

AMC



The Value of Tacit Knowledge in Supply Chains

Factors Influencing Tacit Knowledge Sharing Behavior

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Introduction Alexandra Bauer



- Professional experience manifests in **29 years** in the **Supply Chain** domain, holding different positions in several companies, mainly within the semiconductor industry.

SIEMENS



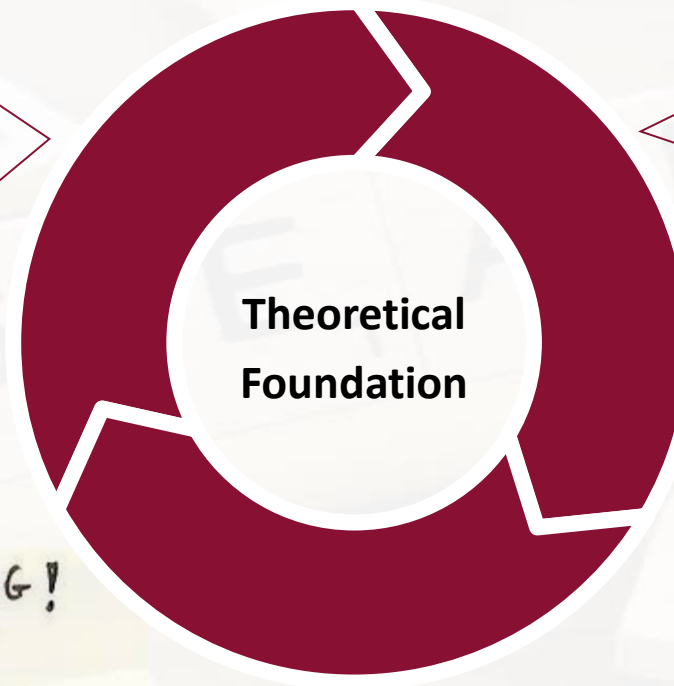
OSRAM
Opto Semiconductors

- Since 09/2021 I'm heading the **Material Logistics** team at the site **Regensburg** with the functional areas Goods Receiving, Warehouse, Customs, Transport, and Shipping.



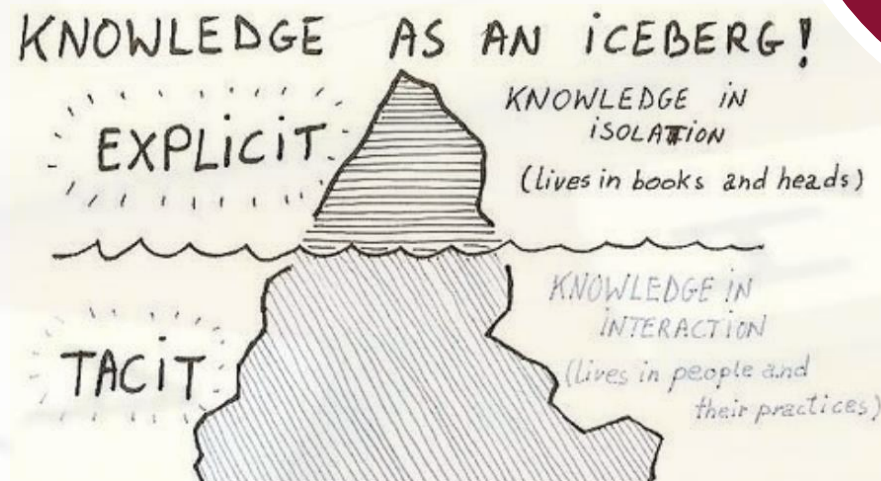
Literature and Theoretical Foundation

Ajzen & Fishbein's (1980) Theory of Reasoned Action (TRA) predicts how individuals will behave based on their **attitudes** and **behavioral intentions**. TRA theory is conducive in the context of knowledge sharing behavior as the individual's tendency to setting a positive example, manifests in a more pronounced willingness to share knowledge.



Social Exchange Theory (SET) as defined by Homan's (1961) approach aimed at the explanation of **social behaviors** focusing on individuals interacting with one another.

Managerial and organizational cognition (MOC) explores the cognitive underpinnings of contemporary phenomena that largely touch on **cognitive processes** in communities and cultures (Huff, 1990; Meindl et al, 1994; Walsh, 1995). It is the individual's ability to act amidst a complex and volatile set of situations which are conducive to the knowledge-sharing processes.



Contribution to Theory and Practice

- This study contributes to the understanding of **team dynamics**, particularly the role of **intra-team relationships** and **tacit knowledge sharing** in a team context.
- It highlights the importance of **trust** and **communication** in promoting effective teamwork.



Several practical recommendations can be derived from this study:

- **Fostering team relationships:** Organizations should actively promote a culture of openness, mutual respect and cooperation.
- **Building trust:** Building and maintaining trust within team is a key issue for tacit knowledge sharing.
- **Promoting awareness of skills and talents:** Importance of knowing the skills and talents of each team member.
- **Encouraging communication:** Organizations should facilitate knowledge sharing, i.e. creating a skills inventory where team members can learn about each other's area of expertise.
- **Training and development:** Organizations should support training and development sessions to broaden and deepen the skill set within the team.

