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# The role of power and trust for successful information sharing in the supply chain

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**ABSTRACT**

The supply chain is a series of operations consisting of interconnected units both within and outside the company such as suppliers, producers, and distributors, each of which holds information at a different level. These parties need to be coordinated using information sharing as a coordination mechanism. Information sharing enables them to make the right and quick decisions that can improve the performance of the supply chain. Information sharing has received a lot of attention from researchers who analyze it from different perspectives. However, no research shows the relationship between factors that drive information sharing to succeed. This study produces a model of power, trust, and information sharing.



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## Introduction

Modern business competition has an impact on changing the focus of competition from competition between companies independently to competition between business networks such as supply chains. In the decision-making process related to supply chain management practices, to improve performance and create competitiveness for companies in the supply chain, so that the effectiveness of supply chain management is very influential in increasing the competitiveness of companies (Anatan, 2010). According to Mentzer in (Bernard & Sugiarto, 2011), managementsupply chain is defined as something that is systematic,strategic coordination of traditional business functions and tactics through these business functions within a company and through the supply chain, with the aim of improving the long term of the company and the supply chain as a whole. One aspect of supply chain management is performance measurement, which is needed as an approach in order to optimize the supply chain network (Rizqiah & Slamet, 2014).

Information is the key to supply chain management and must be integrated with the flow of materials and funds to achieve an effective and improved supply chain performance ((Lee & Whang, 2000); (Mentzer et al., 2001); (Kembro & Selviaridis, 2015)). In addition, information is an important aspect of managing the supply chain. With support from information technology, it is possible for managers to be able to make decisions quickly and accurately (Mukhsin, 2021). For this reason, information needs to be shared with all entities and partners in the supply chain (T. T. H. Tran et al., 2016). Information shared must be an up-to-date and error-free to make operation decisions (Bargshady et al., 2016). According to Li and Lin in (Mukhsin, 2021) If more information is provided, the more efficient and effective the communication built into the supply chain. So The

benefits of *information sharing* include Improve supply chain performance, decrease in inventory levels, improve operation decision-making, improve coordination and productivity, and as mechanisms of coordination (Arshinder et l., 2008).

With advances in information technology (IT), it is possible to integrate information and disseminate it quickly with better quality which has an impact on improving the coordination of company operations (Mardiana, 2022). Supply chain activities spread across multiple locations must be integrated into the organization. Without IT support, this is difficult to achieved (Bargshady et al., 2016). Through information sharing, coordination, and collaboration among supply chain member could be achieved which leads to better operation performance (Lotfi et al., 2013).

To implement this, several driving and inhibiting factors must be considered. One of the factors that must exist is information technology infrastructure (Ye & Wang, 2013). The inhibiting factors include the cost and complexity of its application; partners' distrust of the information confidentiality which could be used to harm the company (Kembro & Selviaridis, 2015), as well as other risks that must be considered (Vanpoucke et al., 2009; (T. T. Tran, 2016)). In addition, companies must pay attention to the quality of the information as a prerequisite. ((Khurana et al., 2011); (Lotfi et al., 2013)). Therefore, it is necessary to consider other variables to encourage and provide information quality that is shared across the party. Trust and power can be the driving force for this goal (Kembro & Selviaridis, 2015).

Leadership is the most dominant factor in influencing employee performance. The leader's freedom to use power is as great as the followers' freedom to use their power. However, the leader uses his power to the minimum. According to McClelland, in (Nurhadian, 2017), the need for power is closely related to the need to achieve a leadership position. The need for power is the motivation for power. Employees are motivated to influence their environment, have a strong character to lead and have ideas. In (Arisita, 2015) research also states that leadership is an important factor that determines employee performance and the organizational ability to adapt to environmental changes. Effective leadership must provide direction to the efforts of all workers in achieving organizational goals.

