency exploitation strategy.

- In the area of models for competency management:

- the external competency acquisition model;
- the bureaucratic model of personnel competency management;
- the individual competency-oriented model.

Based on the theoretical considerations presented in this article, relationships can also be identified between the competitive strategy, the competency management model adopted by the supply chain leader, and relationships within the supply chain. The classical cost leadership strategy, in accordance with its nature and assumptions, appears to favour exclusively transactional contacts. In contrast, the differentiation strategy adopted by the supply chain leader supports integration, coordination, and strategic partnership, which are shaped around the competency-based engagement of employees within individual links and of the links within the chain (see more in: Skowrońska, 2025, pp. 14–26).

The above conclusions constitute a starting point for empirical research on the role of the impact of approaches, strategies, and models of competency management on relationships within the supply chain. The results of this research are the subject of the considerations presented in the second part of the article.

## References/Bibliografia

- A.T. Kearney & European Logistics Association. (1999). *Insight to Impact. Results of the Fourth Quinquennial European Logistics Study*. ELA.
- Alli, M. M., Quereshi, S. M., Memon, M. S., Mari, S. I., Ramzan, M. B. (2021). Competency framework development for effective human resource management. *Sage Open*, (April-June), 1–15. <https://journals.sagepub.com/doi/pdf/10.1177/21582440211006124>
- Antczak, Z. (2010). *Zarządzanie kadrami*. C.H.Beck.
- Apascarter, P., & Elvira, M. M. (2022). Dynamizing human resources: An integrative review of SHRM and dynamic capabilities research. *Human Resource Management Review*, 32(4), 1–16. <https://doi.org/10.1016/j.hrmr.2021.100878>
- APICS. (2014). Supply Chain Manager Competency Model. <https://www.apics.org/docs/default-source/careers-competency-models/supply-chain-manager-competency-model.pdf?sfvrsn=2>
- Armstrong, M. (2000). *Zarządzanie zasobami ludzkimi. Strategia i działanie*. Wydawnictwo Profesjonalnej Szkoły Biznesu.
- Bag, S., Gupta, S., & Luo, Z. (2020). Examining the role of Logistics 4.0 enabled dynamic capabilities on firm performance. *The International Journal of Logistics Management*, 31(3), 607–628. <https://doi.org/10.1108/IJLM-11-2019-0311>
- Balcerzyk, R., & Balcerzyk, D. (2014). Zarządzanie kompetencjami w organizacji i analiza stanowisk pracy. *Journal of Science of the Gen. Tadeusz Kościuszko Military Academy of Land Forces*, 172(2), 150–163. <https://doi.org/10.5604/17318157.1127104>
- Buford, J. A., & Lidner, J. R. (2002). *Human resource management in local government: Concepts and applications for students and practitioners*. South-Western Learning.
- Capaldo, G., Iandoli, L., & Zollo, G. (2006). A situationalist perspective to competency management. *Human Resources Management*, 45(3), 429–448. <https://doi.org/10.1002/hrm.20121>
- Capece, G., & Bazzica, P. (2013). A practical proposal for a “Competence Plan Fulfilment” Key Performance Indicator. *Knowledge and Process Management*, 20(1), 40–49. <https://doi.org/10.1002/kpm.1403>
- Capgemini Ernst & Young, & The University of Tennessee. (2000). *Logistics@Internet Speed: The Impact of e-Commerce on Logistics. Year 2000 Report on Trends and Issues in Logistics and Transportation*.

