



Research Article

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## Strategic Disruption of Management Competencies in Micro and Small Enterprises: A Literature Review

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### Abstract

*This article reports on the evolution of scientific production in indexed journals regarding managerial skills from a strategic perspective of micro and small enterprises (MSEs). The methodology employed was a bibliometric analysis with document analysis techniques of articles published in the Scopus, Web of Science, and Taylor & Francis databases. Search filters with the keywords "Management competencies" and the target population (micro and small enterprises) were applied for the selection of research. For this purpose, bibliometric measures were evaluated that assess authors' productivity based on the number of documents consulted and included, as well as by years, countries, and keywords. Furthermore, multiple multidimensional indicators of collaboration among authors were examined, and this information was supplemented with the analysis of bibliographic platforms. In this regard, it's crucial for managers of micro and small enterprises to combine their management skills, creativity, and entrepreneurial spirit to make accurate short and long-term decisions, thereby ensuring the future success of the company. These obtained results can be used for new inquiries and studies, while also posing a challenge for the evolution of managerial competencies in the coming years.*

**Keywords:** managerial competencies, competitive strategy, management skills, MYPEs

## 1. Introduction

In today's economy, new conceptions of business management are marked by the rapidity of change, and the ability and need to achieve high levels of excellence, which is why special importance is attributed to the role played by organizational leadership (Bonifacio & Pantigoso, 2022). Likewise, understanding managerial competencies in micro and small enterprises (MSEs) constitutes an option that allows adapting skills to market reality, achieving business success and fulfilling their mission (Saez Cervera & Vargas Valladares, 2019).

In this sense, the importance of these managerial competencies lies in their ability to drive business success. Brito Carmona & Vásquez Palacios (2021) affirm that micro and small enterprises are not immune to this reality. These skills (knowledge, attitudes, and interests) should be oriented toward the development of organizations seeking these new sources of competitive advantage. Therefore, advising and training managers is of utmost importance (Leyva-Carreras et al., 2020).

In Latin America, 21st-century organizations face a volatile scenario characterized by uncertainty, which is why they must be prepared to respond immediately to changes that arise to achieve business competitiveness (Abella Fajardo et al., 2021). In this regard, Drucker points out that competitiveness in current scenarios exposes highly relevant characteristics due to new technologies, new competitors, and increasingly demanding customers (Chiatchoua, 2021).

Therefore, it is vitally important that MSEs implement training and advisory programs for their managers, promoting the development of these competencies (Sánchez Vigo, 2021). Managers who develop and strengthen these skills are more likely to face challenges and seize opportunities that arise in the market (Quiroz Zulueta & Palomino Alvarado, 2021).

On the other hand, although the required competencies may vary according to factors such as industry or organization size, there are certain fundamental skills that every manager must possess and that are gladly accepted by executives and human resources professionals as a tool for individual self-development and the selection and training of managers (Anglas La Torre, 2022). These include leadership ability, strategic decision-making, human and financial resource management, analytical thinking, and adaptability to change (Stacho et al., 2021).

However, it is not clear whether it is possible to define a stable set of competencies applicable in different management situations and contexts. Academics must establish a specific set of stable qualities to indicate a manager's effectiveness, considering possible cross-cultural variation (Lara et al., 2019).

The general problem of this research is presented through the following question: What is the evidence of scientific contributions on managerial competencies in the period from 2019-2023?

This research is theoretically justified as it deepens and presents knowledge of the basic concepts of managerial competencies, thus helping micro and medium enterprises in the fulfillment of their short and long-term objectives. It also has a practical justification because it seeks to solve a latent problem in the business sector, which will comprehensively benefit the southern region of Latin America. The social justification, finally, is important because it helps to identify and address the problems that managers continuously face in the face of economic, social, and political uncertainty. Therefore, the objective is to analyze the scientific contributions through a literature review on managerial competencies from 2019 to 2023.

## 2. Methodology

La This scientific literature review research refers to a methodical process of identification and systematic evaluation of multiple studies of the same type with a common objective. It serves as a scientific approach to summarizing the literature based on a specific protocol that determines the inclusion of studies, allowing other researchers to replicate the process (Arias et al., 2016).

Also, the information analysis followed the guidelines established by the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) Statement of 2020, reflecting advances in

methods for identifying, selecting, evaluating, and synthesizing studies on managerial competencies, leadership, and managerial skills. Systematic searches were conducted in the following databases: Science Direct, Scopus, WOS, and Taylor & Francis.