In (Munizu, 2017) shows that trust has an effect on supply chain performance. Trust also affects commitment. Commitment has an influence on supply chain performance. Information technology has an influence on chain performance. The trust variable has an influence on supply chain performance through commitment. Trust has fewer direct effects on performance than supply chain versus indirect effects, which are mediated by commitment. Performance in supply chains is more influenced by information technology than trust and commitment. Study resultsThis can have implications for the importance of the role of management to consistently maintain trust, commitment, and utilization of information technology in supply chain systems.

The information-sharing topic has received great attention from researchers over the years and many studies have been produced ((Cheng, 2011); (Hall & Saygin, 2012); (Mardiana, 2022)). However, the relationship between the factors driving information sharing has not been explored. This research produces a model that shows the interrelationship of various factors. With this model, it can be seen that sharing information is not merely a matter of technology of the information system but there are other interrelated factors that need attention for its success.

## Method

The methodology used to design the information sharing is a literature study that is limited to research journal articles published in the last 15 years, from 2006 to 2021. The search uses the Science Direct, Emerald Insight, Proquest, and EBSCOhost databases. The key glass used is "information sharing" and "supply chain" with the search limit on the "business" discipline.

## Results and Discussions

### Trust

Trust is a dynamic factor and has many definitions (Lu et al., 2016). Moorman et al (1993) defined trust as the belief that trust partners have knowledge and reliability. In addition, trust is a desire to believe that business partners can be relied on (Moorman and Miner, 1997). Other researchers define trust as the company's belief that the promised role obligations of its partners will be fulfilled (Zhang & Huo, 2013). Meanwhile, Wu et al (2014) defined trust as the belief that the party will fulfill the agreement and has the competence to carry it out.

Researchers have confirmed that trust is a driver of information sharing ((Ha et al., 2011); (Zhang & Huo, 2013)) and has an effect on team effectiveness and decision quality (Parayitam & Papenhausen, 2018).

**The emergence of trust comes from various sources, namely:**

| Category | Contents | Author |
|---|---|---|
| System | The system includes operating procedures and written requirements | Johnson and Grayson, 1999 |
| Length of relationship | *Trust* arises through a process of dealing based on the experience of transactions carried out in the past | Cuganesan, 2007 and Zucker 1986 |
| Competence | Trust in the technical and operational expertise and capabilities of partners or colleagues to perform the assigned tasks | Cuganesan, 2007; Ghosh and Fedorowicz, 2008 |
| Contract | Expectations of partners to fulfill obligations stated in the contract | Cuganesan, 2007 |
| Reputation | Companies are willing to participate in collaborating in the network on the basis of the reputation of potential partners | (Kanyoma et al., 2018) |
| Information technology infrastructure | Availability and reliability of technology infrastructure from partners will lead to *trus* | Le and Ha, 2018 |
| Communication | Research has concluded that communication has a positive effect on *trust* | Wu et al., 2012; (Cheng, 2011) |
| Information quality | The quality of information, especially the accuracy of the information, has an effect on trust | Panahifar et al., 2018 |

**Trust has an effect on various aspects of the supply chain including:**

| Category | Contents | Author |
|---|---|---|
| Willingness | An important factor in willingness to share information | Ghosh and Fedorowicz, 2008; Fu et al., 2017 |
| Commitment to the relationship | The existence of trust strengthens thecommitment to the relationship in the future | (Fu et al., 2017) |
| Cross-functional teams | Principally a collaboration of various functions and trusts will strengthen collaboration | (Delbufalo, 2012); (Fu et al., 2017) |

**Power**

Power is the ability to encourage behavior change, including forcing others to do something that they were initially reluctant to do (Rokkan & Haugland, 2002; Hingley, 2005; (Cheng, 2011)). Power affects relationships between people or companies. Sources of power according to (Matheus et al., 2017) can be obtained from resources, processes, systems or legitimacy.

*Power* resources: Power resources use existing resources to influence decisions and produce desired behavior (Matheus et al., 2017). The resources referred to include raw materials, expertise, reputation, technology, innovation, and finance. These resources make the company powerful (Shou et al., 2013). Resource power is operationalized through the provision of rewards (reward power), punishment (coercive power), knowledge and skills (expert power), and references from others (reference power) to influence others (Matheus et al., 2017). Members of the supply chain who control scarce resources, both physical and non-physical, needed by other parties will gain great power that allows them to exert influence over others or bargaining power .