Research Question, Aim and Objectives

Research Question

How does intrateam trust influence the sharing of tacit knowledge in a supply chain, and how does this affect team performance?



Aim

Dissecting the dynamics of tacit knowledge exchange within teams, considering the role of trust as a foundation for collaborative success in complex operational environments such as supply chains



Objectives

Understanding the dynamics of tacit knowledge within teams, and identifying factors that promote or inhibit tacit knowledge sharing



Methodology

Literature Review

Literature supporting the study's exploration into the behavioral willingness to share complex tacit knowledge, thus offering a rich conceptual scaffolding for investigating the phenomenon of knowledge sharing.



QUAL approach: Interviews

*Experts working in multinational supply chains
14 interviewees (9 German, 3 Chinese, 2 Malaysian) from 6 companies
Ø age of respondents: 43 years / Ø work experience: 21 years*



QUANT approach: Survey

*Structured survey to collect data with a single company focus to maintain a consistent context
36-item questionnaire, thoroughly grounded in pre-validated measurement items*



Philosophical Perspective

***Under-
pinnings
rooted in
positivism***

***Empirical
data
collection/
statistical
validation***

***General laws
of behavior***

The philosophical perspective aims at reflecting a belief in the measurability and predictability of social phenomena within supply chain teams



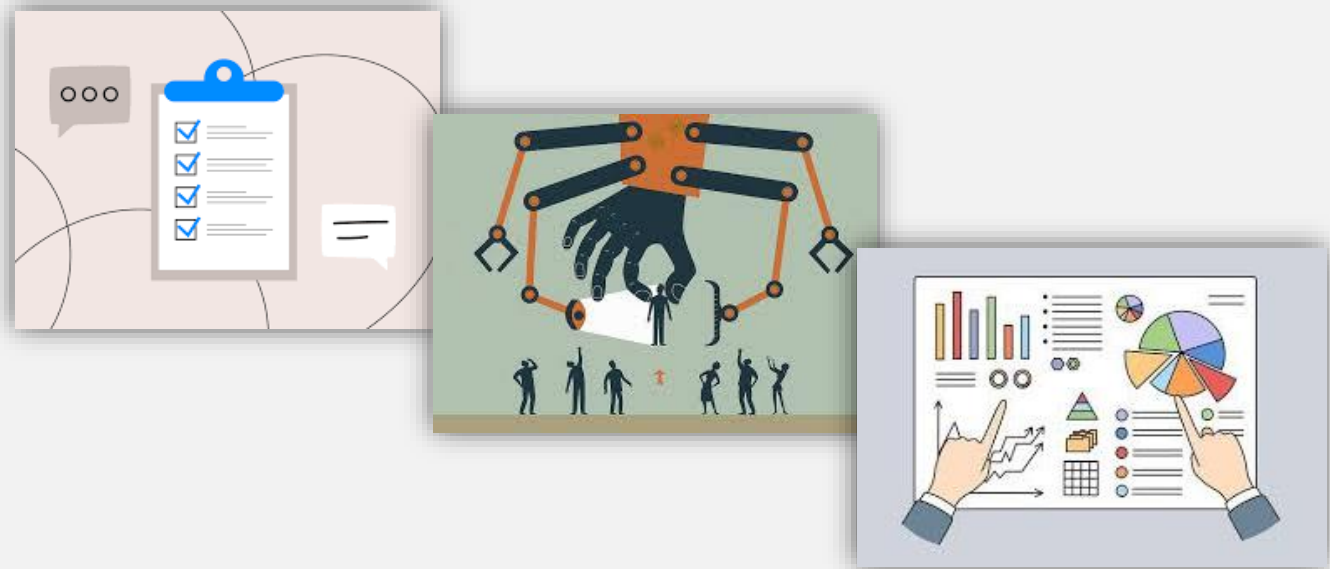
Justification of Research Design

***Purposive
sampling***

***Single
company's
dataset***

***Wide range
of
information***

The combination of pre-validated survey items, careful sample selection, and rigorous statistical analysis serves to mitigate method biases and endows the findings with both reliability and validity.



Conclusion

- This research provides valuable insights into **team dynamics**, particularly the role of **intra-team relationships**, **trust** and its influences on **tacit knowledge sharing** and **team performance**.
- These findings have practical implications for **team management and development**, leading to recommendations for fostering **team relationships**, building trust, promoting awareness of skills and talents, encouraging communication, implementing training and development programs, and providing leadership support.
- Future research should aim to validate these findings in **different contexts**, with larger and more diverse samples.



AMC

*In today's environment,
hoarding knowledge
ultimately erodes your power.*

*If you know
something very important,
the way to get power
is by actually sharing it.*

*-Joseph L. Badaracco-
Professor of Business Ethics at Harvard Business School*

Thank you!

Alexandra Bauer



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