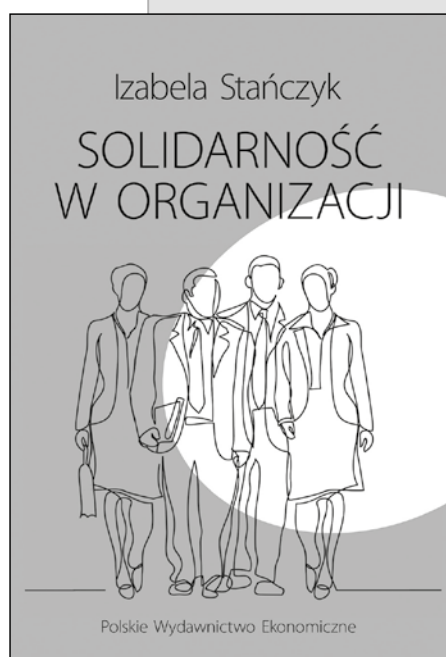
- Capgemini, The University of Tennessee, Georgia Southern University, & JDA Software Group. (2010). *Drivers of Sustainable Supply Chain Management Practice. Adaptability. 18th Annual Trends and Issues in Logistics and Transportation*.
- CIPD. (2022). *People performance: An evidence review. Practice summary and recommendations*, 1–27. <https://www.cipd.org/globalassets/media/knowledge-hub/evidence-reviews/people-performance-practice-summary-tcm18-109854.pdf>
- Council of Logistics Management. (1995). *The Global Logistics Research Team at Michigan State University. World Class Logistics: The Challenge of Managing Continuous Change*.
- Dobrzyński, M. D., & Ryciuk, U. (2007). Zaufanie i zaangażowanie w zarządzaniu łańcuchem dostaw. *Ekonomika i Organizacja Przedsiębiorstwa*, (4), 17–24.
- Draganidis, F., & Mentzas, G. (2006). Competency based management: A review of systems and approaches. *Information Management & Computer Security*, 14(1), 51–64. <https://doi.org/10.1108/09685220610648373>
- European Logistics Association, & A.T. Kearney. (2009). *6th European A.T. Kearney/ELA Logistics Study 2008/2009: Supply Chain Excellence Amidst the Global Economic Crisis*.
- Gangani, N., McLean, G.N., & Braden, R. A. (2006). A competency – based human resources development strategy. *Performance Improvement Quarterly*, (1), 127–139. <https://doi.org/10.1111/j.1937-8327.2006.tb00361.x>
- Guallino, G., & Prevot, F. (2008). Competence-building through organizational recognition or frequency of use: Case study of the Lafarge Group's development of competence in managing post-merger cultural integration. In R. Martens, A. Heene, & R. Sanchez (Eds.), *Competence Building and Leveraging in Interorganizational Relations* (63–92), Elsevier.
- Hock-Doeppen, M., Clauss, T., Krauss, S., & Cheng, C. F. (2021). Knowledge management capabilities and organizational risk-taking for business model innovation in SMEs. *Journal of Business Research*, 130, 683–697. <https://doi.org/10.1016/j.jbusres.2019.12.001>
- Hong, J., & Stahle, P. (2005). The coevolution of knowledge and competence management. *International Journal of Management Concepts and Philosophy*, 1(2), 129–145. <https://doi.org/10.1504/IJMCP.2005.007926>
- Jacson, S. E., Schuler, R. S., & Werner, S. (2017). *Managing Human Resources*. Oxford University Press.
- Jagoda, A., Kołakowski, T., Marcinkowski, J., & Skowrońska, A. (2023a). Teamwork in the supply chain – a systematic and bibliometric analysis (part 1). *Gospodarka Materialowa & Logistyka*, (1), 18–30. <https://doi.org/10.33226/1231-2037.2023.1.3>
- Jagoda, A., Kołakowski, T., Marcinkowski, J., Skowrońska, A. (2023b). Teamwork in the supply chain – a systematic and bibliometric analysis (part 2). *Gospodarka Materialowa & Logistyka*, (2), 11–20. <https://doi.org/10.33226/1231-2037.2023.2.2>
- Kisperska-Moroń, D. (2000). *Wpływ tendencji integracyjnych na rozwój zarządzania logistycznego*. Wydawnictwo Akademii Ekonomicznej w Katowicach.
- Kupczyk, T., & Stor, M. (2017). *Zarządzanie kompetencjami – teoria, badania i praktyka biznesowa*. Wydawnictwo Wyższej Szkoły Handlowej.
- Le Deist, F. D., & Winterton, J. (2005). What is competence? *Human Resource Development International*, 8(1), 27–46. <https://doi.org/10.1080/1367886042000338227>
- Ludwiczynski, A. K., & Stobińska, K. (2001). *Zarządzanie strategiczne kapitałem ludzkim*. Poltext.
- Masteica, I., & Cepinski, J. (2015). Dynamic Capabilities in Supply Chain Management. *Procedia – Social and Behavioral Sciences*, 213, 830–835. <https://doi.org/10.1016/j.sbspro.2015.11.485>
- Matwiejczuk, R. (2011a). Kompetencje logistyki i łańcucha dostaw w świetle badań (cz. I). *Gospodarka Materialowa & Logistyka*, (3), 18–23.
- Matwiejczuk, R. (2011b). Kompetencje logistyki i łańcucha dostaw w świetle badań (cz. II). *Gospodarka Materialowa & Logistyka*, (4), 19–26.
- Matwiejczuk, R. (2012). Wpływ kompetencji łańcucha dostaw na tworzenie przewagi konkurencyjnej w świetle badań Computer Sciences Corporation. *Gospodarka Materialowa & Logistyka*, (11), 7–14.
- Matwiejczuk, R. (2014). *Kompetencje logistyki w tworzeniu przewagi konkurencyjnej przedsiębiorstwa*. Wydawnictwo Uniwersytetu Opolskiego.
