

Behavioral Intelligence in Supply Chains: Review, Reflection and Recommendations for Future Research

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ABSTRACT

Integrating human behavior with the demand for decisions that take into account the context of a supply chain (SC) is a research opportunity. Therefore, this study presents the way in which behavioral intelligence (BI), in the context of supply chain management (SCM), is being addressed by the literature. A systematic literature review (SLR) was used to identify and characterize the main initiatives and discussions related to BI in the SCM context. The narrative and analysis contextualize and characterize the topic by discussing, grouping, and organizing literary thought. The study indicates the possibilities for the application of BI in the training of professionals involved in relationships and operations in the SC. The article analyzes the convergence of two areas of knowledge that are rarely studied together: behavioral intelligence and supply chain management. It strengthens the possibility of companies adopting BI as a tool for professional training to obtain benefits without the manager losing their focus on the company's interests. The theme has a direct and essential relationship with professionals' quality of life since applying BI can improve this aspect.

Keywords: *behavioral intelligence, emotional intelligence, human resource management, supply chain management*

1. INTRODUCTION

Supply chain management (SCM) has increasingly imposed significant challenges on its professionals. Traditionally, this activity has focused on chain integration, the optimization of logistics processes, operational efficiency, and cost reduction. In addition to these challenges, SCM is influenced by a dependence on the global market, risks arising from disruptive events, the need to adapt to a digital world surrounded by new technologies, and social and environmental pressures (Asuah *et al.*, 2024; Xuan *et al.*, 2024). In this scenario, the behavior of these professionals is key to making the best decisions. However, there are discussions in the literature about the neglect of behavioral factors in traditional SCM models (Banks *et al.*, 2023; Liu *et al.*, 2023).

This theoretical gap becomes even more relevant when considering the behavioral supply chain management

(BSCM) approach, which proposes that decisions within SCM are not purely rational but are influenced by cognitive, emotional, and social factors (Bachrach & Bendoly, 2011). The lack of integration between SCM models and the analysis of behavioral factors results in organizational weaknesses, increasing organizations' vulnerability (Schorsch *et al.*, 2017).

In addition to this, research on human resource management in supply chains (SCs), and particularly research related to behavioral approaches, appears to be at an early stage (Boyatzis, 2018; Hoek *et al.*, 2020; Krapfl, 2016; Schorsch *et al.*, 2017). Specifically, the behavior of SC professionals is a fundamental part of managing relationships, conducting business, and SC operations, as many changes occur inside and outside organizations and constantly challenge leaders, managers, and administrators. In line with these challenges, behavioral intelligence (BI) is an alternative instrument to help these professionals with processes and decisions in SCM (Davis & Brown, 2012; Gaffney, 2014; Maddox, 2019).

The understanding of BI in this study is based on the precepts of methodological behaviorism (Watson, 1913), which has an empirical rational basis highlighting the observable aspects of behavior. In this line, BI is the process of selecting the most appropriate behaviors to exhibit, considering the recognition and appreciation of that behavior, and applying the behavior consciously and in a coordinated way (Bandler & Ginder, 1982). Alternatively, BI can be understood as a set of skills used to consciously select and execute the right behaviors to be effective with people and situations. BI requires the individual to think and make decisions about their goals and effective behavior. It is worth noting that the development and application of BI are not inherent to human nature and that practice and guidance are required for its full use (Gaffney, 2012).

From this perspective, the intention of this study, which focuses on the importance of the behavior of organizational managers, is to explain how BI, in the context of SCM, is being approached by the literature. Therefore, to direct the research, we have the following research questions:

- **RQ 1** – How do SCM studies characterize BI?
- **RQ 2** – How can BI be used in SCM?

This topic is important because managers need to understand the environment of their organization and its business partners and to capture individual characteristics,

group behavior, and structure and processes related to the changes imposed on the organization (Konopaske *et al.*, 2018). In this sense, there is an opportunity for research into the better integration of human behavior with the demand for the decisions necessary to understand the contexts arising from SCM. This is especially the case for behaviors that influence decision-making (Bachrach & Bendoly, 2011; Tokar, 2010), both in the day-to-day activities of companies and in strategic contexts (Fahimnia *et al.*, 2019).

Historically, there have been some studies highlighting the importance of human behavior in SCM, mainly in structuring its business networks (Borgatti & Li, 2009; Lambert & Enz, 2017; Schorsch *et al.*, 2017). However, for the most part, these studies address the relationships and factors that influence management, integration and results for SCs. In turn, there are few who address or even identify the conscious application of behavioral programming (guidelines adopted in the organization for BI applied to management) as a management support tool (Fahimnia *et al.*, 2019). On the other hand, it is necessary to highlight certain studies (Boyatzis, 2009; Keller *et al.*, 2020; Vakola *et al.*, 2004) that address the integration between so-called emotional intelligence (EI) and the ability of people to act according to the cultural model, the governance, and the operational limits associated with the management of SC links. Despite their importance and proximity to the theme, these studies differ from the BI approach.

This study is an initiative that arose from the lack of knowledge about BI in SCM. The research reinforces the perspective that considers BI as a management tool to be applied to SCM and discusses its influence on the training and conditioning of professionals in the area.

In addition to what has already been stated, a study like this can be justified by other factors: (1) BI originated as a training tool in conflict situations, and has been evolving to improve professional behavior in complex situations (Gaffney, 2014); (2) BI is seen as a distinct concept, complementary to emotional intelligence (EI) (Keller *et al.*, 2020), cognitive behavior (Giannoccaro, 2018) and organizational behavior (Schorsch *et al.*, 2017); and (3) there is a lack of research on human resource management in SCM (Hoek *et al.*, 2020), especially in relation to behavioral approaches (Boyatzis, 2018; Krapfl, 2016) which contribute to improved decision-making (Fahimnia *et al.*, 2019).