The study began on April 5 and ended on August 27, 2023, for the selection of research related to managerial competencies in micro and small enterprises. The following search formula was used in Scopus: "TITLE-ABS-KEY (*managerial AND competencies*) AND PUBYEAR > 2019 AND PUBYEAR < 2023". On the other hand, several search filters were applied to select studies that included the study variable (managerial competencies) and the target population (micro and small enterprises), and that were within the planned range of years. The content was then reviewed to determine its relevance, and studies were selected according to the inclusion and exclusion criteria, which are described below.

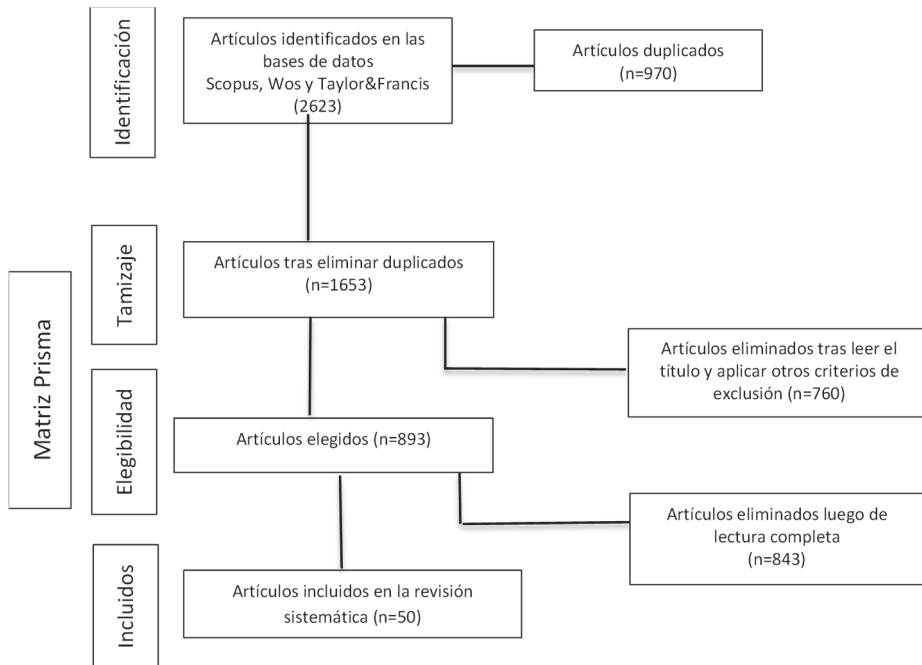


Figure 1: Matriz PRISMA

Table 1. Selection criteria for scientific documents for research

Base de datos	Términos de búsqueda	Artículos encontrados	Artículos seleccionados
Scopus	"managerial competencies"	388	26
Web of Science	"managerial competencies"	715	17
Taylor & Francis	"managerial competencies"	1520	7
Total		2623	50

Note: Process of selection, exclusion, and determination of the number of scientific documents selected.

### 3. Results and Discussion

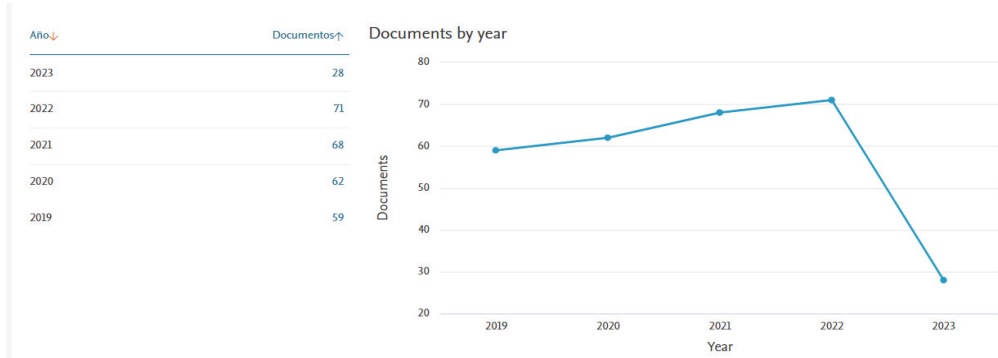


Figure 2. Scientific Production in the Scopus Database from 2019 – 2023

Regarding scientific production, a higher output is evident in 2022, with 71 articles. It can be inferred that there has been an increase due to the relevance of the topic from 2019 to 2022. Considering that we are approximately halfway through the current year, scientific production stands at 28 articles to date.