Process power is the power that is obtained because it has the right to make decisions and make the next process run. This power is operationalized through the organization's internal and external relationships in reporting relationships, related agendas, criteria, participation, and the flow of decision-making information" (Matheus et al., 2017). Cross-functional teams are part of the power process where cross-functional teams have joint decisions and problem-solving.

Power system: Power systems are obtained from systems embedded in the organization that is taken for granted by members of the organization. Performance measurement and information systems are among the power systems. It provides a mechanism for monitoring (Matheus et al., 2017).

Power Legitimate: power legitimate is the power that is derived from contracts and structural positions in the organization. Contracts are designed to ensure that the parties covered by the contract will fulfill the stipulated conditions. By exerting power on contracts, corporate partners will try to fulfill them to avoid conflicts with companies (Wacker et al., 2016). The position of actors in the organizational hierarchy, the range of organizations under their authority, and their positions in the organization structure are sources of power.

Power influences other factors in the organization. Power affects *information sharing* within the company (Wu et al., 2014). In addition, *power* is also related to *trust*. At the interpersonal level, the *power* of reference or *power* of expertise is the basis for the emergence *of trust* from other parties (Turker, 2014). On the other hand, at the inter-organizational level, organizations that excel in product research and development have the *power* that creates *trust* in customers (Turker, 2014). The leadership position in the organizational structure has *structural* legitimate power. The power involved in the implementation of the company's information system is very influential in the success of information system integration (Shao et al., 2016).

**Factors supporting *Trust* and *Power***

The factors of trust and power are commitment, cross-functional teams, and information systems, because in (Hardiansyah, 2016), organizational commitment is a condition where individuals have trust, attachment, and a feeling of belonging to the company, so that they will prioritize the interests of the organization over their individual interests. In addition, the cross-functional team is also the strength of the decision-making process that results from the team. So the level of organizational commitment is the main and very important factor, because it is the core of the many factors that affect the success of information systems.

**Commitment**

Morgan and Hunt define commitment as the belief that the relationship with a partner is important and the company will put effort to maintain a sustainable relationship. This implies a high degree of obligation to make a relationship successful, mutually satisfying and profitable for the partners. They are willing to invest and allocate their resources for this purpose. Partners who are committed to a relationship will be more willing to disclose information,

Commitment affects the success of business process integration, information technology capabilities, cross-functional teams, and information sharing (Fu et al., 2017). Regarding information technology capabilities, research shows that commitment to the allocation of financial, human, and physical resources will affect the capability of information technology to integrate information throughout the company's activities, and increase responsiveness.

Fawcett concluded that the commitment of top management, leadership of all organizational functions and commitment to infrastructure will affect the success of process integration and cross-functional teams. Top management and organizational leaders have *power* so that they are able to provide a commitment to allocate company resources.

**Cross-functional teams**

The grouping of individuals in one function in the organization will tend to result in their isolation in the department or work unit known as "functional silos". In functional silos, departments are managed completely separate from other functions, information and communication distribution flows from top to bottom.

To change the functional silos of the organization, companies need to be aware of the cross-functional relationships. The cross-functional concept emerged from the need to integrate and coordinate various departments in an organization to improve company performance (De Oliveira et al., 2016). According to (De Oliveira et al., 2016) describe "a cross-functional team is a group of individuals with different skills from different functional areas with various disciplines, jobs or roles that aim to fulfill a given task in a particular process". In cross-functional teams, there is a sharing of expertise from different disciplines by which the potential conflict due to differences might be reduced. Cross-functional teams play a role in delivering quality information and improving communication. The effectiveness of cross-functional teams is fostered by management support, trust, team performance appraisal, and communication (Jeske & Calvard, 2020). Cross-functional teams are also the *power* of the process by which decision-making results from the team (Matheus et al., 2017).