- Michaluk, A., & Kacala J. (2012). *Systemy doskonalenia i rozwoju kadr*. Wydawnictwo Wyższej Szkoły Wojsk Lądowych im. Generała Tadeusza Kościuszki.
- Oguntege, K. F., Di Paola, N., & Vona, R. (2024). Dynamic capabilities for business model innovation in logistics: The role of digital technologies. *Journal of Management and Sustainability*, 14(2), 18–35. <https://doi.org/10.5539/jms.v14n2p18>
- Owens, J. D. (2004). Word class supply: Is it just a question of effective partnership? *Management Services Journal*, 48(11), 8–11.
- Phanwattana, P., & U-on, V. (2017). A literature review of strategic human resource management. *Silpakorn University Journal of Social Sciences, Humanities and Arts*, 17(1), 23–40.
- Rao, M. K., & Palo, S. (2009). Identification of managerial competencies for establishing a conceptual framework for HRD practitioners. *Asia Pacific Business Review*, 5(4), 56–69. <https://doi.org/10.1177/097324700900500405>
- Rees, G., & French, R. (2023). *Strategic People Management and Development – Theory and Practice* (6th ed.). Kogan.
- Roberson, Q., Holmes, O., & Perry, J. L. (2017). Transforming research on diversity and firm performance: A dynamic capabilities perspective. *Academy of Management Annals*, 11(1), 189–216. <https://doi.org/10.5465/annals.2014.0019>
- Schilke, O., Hu, S., & Helfat, C. E. (2018). Quo vadis dynamic capabilities? A content-analytic review of the current state of knowledge and recommendations for future research. *Academy of Management Annals*, 12(1), 390–439. <https://doi.org/10.5465/annals.2016.0014>
- Shin, N., & Park, S. (2021). Supply chain leadership driven strategic resilience capabilities management: A leader-member exchange perspective. *Journal of Business Research*, 112, 1–13. <https://doi.org/10.1016/j.jbusres.2020.08.056>
- Skowrońska, A. (2000). Czego oczekują przedsiębiorstwa od kandydatów na menedżera logistyki? *Gospodarka Materialowa & Logistyka*, (12), 288–291.
- Skowrońska, A. (2005). The Practice of HRM in Logistics Chain Management. *Argumenta Oeconomica*, (1-2), 105–129.
- Skowrońska, A. (2013). Makrologistyka w polityce Unii Europejskiej. *Gospodarka Materialowa & Logistyka*, (4), 2–9.
- Skowrońska, A. (2020). *Zarządzanie makrologistyką w gospodarce globalnej*. Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu.
- Skowrońska, A. (2024a). Kompetencje logistyczne w teorii, badaniach i praktyce funkcjonowania łańcuchów dostaw (cz. 1). *Gospodarka Materialowa & Logistyka*, (3), 2–16. <https://doi.org/10.33226/1231-2037.2024.3.1>
- Skowrońska, A. (2024b). Kompetencje logistyczne w teorii, badaniach i praktyce funkcjonowania łańcuchów dostaw (cz. 2). *Gospodarka Materialowa & Logistyka*, (4), 21–41. <https://doi.org/10.33226/1231-2037.2024.4.3>
- Skowrońska, A. (2025). Self-managing teams as a way of improving supply chain management – theoretical considerations. *Gospodarka Materialowa & Logistyka*, (1), 14–26. <https://doi.org/10.33226/1231-2037.2025.1.2>
- Stadtfeld, G. M., & Gruchmann, T. (2024). Dynamic capabilities for supply chain resilience: A meta-review. *The International Journal of Logistics Management*, 35(2), 623–648. <https://doi.org/10.1108/IJLM-09-2022-0373>
- Surmacz, T. (2010). Uwarunkowania partnerstwa i współpracy w łańcuchach dostaw: wyniki badań. *Ekonomiczne Problemy Usług*, (55), 83–90.
- Teodorescu, T. (2006). Competence versus competency. What is the difference. *Performance Improvement*, 45(10), 27–29. <https://doi.org/10.1002/pfi.4930451027>
- Thepmongkorn, S., & Pitchayaderanant, K. (2020). Competence requirements for logistics and supply chain management students by adopting BLM and APICS Competency Framework: An importance-expertise matrix analysis. *Human Resource Organization Development Journal*, 12(2), 1–52.
- Winterton, J., Delamare-Le Deist, F., & String, E. (2006). *Typology of Knowledge, Skills and Competences: Clarification of the Concept and Prototype*. European Centre for the Development of Vocational Training. Office for Official Publications of The European Communities.
- Wright, P. M. (2021). Rediscovering the „human” in strategic human capital. *Human Resource Management Review*, 31(4), 701–721. <https://doi.org/10.1016/j.hrmr.2020.100781>