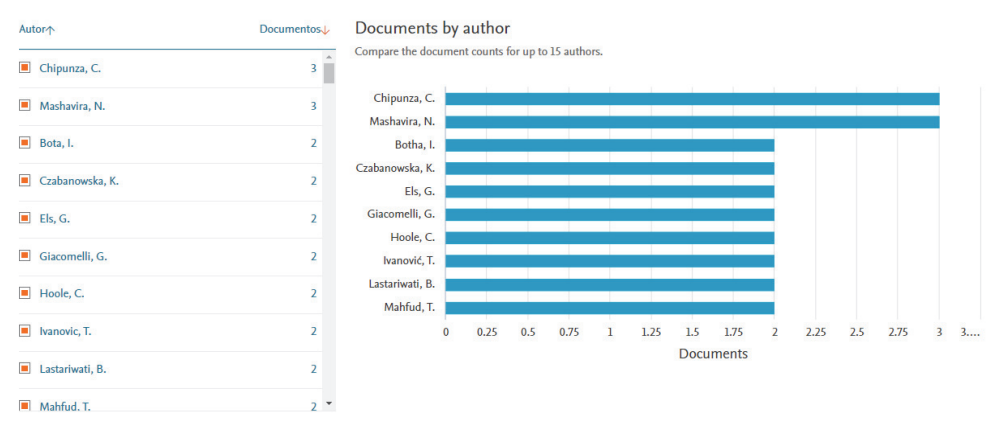


Figure 3. Scientific Production by Author in the Scopus Database from 2019 – 2023.

Regarding the productivity of the authors, only two authors have 3 publications; there is no one with many related publications. Most authors in the years considered for this study have two publications.

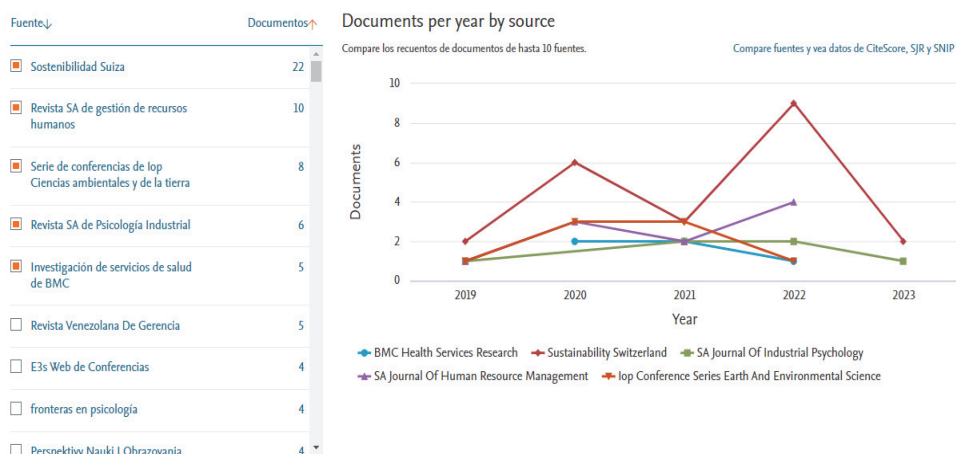


Figure 4. Documents per Year by Source from the Scopus Database.

In relation to the documents per year by source, the highest number of documents in the years from 2019 to the present is led by the journals Swiss Sustainability with 22 documents and SA Journal of Human Resource Management with 10 documents, followed by the Conference Series of Environmental and Earth Sciences with 8 documents.