2. BACKGROUND

SCM has become a reference for many organizations who have introduced systemic integration, real-time data and information exchange, process automation, and technological platforms. This organizational mechanism is orchestrated by managers from different organizations and operational areas, and the performance of the chain becomes a reference point that can direct management objectives and guide decisions. On the other hand, the performance of the SC is a function of relationships and behaviors and indicates the competence of the professionals involved (Prayetno & Ali, 2020). Therefore, the better prepared the professionals are to relate to each other and make decisions, the better the chain's performance is likely to be.

With the focus on the application of BI in SCM, Figure 1 illustrates the organization of the research. In the first stage, the research uses a systematic literature review (SLR) to

understand how the theory has approached BI and its relationship to SCM. Consequently, the objective is to investigate what has been discussed in the literature on the subject and to infer what possibilities exist for the application of BI in SCM. From the analysis of the researched material, discussions, considerations, and suggestions can be provided to direct new studies that can explore the topic more fully.

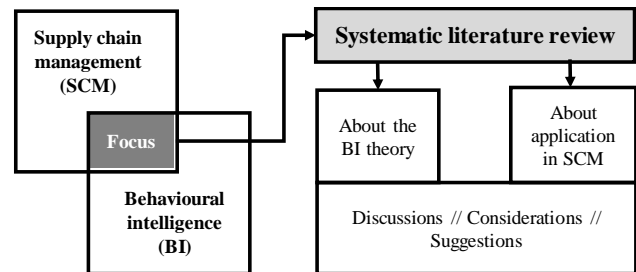


Figure 1 Research organization

2.1 Behavioral Intelligence

Behavior acts at the individual, group, and organizational levels. In organizational terms, individual behavior is directly related to many variables, either interfering with them or being interfered with by them. This individual influence manifests itself in the organization through attitudes, perceptions, learning, feelings, objectives, and decisions. It is worth remembering that, in most organizations, behavioral bias, through encouraged, repressed, and tolerated attitudes, tends to be directed toward performance. Consequently, this search for results imposes a certain pressure on the individual, creating a universe of postulations and possibilities capable of affecting their behavior (Konopaske *et al.*, 2018). This marks the main position regarding BI, which is behavioral autonomy, defended by J. B. Watson with his pragmatism concerning human behavior that is manifested through assumptions and barriers associated with decisions and actions (Davis & Brown, 2012). Through this autonomy, individuals' actions are taken in a conscious and determined manner, and individuals are capable of changing the environment around them to obtain better results. This concept can be seen as a new frontier of EI, as it complements EI when used as a tool for building relationships (Gaffney, 2014).

In this sense, one point to be considered in studies of BI is how it can be compared with EI. The view is that EI comes from a previously established behavior that must be present in a person's actions. By adding a behavioral level, the concept of EI can relate to work and life outcomes beyond the general mental ability and personality traits arising from the original EI concept. The behavioral increase can complement EI and offer a more substantial and unique way to predict work and life outcomes, such as pursuing better performance (Boyatzis, 2018). The combination of these two concepts was discussed earlier in a study by Ajzen (1991) on the theory of planned behavior, before the current view on EI and BI. The theory argues that intentions to perform different behaviors can be predicted with high accuracy from attitudes towards the behavior, subjective norms, and perceived behavioral control; these intentions and perceptions of behavioral control account for a considerable variation in actual behavior.

Consequently, BI and EI training are essential in the corporate sector, as both emphasize the acquisition and application of knowledge. What is probably poorly understood and poorly taught in the corporate world is behavior (Maddox, 2019). Hypothetically, this may be because decisions can be cognitively demanding, and decision-makers are less inclined to consider trade-offs between options when forming a preference. BI is a unique skill associated with interacting with the environment through open attitudes. One important factor is knowing the organization, its rules and regulations, and internal and external relationships, but another is learning how to behave in that environment.

Similarly, Davis and Brown (2012) state that an individual's BI is the ability to understand the environment in which they operate and to consciously select and apply the behaviors necessary to achieve a certain end. This understanding can be complemented by Maddox's (2019) view that BI is the individual's ability to affect their environment through their attitudes. In this context, interests become a key element in applying and conditioning behavior, whether that means personal interests or those of the organization (Konopaske *et al.*, 2018).

BI is based on training people's behavior to guide their relationships and decision-making. This logic is based on the fact that rational and precise thinking in organizational leadership increases flexibility and maximizes appropriate business choices, improving the likelihood of achieving preferred results and minimizing the likelihood of undesirable ones (Bailey, 2007). It is possible to replace or overwrite imprecise, irrational, parental and absolute thinking by learning and practicing precise, flexible, rational and logical thinking, thus improving overall adaptability. Although these rational tools are available, they are often overlooked or undervalued. A study by Bailey (2007) states that if managers and employees in organizations acquire the skills and habits of cognitive precision, their interactions will suffer from fewer incorrect beliefs and thought processes. According to this author, they will have more skills to approach and solve problems with competent critical thinking, emotional balance and reasonable behavior. This position is reinforced by a study by Gooden *et al.* (2017), who suggest that the more aware individuals are of differences in their cultural environments, the more they will evaluate these differences and the better they will respond.

BI can also be seen as a set of competencies and skills used to select and execute the right behavior to be effective with people and situations. It requires practical thinking, decision-making (regarding what is to be accomplished), and effective follow-up behavior. EI is defined as the ability to be "smart with people," while BI includes the awareness, skills, and behaviors to "get the job done." EI is necessary but not sufficient for BI. In organizational practice, as explained by Gaffney (2012), BI focuses on goals, decision-making, action, and accountability to improve performance.