**Information System**

Often, the terminology of information systems and information technology are used interchangeably. The information system is the processing of information that includes people, processes, hardware, software, and technology. Thus, information technology is part of the information system. Information technology is the integration of computers with communication equipment to store, search, process, and store data (Management study).

Integrating information and streaming it in real-time with all partners or units require application software. The software that is now widely used is "Enterprise Resource Planning" (ERP). The major achievement of an ERP system is that it provides a database that covers most of the business functions and processes.

ERP implementation is very complex because it needs the integration of various actors in the company who have different mindsets. Moreover, each actor has different reasons and expectations for ERP implementation (Lambert and Cooper, 2000). The complexity of implementation leads to many failures. Successful ERP implementation must meet the following minimum requirements:

Top management commitment: Top management commitment to providing support is crucial for ERP implementation to be successful (Khurana et al., 2011). Providing resource support both financial and human resources, motivating, and controlling the implementation process are the top management's responsibilities. The top management has power in decision-making.

Resources availability: A new ERP system implementation takes a long-term duration, hence a strong commitment to investing a large capital is required. Companies with limited capital may not afford to hire qualified manpower to implement complex systems (Wisner et al., 2014). The changes from the existing system to the new system and the use of ERP require intensive training (Ram et al., 2013). Limited financial resources may result in insufficient training and change management to adopt the new system (Fawcett et al., 2008).

Communication: In implementing ERP, intensive communication among all members is required. All aspects must be communicated before and during implementation. Cross-organizational communication must be implemented so that the results do not deviate from what is required (Denolf et al., 2015). Lack of communication can result in non-conformance of specifications and requirements (Wisner et al., 2014). Intensive communication is a crucial factor in ERP implementation.

Business process adjustments: When implementing an ERP, the existing processes need to be mapped, and new processes have to be redesigned so that the new system brings benefits and takes advantage of added value opportunities (Denolf et al., 2015).

Cross-functional team: When implementing an ERP information system, a cross-functional implementation team of the organization must be formed for the success of the project (Lambert and Cooper, 2000). With an information system that is supported by the right technology and software, quality information can be produced and distributed in real-time to all business units and partners (Kelle et al., 2005).

**Business Process**

Every product produced is the result of a number of activities. Based on that the process must be managed. That is the concern of business process management.. Laakso (1997) describes a business process as "a structured and measurable set of activities and flows that use the resources an organization needs to deliver a specified output for a specific customer." Aguilar-Saven (2004) defines it as "a combination of a set of activities in a company with a structure that describes a logical sequence and dependencies whose goal is to produce the desired product or service".

Information resources play an important role to support the implementation of effective and efficient business processes (Kumar & Wang, 2015). The support of Information technology (IT) for the processes has become an interesting issue in the office automation era (Sidorova et al., 2015). IT supports business processes with the ability to collect, store, process and disseminate information which is the fundamental part of IT (Sidorova et al., 2015).IT and business process management are like a two-faced coin, the two are closely intertwined. IT could improve organization performance if it is in accordance with business processes (Trkman, 2010).

**Performance Evaluation**

To achieve success the organization must have a good management control system. Organizations that fail to implement an adequate management control system can lead to low performance that brings losses (Merchant and Van, 2012:15). The object of evaluation is usually the performance of an organizational entity or employee over a certain period of time, customer satisfaction, and the timely completion of certain tasks. Some other measures involve subjective judgments of quality; for example, "become a team player" or "effectively develop employees" (Merchant and Van, 2012: 59). With performance evaluation employees are encouraged to work in teams.

The job appraisal system functions as a diagnostic control system, which is a formal information system that managers use to control organizational results and make corrections for deviations from established performance standards (Simon, 2014: 229). Performance appraisal is a power for the company to encourage employees to act and behave in accordance with the stipulated provisions, including providing information to related units and working in teams.