Table 2. Most Impactful Articles in Scopus

Article Title and Journal Data	Authorship and Year	Citations
Proposed managerial competencies for Industry 4.0 -Implications for social sustainability. <i>Technological Forecasting and Social Change</i> , 173, 121080	Shet, SV, Pereira, V. (2021)	45
Managerial Competencies and Development in the Digital Age. <i>IEEE Engineering Management Review</i> , 49 (3), págs. 49-55.	Neumeyer, X., Liu, M. (2021)	15
Managerial competencies of 3PL providers: A comparative analysis of Indonesian firms and multinational companies. <i>International Journal of Logistics Management</i> , 30 (4), págs. 1054-1077	Sangka, BK, Rahman, S., Yadlapalli, A., Jie, F. (2019)	15
Developing managerial competencies: integrating work design characteristics and developmental challenge. <i>The International Journal of Human Resource Management</i> , 31 (22), págs. 2808-2839	Srikanth, PB, Jomón, MG. (2020)	14
Managerial competencies of head nurses: a model and assessment tool. <i>British Journal of Nursing (Mark Allen Publishing)</i> , 28 (1), págs. 30-37	Moghaddam, Nuevo México, Jaime, SZB, Rafei, S., ...Ghamchili, A., Shafii, M. (2019)	14
Leadership competencies of first-line nurse managers: a quantitative study. <i>Africa Journal of Nursing and Midwifery</i> , 22 (2), págs. 1-20	Paarima, Y., Anshah Ofei, AM, Kwashie, AA (2020)	9
Análise Confirmatória de Competências Gerenciais para o Desenvolvimento Sustentável. <i>Revista de Gestão Social e Ambiental</i> , 15, e2646	de Almeida Bizarría, FP, Barbosa, FLS, dos Santos, SLC, Oliveira, P.G. (2021)	7
Direction of businesses operating in Slovakia to develop key managerial competencies. <i>Production Engineering Archives</i> , 27 (4), págs. 291-295	Stacho, Z., Stachová, K., Varečková, L., Matúšová, JG (2021)	7
Context, competencies, and local managerial capacity development: a longitudinal study of HRM implementation at Volvo Car China. <i>Asian Business &amp; Management</i> , 19 (5), págs. 582-609	Yakob, R. (2020)	7
Development of Digital and Managerial Competencies and BIM Technology Skills in Construction Project Management. <i>EAI/Springer Innovations in Communication and Computing</i> , págs. 159-175	Mandičák, T., Mésaroš, P., Behún, M., Behunová, A. (2020)	7
Managerial competencies in the training of specialists in public and corporate management in Ukraine. <i>Problems and Perspectives in Management</i> , 20 (4), págs. 88-110	Lopushniak, H., Mylynyk, R., Lopushniak, V., Shandar, A., Leontenko, O. (2022)	6

Knowledge of managerial competencies: cross-cultural analysis between American and European students. <i>Economic research - Ekonomska istraživanja</i> , 33(1), págs. 2059-2074.	Lara, F.J., Mogorrón-Guerrero, H., Ribeiro-Navarrete, S. (2020)	6
The effect of managerial competencies on the performance of small and medium enterprises in Makana Municipality, South Africa. <i>African Journal of Hospitality, Tourism and Leisure</i> , 8(5)	Ncube, Misisipi, EE.UU., Chimucheka, T. (2019)	6
Managerial competencies and business performance: innovation as a mediator in Rwandan SMEs. <i>International Journal of Law and Management</i> , 63 (5), págs. 445-463	Byukusenge, E., Munene, JC, Orobía, Luisiana, EE.UU. (2021)	5
Managerial interpersonal competencies and the performance of family- and non-family-owned small and medium-sized enterprises in Zimbabwe and South Africa. <i>SA Journal of Human Resource Management</i> , 17, a1130	Mashavira, N., Chipunza, C., Dzansi, DY (2019)	5
Managerial Competencies & Polish SMEs' Response to the COVID-19 Pandemic: An Insight. <i>Sustainability (Suiza)</i> , 13(21), 11864	Bodziany, M., Ścioborek, Z., Zamiar, Z., Visvizi, A. (2021)	4
Dynamic managerial capabilities and sustainable market competencies: role of organisational climate. <i>International Journal of Ethics and Systems</i> , 37 (2), págs. 245-262	Mehta, AM, Ali, SA (2021)	4
Managerial political competencies and the performance of small and medium-sized enterprises in South Africa. <i>Acta Commercii</i> , 21(1), a884	Mashavira, N., Chipunza, C., Dzansi, DY (2021)	4
The entrepreneurial intrapreneur: a managerial approach to building entrepreneurial competencies. <i>International Journal of Entrepreneurship and Innovation Management</i> , 25(2-3), págs. 211-232	Jimmy Gandhi, S., Robb, CC, Lee, A. (2021)	4

Note. Original work based on data from the Scopus database.