2.2 Behavioral Practice in the Supply Chain

The topic of SCs is, most of the time, studied and debated on the basis of positivist approaches (Towers *et al.*, 2020), whose theories discuss alternatives and solutions to functional problems and neglect or only touch on the human element (Tokar, 2010). Therefore, it is necessary to consider that the relationship of the actors in the chain presents critical

gaps, whether these are derived from cultural or from behavioral elements. The reason for these gaps lies in the lack of understanding about the importance of behavioral aspects in the analysis of SCs, which should have a proportion equivalent to that for the processes, applied technologies, measurements and systems adopted in management (Loch & Wu, 2005; Schorsch *et al.*, 2017).

Schorsch *et al.* (2017) state that BI has been gaining attention among scholars, as there is an understanding that our knowledge of the factors that affect processes along the chain, influenced by the behavior of managers, is still limited. Given this assumption, these authors discuss and present the concept of behavioral operational supply chain management (BOSCM). Their theory is based on the fact that an individual does not act entirely rationally and that the human component is essential in SCM (Loch & Wu, 2005). This probably occurs because the different processes and demands in SCM challenge managers' ability to make decisions on the best path. After all, there are many variables related to the processes and the internal and external environment that are capable of influencing and compromising the best decision.

A study by Tokar (2010) highlights that, in SC, behavior is as important as the activities that involve the coordination and collaboration of suppliers, intermediaries, outsourced service providers, and customers. For this author, significant improvements in operational efficiency, productivity, and profitability can be achieved if behavioral aspects are better addressed. Behavioral management must not be confused with issues such as the behavioral uncertainty and risk due to opportunistic behaviors present in SC relationships and business (Chae *et al.*, 2018). These factors can be mitigated when integration in the chain is better perceived by agents and the perception of individual risk is minimized (Carter *et al.*, 2015; Villena *et al.*, 2009). The core of SCM is the management of the various behavioral aspects inherent to its relationships and operations, such as opportunism, coordination, negotiation, mutual adaptation, and responses to external changes (Tangpong *et al.*, 2018).

In a study on EI in SCM, Hoek *et al.* (2020) indicate that managers who have good EI are better equipped to create favorable working conditions, increase employee retention, and achieve more positive service results for external customers. For these authors, this ability favors relational capital and can help integration in SCM, even if the integration is seen as an individual initiative. Complementary to this perception, but focused on behavior, a study by Cochran *et al.* (2011) considers the importance of the behavior of decision-makers within the SC. This behavior includes, for example, tactical decisions related to demand forecasting and inventory planning and more strategic decisions involving product design. A lack of direct interaction with other decision-makers characterizes this individual decision context. Note that this does not mean that interactions do not occur, but rather that they take a back seat when compared to individual decision biases.

3. METHODOLOGY

The methodology used in this study is a systematic literature review (SLR), following the proposal by Tranfield *et al.* (2003). An SLR makes it possible to identify relevant theoretical gaps for research which have not yet been fully

explored by previous research (Denyer *et al.*, 2008). In turn, it guarantees the replicability of its results by using a well-defined protocol for the collection, selection and analysis of articles (Petticrew & Roberts, 2006). The three stages described by Tranfield *et al.* (2003) are used in this research. In stage 1, SLR planning is carried out; in stage 2, a revision

is carried out; and in stage 3, the report of the results obtained is presented. Different steps are taken at each stage to achieve the desired results. Figure 2 describes the systematic review process used in this study. The six steps are adapted from Tranfield *et al.* (2003).

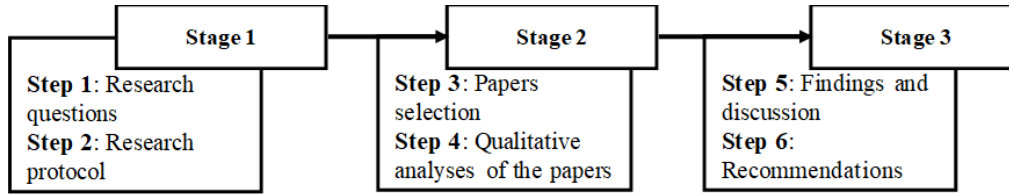


Figure 2 Stages for conducting the SLR

Stage 1 is characterized by review planning, with the scope of the research, including the research questions and the protocol for conducting the review, being defined. In stage 2, the research seeks what is known and what is not known from BI studies with a specific focus on SCM. In this stage, articles related to BI that address the research focus are identified. The study includes only articles that meet the

criteria of the research protocol, described in Table 1 (Tranfield *et al.*, 2003). In stage 3, the analysis of the articles begins to define the categories and approaches of the studies, developing an understanding of what has been researched in this field. With the analysis prepared, the subject is discussed according to the context and objectives of the study, closing with the conclusions and further considerations.