**Dr hab. Agnieszka Skowrońska, prof. UEW**

Professor at the Department of Strategic Management and Logistics at the Faculty of Management at the Wrocław University of Economics and Business. She specializes in: logistics policy in Poland and in the world, transport and forwarding, logistics management, supply logistics, management of macrologistics in global economy, human resources in supply chain management, management of staff competencies in logistics chains.

**Dr hab. Agnieszka Skowrońska, prof. UEW**

Profesor w Katedrze Zarządzania Strategicznego i Logistyki na Wydziale Zarządzania Uniwersytetu Ekonomicznego we Wrocławiu. Specjalizuje się w: polityce logistycznej w Polsce i na świecie, transporcie i spedycji, zarządzaniu logistycznym, logistyce zaopatrzenia, zarządzaniu makrologistyką w gospodarce globalnej, zasobach ludzkich w zarządzaniu łańcuchem dostaw, zarządzaniu kompetencjami kadry logistycznej w łańcuchach dostaw.



Więcej informacji na stronie  
[www.pwe.com.pl](http://www.pwe.com.pl)

**IZABELA STAŃCZYK**

## **SOLIDARNOŚĆ W ORGANIZACJI**

Monografia składa się z sześciu rozdziałów. Pierwszy dotyczy samej istoty solidarności. Przedstawiono w nim kształtowanie się solidarności, dokonano podziału solidarności na poszczególne rodzaje, a na koniec przedstawiono przegląd badań dotyczący solidarności w organizacji. W rozdziale drugim skupiono się na zachowaniach pracowników w organizacji i dokonano podziału na cztery obszary, które według autorki mogą mieć wpływ na solidarność w organizacji. Do tych obszarów należą: zachowania organizacyjne, środowisko pracy, wartości organizacyjne i relacje międzyludzkie – na tej bazie powstał model solidarności w organizacji. Trzeci rozdział obejmuje charakterystyki pokoleń funkcjonujących na polskim rynku pracy. Czwarty rozdział poświęcono przedstawieniu wyników przeprowadzonych badań ankietowych. W rozdziale piątym zobrazowano profile poszczególnych pokoleń na rynku pracy, a następnie opracowano zestawienia teorii dotyczące solidarności w podziale na poszczególne obszary. Rozdział szósty stanowi omówienie uzyskanych wyników badań w kontekście teorii. Przedstawiono w nim też sugestie działań w zakresie budowania solidarności w organizacji odnoszące się do poszczególnych pokoleń. Dopełnieniem rozdziału jest przedstawienie nawigatora zachowań solidarnościowych oraz głównych kierunków działań dla zarządzających i specjalistów HR, którzy zechcą budować zachowania solidarnościowe w swoich organizacjach, uwzględniając potrzeby i specyfikę pracowników reprezentujących różne pokolenia.

Autorka ma nadzieję, że książka będzie stanowiła inspirację do dalszych, bardziej pogłębionych badań w tej tematyce oraz przyczyni się do wzrostu świadomości pracodawców, ekspertów, menedżerów czy specjalistów HR, jak bardzo istotne jest budowanie odpowiednich zachowań solidarnościowych pracowników, które zwiększają ich zaangażowanie w wykonywaną pracę, co przyczynia się do sukcesu organizacji.