**Table 3.** Most Relevant Articles from Web of Science, Related to the Research Topic from 2019-2023.

Authors	Title	Journal Name	Abstract
Paarima, Y; Ofei, AMA; Kwashie, AA	Managerial Competencies of Nurse Managers in Ghana	Africa Journal of Nursing and Midwifery	New evidence was presented supporting Katz's Skills Model, affirming that nursing managers need to apply technical, human, and conceptual skills in their managerial performance, and that no skill is ideal for all situations.
Lara, FJ; Mogorrón-Guerrero, H; Ribeiro-Navarrete, S	Knowledge of managerial competencies: cross-cultural analysis between American and European students	Economic Research-Ekonomska Istrazivanja	The study highlights the distinction between managerial, external, interpersonal, and personal competencies applicable across all cultures, susceptible to cultural differences.
Srikanth, PB; Jomon, MG	Developing managerial competencies: integrating work design characteristics and developmental challenge	The International Journal of Human Resource Management	It was discovered that the obstacle of progress acts as an intermediary factor between the specifics of the functions, the context in which they develop, and the necessary managerial skills for successful completion. Additionally, it was observed that third-party assessments of the challenge influence the relationship between it and managerial competencies at task completion, suggesting a moderate intermediary effect.
Shet, SV; Pereira, V	Proposed managerial competencies for Industry 4.0 -Implications for social sustainability.	Technological Forecasting and Social Change	The report suggests identifying pertinent management skills for successful implementation of Industry 4.0, highlighting a group of 14 vital managerial skills for this field. Moreover, it offers a skills model incorporating detailed descriptions of appropriate behaviors for each skill.
Lorenzo, YOM; Reyes, YL; París, EG; Fernández, M; Torres, CL	Generic managerial competencies: their identification in the Matanzas Provincial Health Directorate.	University and Society Magazine	The report mentions 20 general managerial skills detected during the Medical and Social Assistance process, with the three most relevant identified as: leadership demonstration, teamwork, and solid technical, professional, and managerial experience.
Kurkina, NR; Starodubtseva, LV; Victorovna Suldina, O; Semenova, OA	Pedagogical conditions for the formation of managerial competencies of future teachers through practice-oriented educational tasks	Revista Inclusiones M. R	The relevance of the issue in developing managerial competencies in future teachers arises from increased training quality requirements and the complexity of organizing the educational process, which leads to the strengthening of professional competency requirements and preparation for a new role: that of teacher-manager.
Kryzhaniivska, A; Zapukhliak, I; Romashko, O; Onysenko, T; Kravchenko, T	Enhancing healthcare through the development of managerial competencies of the healthcare leaders	Financial and credit activity: problems of theory and practice	The study of managerial competencies of supervising physicians enabled the creation of profiles for current and future medical managers, offering practical tools for developing their managerial competencies, considering the need to work in crisis and unpredictable conditions.
Byukusenge, E; Munene, JC; Orobía, LA	Managerial competencies and business performance: innovation as a mediator in Rwandan SMEs	International Journal of law and management	The results revealed that innovation is a significant mediator in the association between managerial competencies and business performance, assisting SME owners-managers in developing policies and strategies to leverage new technologies and face emerging business environment challenges.