Table 1 Research protocol

Research Protocol	Detailed Description
Research databases	Scopus and Web of Science
Publication type	Only peer-reviewed journals
Language	Only papers published in the English language
Date range	25 years (1999 to March 2025)
Search fields	Titles, abstracts and keywords
Search terms	1 - TITLE-ABS-KEY ("behavioral intelligence") 2 - TITLE-ABS-KEY ("behavioral intelligence" AND "supply chain") 3 - TITLE-ABS-KEY ("behavioral" AND "intelligence" AND "supply" AND "chain") 4 - TITLE-ABS-KEY ("behavior" AND "supply chain") 5 - TITLE-ABS-KEY ("emotional intelligence" AND "supply chain") 6 - TITLE-ABS-KEY ("organizational behavior" AND "supply chain")
	Limited area of knowledge (subject area): Social Sciences; Decision Sciences; Business, Management and Accounting; Economics, Econometrics and Finance
Inclusion criteria	Obs: The results were organized in a spreadsheet, and duplicates were removed. Papers that are related to behavioral intelligence in supply chain management.
Exclusion criteria	Papers that address the topic as a psychological experience, of a clinical nature, or related to consumer behavior, social behavior or artificial intelligence.
Data extraction	The qualitative data analysis software Vosviewer and Iramuteq were used in support.
Data analysis and synthesis	A content analysis approach was used to answer the research questions in the proposed focus. The intention was to establish a vision on the subject, present the main gaps and suggest propositions for future research.

Complementing the research protocol, Table 2 shows the procedure adopted, and the number of papers in each step is displayed. The search was limited to the Scopus and Web of Science (WoS) databases, which are considered the most comprehensive and contain a wide range of scientific articles (Chapman & Ellinger, 2019; Zhu & Liu, 2020). In addition, these databases have been used in many articles and literature reviews in the fields of operations management and SCM (Martins & Pato, 2019; Tsolakis *et al.*, 2019).

A total of 559 articles were selected, 359 from Scopus and 200 from WoS. When the first filter, restriction by subject area, was applied, 389 remained. The second filter discarded 50 duplicate articles. Following this, the third filter

consisted of reading the abstracts, and another 282 articles were discarded as they were unrelated to the focus of the research. As a result of this, 57 articles remained, and these were then passed through the final filter, which was the reading of the introduction. After these steps, 38 articles were within the proposed scope. Later, as the papers were read, another 14 articles were added as the authors found that they were relevant, giving a total of 52. This addition is justified because these articles did not appear in the search performed. This may have occurred because of limitations in the terms used or the diversity of the theme, or because they present different approaches.

Table 2 Information criteria for the systematic review process

Search	Scopus	Web of Science	Filter 1	Filter 2	Filter 3	Filter 4
"behavioral intelligence"	53	15	35	33	4	1
"behavioral intelligence" AND "supply chain"	1	0	1	1	1	1
behavioral AND intelligence AND supply AND chain	106	82	127	115	15	12
"behavior" AND "supply chain"	66	11	52	43	6	3
"emotional intelligence" AND "supply chain"	27	23	40	35	10	6
"organizational behavior" AND "supply chain"	106	69	134	112	21	15
Total	559		389	339	57	38
Complementary papers			14			52

Filter 1 = restricted to the areas of "BUSI", "DECI", "SOCl", "ECON"
 Filter 2 = Repeated
 Filter 3 = Title and abstract analysis
 Filter 4 = with reading the abstract and introduction

Table 3 Journals and studies represented in the SLR

Journal	Qty	SJR 2024
<i>Journal of Organizational Behavior Management</i>	5	0.40
<i>Decision Sciences</i>	3	1.62
<i>Int. Journal of Logistics Management</i>	3	1.80
<i>Int. Journal of Supply Chain Management</i>	3	0.00
<i>Journal of Supply Chain Management</i>	3	4.60
<i>Supply Chain Management</i>	3	2.12
<i>Industrial Marketing Management</i>	2	2.62
<i>Int. Journal of Physical Distribution and Logistics Management</i>	2	1.82
<i>Int. Journal of Procurement Management</i>	2	0.22
<i>Production and Operations Management</i>	2	3.36
<i>Leadership Quarterly</i>	2	4.39
<i>Operations and Supply Chain Management</i>	2	0.52
<i>European Management Journal</i>	1	1.91
<i>Foundations and Trends in Technology, Inf. and Op. Management</i>	1	0.25
<i>Healthcare</i>	1	0.61
<i>Heliyon</i>	1	0.64
<i>ICSSSM12</i>	1	0.00
<i>Industrial Management and Data Systems</i>	1	1.28
<i>Int. Journal of Management, Economics and Social Sciences</i>	1	0.00
<i>Int. Journal of Production Economics</i>	1	2.83
<i>Int. Journal of Production Research</i>	1	2.24
<i>Int. Journal of Productivity and Performance Management</i>	1	0.95
<i>Int. Journal of Project Management</i>	1	1.87
<i>Int. Journal of Manpower</i>	1	1.41
<i>Journal Open Innov. Technol. Mark. Complex</i>	1	1.21
<i>Journal of Business Logistics</i>	1	2.77
<i>Journal of Management</i>	1	8.64
<i>Journal of Managerial Psychology</i>	1	1.13
<i>Journal of Product Innovation Management</i>	1	3.60
<i>Research and Practice in Human Resource Management</i>	1	0.00
<i>VEHITS - Proc. of the 6th Int. Conference</i>	1	0.00
<i>European Journal of Management Studies</i>	1	0.00
Total	52	

This selection of articles indicates that there is substantial discussion in the domain. Research suggests that if a domain has more than 40 articles, it demonstrates maturity, and this ensures that a systematic literature review can provide contributions regarding the focus that was established (Paul *et al.*, 2021; Paul & Criado, 2020).

3.1 Articles by the Publishing Journal

Table 3 organizes the journals, their representativeness in the number of researched papers and their respective impact factors in SCImago Journal Rank (SJR) 2024. The journals that stand out the most are the Journal of

Organizational Behavior Management, which has five of our publications, and Decision Sciences, International Journal of Logistics Management, International Journal of Supply Chain Management, and Journal of Supply Chain Management, which each have three publications. There is better evidence of the focus on this topic in logistics and supply chain journals (19 articles, 37%), followed by production journals (12 articles, 23%), human resources and psychology journals (10 articles, 19%), management journals (7 articles, 13%), conferences (2 articles, 4%) and others (2 articles, 4%).