**Contracts**
Contracts are made to delineate responsibilities and rights and to share risks among the company's partners (Giannoccaro and Pontrandolfo, 2004). With many parties involved, each pursuing their own interests and sometimes conflicting goals, written contracts provide a means to achieve coordination (Ghosh and Fedorowicz, 2008).

The contract includes arrangements for risk sharing, the length of the contract period, and the alignment of responsibilities (Giannoccaro and Pontrandolfo, 2004; Ghosh and Fedorowicz, 2008). Consistent adherence to contract terms over a period of time will build trust (Handfield and Bechtel, 2002). Contracts are legitimate power so that the responsibilities assigned to other parties are carried out properly

**Structural**
The position of actors in a structural organization determines the level of power they have. Power in the organization is determined by the level of the hierarchy, and functions in the organization whether in the core or support functions (Pfeffer, 1981). Actors who have power have the authority to allocate resources and make decisions. Especially in information systems projects, the involvement of individuals who have high position levels in the organizational structure is very influential in the success of information systems (Cendon and Jarvenpaa, 2001).

**Competence**
Competence is a basic characteristic of an individual that influences effective and quality work. This is in the form of behaviors and mindsets that last over time. "Competence is an ability that can be observed through a person's behavior and which results from neural circuits, subconscious traits and motivations and values, and philosophical foundations" (Boyatzis, 2008).

Competent workers in addition to having technical skills must also have social skills and social maturity. Technical skill includes mastery of organizational functions and expertise in completing tasks. Social skills that must be possessed are communication, motivation, self-management, and being able to work in a team. Meanwhile, social maturity includes creativity, self-restraint, and a sympathetic character (Hrabal et al., 2020). Leadership and communication are interpersonal competencies needed for the success of cross-functional teams ((Daspit et al., 2013); (De Oliveira et al., 2016)). Meanwhile, technical skills such as ERP mastery, and knowledge of organizational functions and processes are required in the information systems and business processes development (Sonteya & Seymour, 2012).

**Communication**
Communication is an interpersonal process in an iterative cycle of initiating, maintaining and ending the exchange of information (Applbaum, 1973) through verbal and nonverbal methods (Sundaram & Webster, 2000). Effective communication will significantly lead to the development of long-term relationships between units or companies (Sharma & Patterson, 1999). and foster trust (Park et al., 2012).

In various studies, communication is critical in information systems development projects (Iacovou, Thompson, & Smith, 2009). The lack of communication causes the information system developed is not in accordance with the desired system so it does is not produce quality information (Carmel & Agarwal, 2001).

**The length of the relationship**
The length of time associated with the interaction process in the form of repeated transactions will make both parties know each other's abilities and norms which leads to the emergence of trust. Trust in the abilities and character of partners in accordance with company expectations. Companies can assess how committed partners are in fulfilling agreements in contracts and their competence (Cuganesan, 2007). In contrast, with the length of the relationship, partner companies can get to know better the desires and quality standards of the company so that over time they can adjust to gain trust (Cuganesan, 2007).

**Reputation**
Reputation is a valuable company resource that is categorized as an intangible asset. According to the Oxford dictionary, reputation is "a general estimate of a person's disposition or other qualities." These estimates can be formed and updated from time to time with the help of various sources of information

Reputation means how a company or organization is rated by stakeholders., such as suppliers or customers. Companies whose reputations are tarnished no longer earn the trust of stakeholders and even find it difficult to continue their business (Gainess-Rosses, 2008). Reputation is one of the criteria in selecting business partners. (Denolf et al., 2015).