Authors	Title	Journal Name	Abstract
Lesebo, TJ; Rambe, P; Ndofirepi, T	Effects of adopting mobile technologies on the managerial competencies of construction firms	South African Journal of Information Management	The results indicated that adopting mobile technologies during project execution has a significant positive effect on the communicative and social competencies of owners and managers of emerging construction companies.
Krivosheev, VV; Makarov, SN	Managerial competencies required: a comparative analysis of Moscow and the Kaliningrad region	Baltic Region	Management resources expressed in competencies include awareness of the organization's strategic objectives (at both leader and employee levels), communication skills, recognition of the social importance of work, work culture, high demand for one's work, management innovation (knowledge skill development), and operational innovation (efforts to improve methods, approaches, and means for solving organizational problems).
de Freitas, PFP; Odehos, CC	Managerial competence scale for the public sector	Revista de Administração Pública - RAP	Various skills related to objectives, social interactions, internal procedures, open systems, and public welfare were analyzed. It was observed that the perception of these competencies' expression relates to social support and third-party feedback at work.
Misra, SS; Ghosh, P	Managerial competencies for trade union officials in India: The key to union effectiveness	IIMB Management Review	Behavioral interviews led to a competency dictionary with four competencies: result orientation, alignment with critical constituencies, networking skills, and effective information exchange.
Mashavira, N; Guvuroro, S; Chipunza, C	Driving SMEs' Performance in South Africa: Investigating the Role of Performance Appraisal Practices and Managerial Competencies.	Journal of Risk and Financial Management	It concludes that management competencies, not performance evaluation practices, significantly correlate with both innovation and investment performance.
Stacho, Z; Stachová, K; Varecková, L; Matúsová, JG	Direction of businesses operating in Slovakia to develop key managerial competencies	Production Engineering Archives	The authors describe six key competencies: Critical Thinking, Creativity and Creative Thinking, Analytical Thinking, Technological and Computer Skills, Employee Orientation, and Self-Motivation Capacity.
Lebedev, NY; Lebedeva, YV	Managerial Competencies of an Investigator and the Specifics of Their Implementation in Crime Investigation	Russian Journal of Criminology	The results show the necessity of forming and continuously improving a researcher's management competencies based on a competency approach used in public service, and introducing a special complex of psychological techniques to determine whether a researcher possesses or lacks the necessary competencies for their work.
Tovar, HG; Figueroa, DCL	Identification of managerial competencies of the organizational leaders of the Passifloraceae production sector in the Huila Department.	Cuadernos de Administración-Universidad Del Valle	The study concludes with a map of eleven managerial competencies found, categorized into self-competencies, managerial competencies, technical cultivation, administrative, commercial, communicative, cultural, entrepreneurial, technological, educational, financial, accounting, and project competencies.
Alebiosu, JO; Salau, OP; Atolagbe, TM; Daramola, OA; Lawal, AF; Igba, I; Akinbiyi, F	Predicting the Impact of Managerial Competencies on the Behavioral Outcomes of Employees in the Selected Manufacturing Firms in Nigeria	Sustainability	Organizations increasingly rely on managerial competencies to ensure optimal utilization of their human resources. It was discovered that global awareness, communication, self-management, and competency for strategic action are predictors of employee behavioral outcomes.
Baczynska, A; Skoczén, I; Thornton, GCT	Managerial competencies in the framework of the circumplex model of personality metatraits	Central European Management Journal	It is assumed that managerial competencies would be located in the sector of personality meta-traits, specifically in the plus poles: Integration through Stability and Self-Control to Plasticity. However, the results revealed that Integration and Plasticity seemed to be positively related to only two competencies: openness to change and problem-solving.
Wiecek-Janka, E; Werner-Lewandowska, K; Radecki, A	Expert's Model of Managerial Competencies for Engineer 4.0 (EMMCE)	Management and Production Engineering Review	The study's results allowed determining the scope of managerial competencies for an engineer in the era of Industry 4.0, thus contributing, in a practical realm, to creating requirements for candidates applying for managerial positions in manufacturing companies.
Muhammad, AI; Kamin, Y; Abd Wahid, NH; Subari, K; Suhairom, N; Saud, MS; Suyitno, S	Managerial Entrepreneurial Competencies Framework for Technical College Programs: Concept and Relevance	Journal of Technical Education and Training	The analysis of competencies includes business planning, decision-making, technical knowledge, interpersonal links, and communication. It is concluded that managerial business competencies deserve inclusion in the curricula of higher technical schools' studies.

Note. Own elaboration obtained from the Web of Science database.