3.2 Publication by Year

Figure 3 reports the number of articles published each year. The years 2018, 2021 and 2023 present the highest number of publications, with 7, 10 and 5, respectively. In each of the other years of research, no more than three publications were found. It is worth mentioning that this finding is restricted to the filters and protocol of this research; it does not mean that there is no academic material or that the subject has not been addressed in other areas. What can be seen is that the theme has been of interest to researchers in SCM more recently.

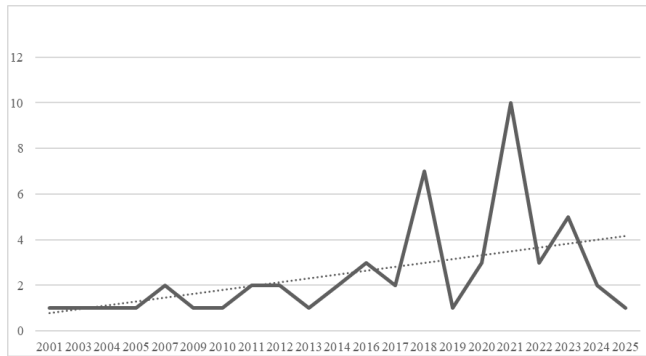


Figure 3 Papers by year

4. APPROACHES THAT CHARACTERIZE BI INITIATIVES

At first, the diversity of topics addressed in the articles indicates that there is a broad scope for research. Table 4 summarizes these themes to understand this dispersion better. Undoubtedly, behavioral management in organizations is comprehensive and involves, in fact, the individual and his actions in most of the different areas, functions and relationships present in the company's operations and business. However, it is perceived that there is a greater concentration in studies related to BOSCM, BI and EI, Decision-making and Power/collaboration/conflict. The first is justified because it is the central focus of this research proposal, the second and third focus on how the professional's behavior can improve decision-making, and the fourth concerns negotiation in the SC and is related to human factors. There is a smaller concentration on other themes, correlating with competence, learning, performance, risks, and culture.

As for research methods, most of the studies were conceptual or review studies (46%) and surveys (31%), and the rest were simulations, fuzzy models, modelling, experiments, etc. From this analysis, only one article focuses directly on BI and SC; the others are indirectly related to factors that can make up an understanding of BI.

Table 4 Papers by subject.

Subject	Papers
Organizational Behavior	16
Behavioral and Emotional Intelligence	12
Decision-making	6
Power/collaboration/conflict	6
Learning/competence	5
Cultural intelligence	3
Risks	2
Performance	2

To conduct the research and abstract the possible relationships between BI and SCM, this research used the Iramuteq software for textual analysis of the selected articles. This analysis allowed for the organization and categorization of the themes discussed in the articles and the classification of those that best aligned with the objective of this study. Four categories are presented and discussed below.

- Emotional Intelligence:** Studies in this category highlight the effect of EI on work stress, behavior, discipline, performance, personality, and employee well-being. By relating this theme to the factors that influence SCM, they indicate that targeted guidance, through EI, contributes to, and can impact on the necessary integration of and reflection on, the behavior and attitudes of professionals who interact in processes and negotiations (Sinambela, 2020; Vakola *et al.*, 2004; Yuningsih, 2020).
 In general, authors argue that EI improves managers' self-control. Professionals with higher levels of EI are better equipped to help their employees manage their emotions, create more favorable working conditions for subordinates, increase employee retention, and achieve more positive professional outcomes (Drakaki *et al.*, 2020; Kamann & Kővári, 2021; Keller *et al.*, 2020; Zhang *et al.*, 2018).
- The Professional:** Other authors focus on the importance of professionals' competence in relation to functional and individual factors. The studies mainly focus on improving leadership. In this sense, the different suggestions can contribute to developing and training the individual skills needed by SCM professionals. It is worth noting that some studies confirm the importance of corporate training and knowledge sharing as antecedents of professional skills (Asghar *et al.*, 2021; Derwik & Hellström, 2017).
- Supply Chain:** It is worth noting that leadership and learning are essential in uncertain environments such as those arising from SCs. Studies indicate that managers' decisions are the balanced result of intuitive judgment and cognitive deliberation, which helps them to make fewer mistakes. For this reason, it is believed that BI and EI can improve performance, assisting managers to interact with the other dimensions of cultural intelligence (metacognitive intelligence, cognitive intelligence and motivational intelligence) and to improve the management of the risks existing in SCs (Alkabi & Al-Qaisi, 2018; Ambulkar *et al.*, 2015; Duff *et al.*, 2012; DuHadway *et al.*, 2018; Gomez-Mejia *et al.*, 2021; Moritz *et al.*, 2014). There is positive evidence that intelligence (metacognitive, cognitive, motivational and behavioral) influences decisions in operations and SCs. Intelligence is the strongest predictor of performance, and factors that influence it contribute to decision-making and performance in SCs (Carter *et al.*, 2007; Giannoccaro, 2018; Katsikopoulos & Gigerenzer, 2013; Strohhecker & Größler, 2012; Tuan, 2016).
- Organizational Behavior:** These discussions seek to understand behavioral research in SCM related to the necessary pragmatism and individual values such as emotions, intelligence, motivations, and collaboration (Fahimnia *et al.*, 2019; Gomez-Mejia *et al.*, 2021;

Schorsch *et al.*, 2017; Singh *et al.*, 2021; Tangpong *et al.*, 2018; Tokar, 2010; Tsanos & Zografos, 2016; Villena *et al.*, 2009). The research suggests new models and strategies for conflict resolution in SCM from the perspective of organizational behavior. In addition, researchers study behavioral experimentation in SCM. This is due to the assumption that human beings in charge of creating SC-oriented management will always behave in a sane, reasonable, and rational

manner (Bachrach & Bendoly, 2011; Omar *et al.*, 2012; Zhou, 2012).