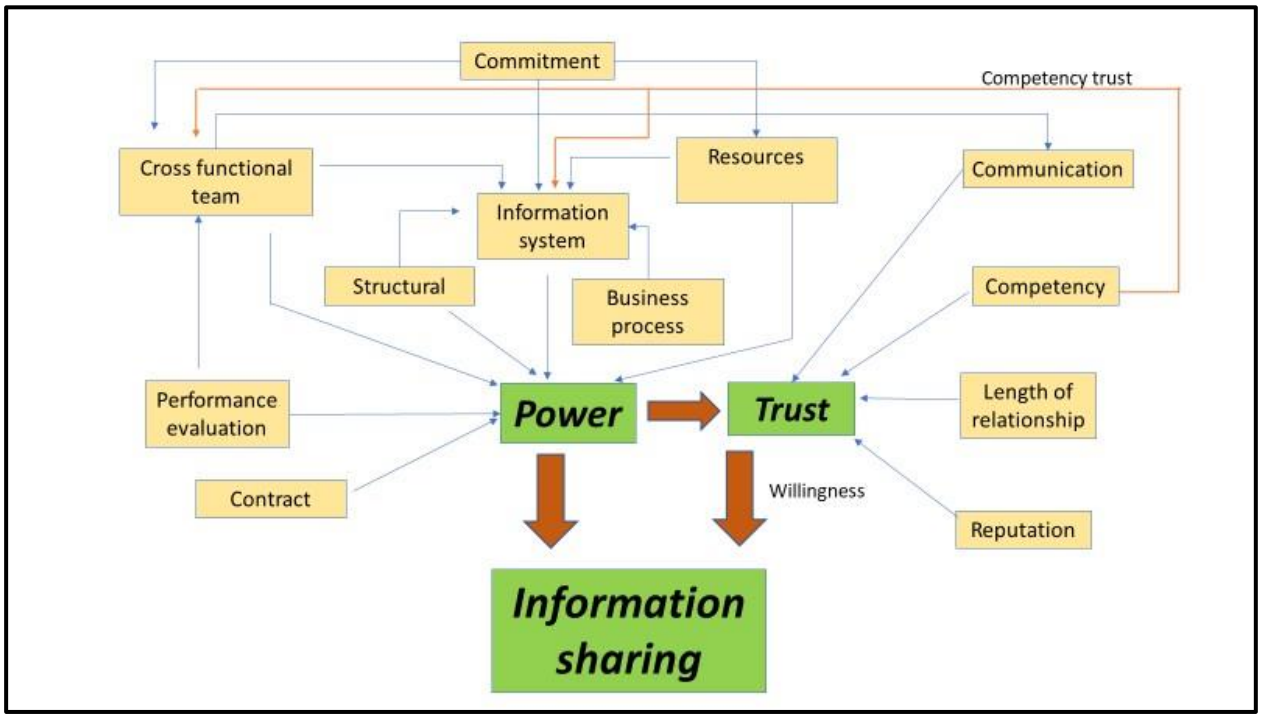


**Figure 1.** The relationship between *power*, *trust,* and *information sharing*

The factors that influence each other are then summarized in a diagram listed in Figure 1 which describes the relationship between variables. The existence of trust is influenced by communication, competence, length of the relationship, and reputation. Communication will be established with the formation of a cross-functional team that will improve communication between team members. The effectiveness of cross-functional teams depends on the competence of each member. Leadership competence is needed by team leaders to motivate and unite team members. In addition, trust is also influenced by contracts, information systems, and company systems that include business processes, structures, and performance appraisals. These factors are part of the power of an organization. So it can be said that power encourages trust.

Information systems, which are the backbone of the processing, storage and distribution of information, success is supported by resources, both financial and human resources, as well as cross-functional teams. The commitment of top management and all units in the organization plays a role in the allocation of company resources, cross-functional teams, and the success of information systems. Thus, it is concluded that power affects trust; power and trust encourage the implementation *of information sharing.*

## Conclusions

The success of information sharing is not a simple matter. The availability of information technology is not sufficient for the implementation of information sharing. Competence, communication, reputation, and length of relationship are needed to build trust that encourages a willingness to share information. In addition, power is needed to encourage all parties to share information with the rightful units. Power can be generated from cross-functional teams, information systems, business processes, performance appraisals, and written contracts or agreements. So in addition, trust is also influenced by contracts, information systems, and company systems that include business processes, structures, and performance appraisals. These factors are part of the power of an organization. So it can be said that power encourages trust. However, support from all parties in the form of commitment is also needed.

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