**Table 4.** Academic Production from the Databases: Scopus, Web of Science, and Taylor & Francis from 2019 to 2023.

Title	Year	Author	Language	Database
Management skills and digital transition for MSMEs Zone 3-Ecuador	2023	(Gamba-Salinas et al., 2023)	English	Scopus
The Moderating Effects of Managerial Competencies and Organization Capabilities on ERP Implementation by Service Sector Enterprises in Saudi Arabia	2022	(Alghamdi & Zolait, 2022)	English	Scopus
Dynamic managerial capabilities and sustainable market competencies: role of organisational climate	2021	(Mehta & Ali, 2021)	English	Scopus
Análise Confirmatória de Competências Gerenciais para o Desenvolvimento Sustentável.	2021	(Bizarria et al., 2021)	English	Scopus
Evidence-Based Management Competency Model for Managers in Hospital Settings.	2021	(Daouk-Öryr et al., 2021)	English	Scopus
Developing a model of key managerial competencies using meta-synthesis approach	2021	(Shahwari et al., 2021)	English	Scopus
Impact of Digitalization on Construction of Competency Models of Managerial Personnel in Sector of Industry.	2020	(Ksenofontova, 2020)	English	Scopus
Managerial competencies-A survey of healthcare managers in a tertiary hospital in Calabar, South-South Nigeria.	2020	(Okonkwo U. et al., 2020)	English	Scopus
Managerial competencies of 3PL providers: A comparative analysis of Indonesian firms and multinational companies.	2019	(Sangka et al., 2019)	English	Scopus
Management competences in Zulia business.	2019	(Useche Aguirre et al., 2019)	English	Scopus
How entrepreneurial competencies influence the leadership style: A study of Saudi female entrepreneurs.	2023	(Abdalá Alshammari et al., 2023)	English	Taylor & Francis Online
A bibliometric review of research on entrepreneurial capacity for the period 1979 to 2022: Current status, development, and future research directions.	2023	(Chhabra et al., 2023)	English	Taylor & Francis Online
Exploring the role of managerial and organizational capabilities for the inbound internationalization of small and medium-sized enterprises.	2022	Constanza Bianchi & Maria-Cristina Stoian (2022)	English	Taylor & Francis Online
Entrepreneurial Competence and Small and medium enterprises' Profitability: A Case of sunflower oil processing enterprises in Tanzania.	2022	(Moshi & Matotola, 2023)	English	Taylor & Francis Online
Driving SMEs' Performance in South Africa.	2022	(Mashavira et al., 2022)	English	Web of Science
Assessment of Management Competencies According to Coherence with Managers' Personalities	2022	(Birknerova & Uher, 2022)	English	Web of Science
Effect of Management's Competencies and Digital Skills on Digital Business Model Maturity for SMEs.	2022	(Zentner et al., 2022)	English	Web of Science
Direction of businesses operating in Slovakia to develop key managerial competencies.	2021	(Stacho et al., 2021)	English	Web of Science
Managerial Competencies & Polish SMEs' Response to the COVID-19 Pandemic: An Insight.	2021	(Bodziany et al., 2021)	English	Web of Science
Manager's competence model in the face of new economic challenges - research report.	2020	(Iglijski, 2020)	English	Web of Science
<b>TOTAL</b>				

Note: Original work based on data from Scopus, Web of Science, and Taylor & Francis databases.

#### 4. Management Competencies

According to (Ibarra-Morales et al., 2023), managerial competencies comprise a set of skills, knowledge, attitudes, abilities, and behaviors that leaders, managers, or executives of a company must possess to effectively manage organizational processes. On the other hand, (Tobar, 2010) defines competencies as the ability or disposition that a person has to solve real problems and to generate new knowledge.

These competencies are essential for the growth and sustainability of organizations, which rely on the ability of their leaders to apply them appropriately. According to (Bianchi & Stoian, 2022), managerial and organizational capabilities complement each other and jointly influence the internationalization process of companies. In this sense, the main challenge for executives is to use the tangible and intangible resources that the company possesses to generate income and be sustainable over time.

##### 4.1 Importance of managerial competencies

The current dynamics of markets require productive sectors to develop and for managerial competencies to become the cornerstone of competitive strategy, encouraging decision-making and



fostering differentiation in the market (Muhammad et al., 2023).

Furthermore, in a context of business competitiveness, managerial competencies can serve as a competitive advantage strategy over other companies in the same sector. This is because managerial skills promote the training of business leaders to effectively manage teams, increase the efficiency and effectiveness of their organization, make informed decisions regarding resource allocation, identify problems and develop effective solutions, and lead their team in an inspiring manner (Alghamdi & Zolait, 2022).

Therefore, it is important for business leaders to develop and strengthen their managerial competencies to contribute to the success of the company. According to (Gamboa-Salinas et al., 2023), the importance of managerial competencies in this digital age lies primarily in the preparation and knowledge that enable them to face the challenges of the current market.

Improving managerial competencies is a process that helps identify potential weaknesses in managers and strengthen their performance skills over time, allowing the company to grow at a steady pace. Managerial competencies also enable access to trained human talent tailored to the organization's needs. Additionally, innovative companies seek to hire managerial leaders who solve problems and are committed to a sustainable future (Bizarria et al., 2021).

## 5. Factors Contributing to the Development of Managerial Competencies

Managers must develop strategies for retraining and redeploying existing talent in their organizations due to rapid job automation. They must also find alternative ways to engage workers, building and reevaluating existing jobs to identify tasks that can be automated and then rebuilding jobs based on relevant data and matching them with available skills and technologies. Finally, they must analyze the skill sets needed for future technologies and narrow down the appropriate skills for the jobs needed in their organizations (Shet & Pereira, 2021).