To complement the categorization, the analysis also highlights the approach and contribution of the papers, as described in Table 5. These analyses allow for the construction of a narrative and understanding of BI applied to SCM and also contribute to the discussion and considerations of the study regarding this theme.

Table 5 Approaches and contributions of the papers

Approach	Contribution to BI	Author
Organizational behavior, learning and leadership	Leadership and learning are essential in uncertain environments, such as SCs. Leadership contributes to supporting and developing creative behavior, considering that people adopt and replicate behaviors.	Alkabi and Al-Qaisi (2018), Palmer and Johnson (2023), Banks <i>et al.</i> (2023)
Individual knowledge and risk	Organizational behaviors can be adopted to explain individual behavior in SC risk management.	Ambulkar <i>et al.</i> (2015), Gomez-Mejia <i>et al.</i> (2021)
Conflicts in SCM	New SC conflict resolution models and strategies are explored from the perspective of organizational behavior.	Zhou (2012)
EI in purchases	EI is a tool for self-control, with effects on the happiness, optimism, self-esteem and well-being of the professional.	Kamann and Kóvári (2021)
EI, stress, discipline and organizational behavior	EI does not affect job stress, but it does affect organizational behavior and employee performance. In SCs, EI inserts a moderating effect on the relationship between stress, discipline and organizational behavior.	Sinambela (2020)
EI and BI in logistics and SCM	Managers with higher EI levels are better equipped to help employees manage emotions, create favorable working conditions, increase employee retention, and achieve more positive job outcomes. BI can be a tool to help managers to make decisions in SCs.	Keller <i>et al.</i> (2020), Carli <i>et al.</i> (2025)
EI and leadership	EI contributes to improving performance, efficiency and interest of leadership, but partially influences behavior.	Zhang <i>et al.</i> (2018), Asuah <i>et al.</i> (2024)
EI, risk factors and decision-making	Decision-makers can make their choices under the influence of EI, with concepts related to relationship building and commitment, trust and personal bias being associated with decisions.	Drakaki <i>et al.</i> (2020), Alzoubi and Aziz (2021)
EI, commitment, well-being and creative behavior	EI plays a crucial role in employee creativity. It has a positive effect on behavior and encourages creativity. Creative behavior helps and promotes integration in SCM.	Yuningsih (2020), Hameli and Ordun (2022)
Skills, performance and resilience in SCM	Corporate training and knowledge sharing are antecedents of the competencies of SC professionals. Competencies result in higher performance, generating greater resilience.	Asghar <i>et al.</i> (2021), Derwik and Hellström (2017)
SC orientation as a management philosophy	Care must be taken not to assume that the human beings tasked with creating SC-oriented management will always behave in a sane, reasonable and rational manner, nor should it be taken for granted that developing the mindset is simple.	Omar <i>et al.</i> (2012)
Characteristics, individual differences and decision-making performance	Intelligence is the strongest predictor of performance, while interests lead to higher costs and likely worse performance.	Moritz <i>et al.</i> (2014); Strohhecker and Größler (2012)
Cultural intelligence, trust, interaction, responsibility, and performance	Cultural intelligence (metacognitive, cognitive, motivational and behavioral) influences decisions related to the interaction, responsibility, and trust based on knowledge and identity. These factors contribute to SC performance and competitiveness.	Tuan (2016), Goertler <i>et al.</i> (2024)
The rigor of behavioral research and judgmental biases in decision-making	Behavioral experimentation in SCM is sparse, and an understanding of the "rigor" of the methods applied is even less widespread. Likewise, attention should be given to biases that can impact decision-making in SCs.	Bachrach and Bendoly (2011), Carter <i>et al.</i> (2007)
Self-management and individual effectiveness in culturally diverse teams	Individual behavior interacts with the three dimensions of cultural intelligence (metacognitive intelligence, cognitive intelligence, and motivational intelligence) to moderate task performance.	Duff <i>et al.</i> (2012), Ferguson and Rivera (2021)
Risks and strategies in decision-making	Decision-makers adapt strategies according to the risk perceived by the organization in the SC.	DuHadway <i>et al.</i> (2018)
BOSCM and BI in SC	These studies are related to behavioral analysis to improve professional performance. They classify views and areas for the research of behavior in SCs.	Fahimnia <i>et al.</i> (2019); Schorsch <i>et al.</i> (2017)
Judgment and decision-making	Decision-makers are human, and findings from studies that fail to explain behavioral realities adequately may not hold up in a real-world environment.	Tokar (2010)
Behavioral elements, performance and decision-making	Personality traits encapsulate individuals' behavioral attributes such as cognitions, emotions, and motivations. Therefore, behavior is a crucial characteristic to be considered, as it can influence decisions and performance in SCs.	Tangpong <i>et al.</i> (2018), Singh <i>et al.</i> (2021), Katsikopoulos and Gigerenzer (2013)
SC executives' incentives and decision-making	A system of employment and compensation that increases the professional's risk in a SC reduces his willingness to make risky decisions that favor integration.	Villena <i>et al.</i> (2009)
Behavior, power and resistance to change	Behavioral characteristics related to power are manifested in relationships in SCs. In turn, high levels of problem-solving ability and low resistance to change positively moderate SC relationships and performance, regardless of the manifestation of power.	Gölgeci <i>et al.</i> (2018), Giannoccaro (2018)
Collaboration, integration and performance in SCs	Behavioral proximity to developing collaborative relationships that generate greater integration, innovation and performance is essential in SCM.	Tsanos and Zografos (2016), Weiss <i>et al.</i> (2022)
Organizational change, emotions and personality of individuals	A relationship between personality traits and employees' attitudes towards change confirms that EI contributes to change attitudes.	Vakola <i>et al.</i> (2004)

5. DISCUSSION

The organizational culture represents a set of behaviors spontaneously accepted and repeated by employees. It involves, in addition to behaviors, internal rules and policies, characterizing the organization's way of being and how it is perceived in its SC relationships. However, there are significant differences between the organizational culture described and observed in the behavior of managers and the decision-making process along the chain. Because of this phenomenon, studies related to behavioral management contribute by bringing organizational values and guidelines closer to the behavioral elements present in decision-making processes (Loch & Wu, 2005). Thus, the behaviors managers select and apply in the decision-making process contribute to characterizing the organization (Daghar *et al.*, 2021). In this line, BI can direct managers to select the appropriate behaviors for the required decisions.

BI applied to the reality of organizations requires a series of practical skills from managers that they can use according to the intended focus, such as a projected result or the reduction of uncertainties. It is a step forward from EI, which has been discussed on different fronts in studies, and requires much more than creating a vision, doing meditation, reducing stress, improving communication, having self-awareness, or even any other skill applied in isolation. Success in any endeavor requires the integration of a succession of behaviors and sometimes a number of people working cooperatively towards a common goal (Gaffney, 2014).

BI can be a rare and non-copyable resource (Barney, 2001) associated with an organization's way of doing business, and it can contribute to SC competitiveness if managers are conditioned in this regard. This is based on the fact that cognitive and emotional intelligence training is essential in the corporate sector, emphasizing the acquiring and application of knowledge, as is behavior training (Maddox, 2019).

Behavioral aspects are confused with factors related to collaboration and reliability in SC, as discussed in the study by Tsanos and Zografos (2016). However, past studies (Min *et al.*, 2005) also discussed collaborative factors (such as cooperation and trust) without emphasizing behavioral issues. On the other hand, the studies on EI presented in this research explore factors common to this technique, such as skills, self-control, zeal, persistence, and self-motivation. Unlike the approaches on collaboration, EI directly relates to BI and is seen as a complementary factor. The articles ratify the understanding of EI in SC as a passive skill in the face of the environment, in which the manager analyzes and makes decisions based on the existing environment, working internally on his emotions for a better coexistence. In BI, this passivity is replaced by active managers who modify the current environment, with collective behavior driven by rules, stimuli, and control mechanisms to guide actions in organizations and their SCs (DuHadway *et al.*, 2018). The study by Tokar (2010) ratifies the importance of this thought for SC relationships, showing that significant improvements in operational efficiency, productivity, and profitability can be achieved if behavioral aspects are better.

The studies analyzed in this research address the issues of the risk, uncertainties, and opportunistic movements present in SC relationships and businesses; however, these

aspects are manifested in SCM processes and are intrinsic to the existing operations, which is different from the view established by BI research that the individual can manage these operations better. Therefore, effective SCM involves knowing how to deal with the various behavioral aspects inherent to SC relationships and operations, such as opportunism, coordination, negotiation, mutual adaptation, and responses to various external changes (Tangpong *et al.*, 2018). These behaviors can be mitigated when integration in the chain is well articulated between agents and the perception of individual risk is minimized (Carter *et al.*, 2015; Villena *et al.*, 2009).

Other studies highlight the claim that research on SCM has neglected its effect on human behavior (Tokar, 2010). Despite the fact that not many studies have appeared on the subject (see Table 3), Schorsch *et al.* (2017) present the concept of behavioral supply chain management (BSCM). Their study reinforces the idea that the human component must be at the center of the analysis of any SC. After all, cultural and ethical differences have a significant impact on how processes are conducted and commitments maintained between actors (Ribbink & Grimm, 2014). This view follows the line that SCM applies to the coordination, integration, and harmonization of operations. For this to occur, at least two actors must perform the appropriate behaviors (Frankel *et al.*, 2008).

Figure 4 summarizes this understanding of the researched theory and discussion about how BI can be perceived and applied in SCs. First, there is a defined thematic field, the BOSCM, which encompasses the different studies on the subject. Among them, EI appears to complement BI, since EI supports and helps the manager's learning in BI practices. These tools complement the individual skills that managers need to work in the different SC processes.

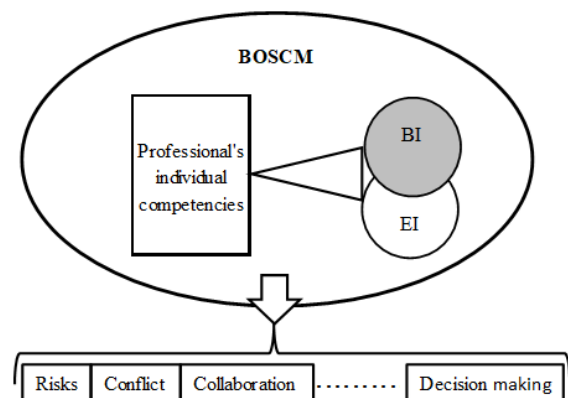


Figure 4 BI structure in SCs

Consequently, with the necessary managerial structuring and preparation, the manager would supposedly be better prepared to deal with issues related to SC demands, such as risks, conflicts, collaboration, performance, and others. This conditioning strengthens individual aspects related to management that would help in decision-making.