These factors are closely tied to business competitiveness, and to achieve it, dynamic, updated management with operational and managerial skills is essential. Strategic management ability, strategic planning, addressing globalization, and managing human resources are also necessary. It is crucial for management to remain open to organizational and technological change (Ksenofontova, 2020).

Therefore, managerial competencies will continue to be a permanent element of management, akin to physical assets, organizational structures, strategies, processes, systems, and financial and information resources (Igielski, 2020). Furthermore, considering the constant changes in the economy, the most valuable asset for organizations in the 21st century will shift. This aligns with (Bodziany et al., 2021), who asserts that SMEs, in general, did not recognize the importance of managerial skills in developing their capacity to withstand a crisis.

### 5.1 Key Managerial Competencies for SMEs

According to (Okonkwo U. et al., 2020), the key factors influencing managerial competencies are philosophical, focusing on managerial know-how (involving the ethical and moral behavior of managers), managerial skills encompassing technical and management components, and the ability to work in teams.

Similarly, (Bodziany et al., 2021) presents results showing that innovation and management skills enable SMEs to enjoy relatively good performance. Among the reasons identified for improvement, they most frequently highlighted the internationalization of knowledge and management skills, considered the primary determinants of economic success and market stability.

On the other hand, according to (Igielski, 2020), the competencies necessary for business success and sustainability include leadership and commitment, creativity and entrepreneurship, as well as the ability to work in teams. Skills deemed less important (or even unnecessary, considering the number of indications) were knowledge of norms and regulations, understanding power balance,

and management oversight.

In this context, it is stated that managers digital skills have had a positive influence on the maturity of current business models, suggesting that one possible way to enhance the maturity of small businesses is to promote specific improvements in executive training and their digital competencies (Zentner et al., 2022). However, this contrasts with (Sangka et al., 2019), who asserts that multinational companies prioritize management competencies, while small businesses prioritize entrepreneurial competencies.

According to the results obtained by (Stacho et al., 2021), the highest value for developing key managerial competencies was achieved in management competencies using analytical thinking in work, while the lowest level was reached in self-learning skills. Additionally, (Mashavira et al., 2022) asserts that interpersonal competencies are an important factor in managerial competencies, unlike conceptual and political competencies. This aligns with (Birknerova & Uher, 2022), who confirm a significant association between managerial competencies and managerial style.

This coincides with Zahra, Neubaum, and Naldi (2007), who state that managers must have essential skills, such as excellent interpersonal relationships with their team, suppliers, and customers, to achieve competitive results in today's changing world. Furthermore, the modern manager must have practical knowledge in areas such as economics, finance, commerce, law, marketing, and human resource management, and be able to communicate in multiple languages.

Finally, among the main models for identifying managerial competencies, the Evidence-Based Management Competency Model (EBMgt) stands out, prioritizing the use of high-quality evidence from various sources for decision-making. It helps identify the core and functional competencies of managers based on evidence (Daouk-Öyry et al., 2021).

## 6. Conclusions

The administrative leadership of executives has changed with the arrival of Industry 4.0, where managers share and distribute decision-making across individual teams rather than centralized authority. To adapt to changing technologies, managers need training in relevant digital programs. Managers must also be competent in important skills, such as operational management, people management, and technological integration, necessary for the effective implementation of Industry 4.0 (Shet & Pereira, 2021).

It is fundamental for an MSE entrepreneur to understand the significance of carrying out effective strategic planning. Such planning requires establishing a constant habit of collecting, analyzing, and using critical information to make fundamental decisions. It's also necessary to foster a strategic mindset in staff members responsible for making important decisions, as well as to create a work environment that values and promotes diversity of thought, creativity, innovation, and sustainable development (Birknerova & Uher, 2022).

Moreover, to increase the competitiveness of MSEs in the region, it's required to implement measures focused on improving business management and expanding options to compete at the national level. One way to achieve this is through the adoption of managerial skills that allow for effectively facing competition. Additionally, integrated initiatives should be carried out that produce structural changes in these companies.

In conclusion, strategic planning in business management is essential to determine the necessary actions to achieve the organization's objectives. Strategy is valuable in competition because it allows managers to intervene in a complex system with limited information and produce predictable and desirable changes in the system's balance.

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