The narrative and analysis carried out by this study answer the research question RQ1, contextualizing and characterizing BI in SCM in the same way that RQ2 signals the possibilities of its application in the formation of professionals involved in relationships and operations in SCs. It is worth noting that, due to the limitations of the

studies found in the research, a more applied view covering the processes, benefits, and ways to conduct training and formation of professionals is not available and serves as a suggestion for future research.

6. CONTRIBUTIONS, DIRECTIONS AND FINAL CONSIDERATIONS

Leadership and learning are essential in uncertain environments (Alkabi & Al-Qaisi, 2018). In this sense, developing and training the necessary skills in individuals becomes relevant (Derwik & Hellström, 2017), especially when SC-oriented management is desired (Omar *et al.*, 2012). However, developing this mindset is a challenge. It includes corporate training, and developing and aligning individual and organizational skills (Asghar *et al.*, 2021). In this context, some research points out that EI is an instrument capable of helping managers with self-control and in functions related to their responsibilities (Kamann & Kővári, 2021; Keller *et al.*, 2020; Sinambela, 2020; Yuningsih, 2020).

Regarding the established view about the behavior of professionals who are focused on SCM, an interesting fact arising from the studies is the individual influence of professionals on risk management (Ambulkar *et al.*, 2015; Gomez-Mejia *et al.*, 2021). Studies discuss how incentives and remuneration can influence professional decisions regarding willingness to take risks (Villena *et al.*, 2009). In this sense, it is possible to infer that targeted individual behavior can influence SC performance and decisions (Singh *et al.*, 2021), as well as the professional's adaptation to perceived risk (DuHadway *et al.*, 2018).

From a behavioral perspective as regards SC, some of the studies address conflict resolution (Zhou, 2012), the role of decision-makers (Moritz *et al.*, 2014; Tokar, 2010; Carter *et al.*, 2007), and performance (Strohhecker & Größler, 2012; Duff *et al.*, 2012). In addition, other studies incorporate different variables into these themes, such as individual interests (Tuan, 2016), personality (Tangpong *et al.*, 2018), EI and the factors that influence this (Drakaki *et al.*, 2020; Zhang *et al.*; 2018), behavioral, social, and cultural characteristics (Gölgeci *et al.*, 2018; Schorsch *et al.*, 2017), and collaborative relationships (Giannoccaro, 2018; Tsanos & Zografos, 2016). This variation in the themes and research focus demonstrates the breadth of possibilities for studies in BOSCM. The way in which the different themes connect or can be correlated can be understood. Consequently, within this scope, BI is a possibility (a tool) that can be explored more thoroughly. In this sense, this study is a step in this direction.

6.1 Theoretical and Practical Contributions

The research indicates that there are only a few studies directly focused on the topic. This highlights the effort and contribution of the initiative and originality of this study, which is able to select the main articles that address aspects related to BI in SCM and, through the analysis, to synthesize and discuss their contribution to the area of BOSCM.

In this review, it is possible to perceive the diversity of the topics addressed in behavioral studies directly or indirectly relating to SCM. This can be seen from the grouping and approaches that are presented in section 4 and Table 5. This diversity demonstrates that it is a field that

needs to be better explored and can advance, not only in aspects related to BI, but also in the behavior of SCM professionals.

Despite the study being theoretical, it adheres to organizational practice by discussing BI as an instrument capable of improving decision-making and SCM processes. It debates the possible contribution of BI to management, provoking reflections and different views on how behavioral initiatives influence professionals involved in the processes and negotiations existing in SCs. Consequently, this can contribute to the practical advancement of BOSCM concepts.

Another practical aspect highlighted by the study is the possibility of companies using BI to contribute to the professional balance in order to improve their results without managers losing focus on the company's interests. Likewise, the study highlights the need for companies to be concerned about aspects related to the behavior of their managers and how to manage this behavior. In this sense, it reinforces the importance of targeted training and conditioning and questions what the organization can provide to its employees to improve its results.

6.2 Research Directions

The study shows that there are many possibilities for research in this area. One of them is to explore how BI could contribute to improving SC performance indicators. Another possibility is to know what types of training could be applied to strengthen the use of BI in operational demands and SC relationships. It is also necessary to explore whether the training of professionals that is proposed for implementing BI is functioning well. In other words, indicators and instruments are needed to evaluate this application. Likewise, it would be opportune to understand how to relate BI to the different styles and types of managers and organizations.

Considering the possible applications of BI, directing studies to topics such as risks, conflicts, competencies, and opportunism, already explored in EI, would be a way to compare these two tools. Along these lines, creating simulations to improve BI to understand its effects on managers, and the expected results, would be an alternative.

6.3 Final Considerations

The tacit knowledge contained in SCs is more difficult for companies to codify and use than explicit knowledge (Shou *et al.*, 2018). In other words, a company has restricted access to the benefits of the tacit knowledge embedded in an SC; in order to obtain these benefits, it needs relational capital as a means to facilitate integration. This idea reinforces the importance of behavior in relationships. To this end, BI, seen as a set of skills and abilities used to select and execute the right behaviors to be effective with people and situations, can contribute to and improve relationships, achieving possible benefits.

It is necessary to consider that BI requires practical thinking, decision-making about what is to be accomplished, and effective follow-up. BI includes the awareness, skills and behaviors to perform "the work." In other words, the aim of the application of BI is to direct the professional towards pragmatic actions aimed at organizational results. In short, BI is focused on goals, decision-making, action and accountability to improve performance (Gaffney, 2012).

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CONFLICTS OF INTEREST

The authors declare no conflicts of interest.

DATA AVAILABILITY STATEMENT

Data and information from this research will be made available upon request to the authors.

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