

Antecedent and Consequences Managerial Capabilities: A Systematic Literature Review

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ABSTRACT

The current systematic literature review is intended to analyze and synthesize the literature examining the antecedents and consequences of managerial capabilities. Using PRISMA, a systematic search was conducted on Scopus databases published between January 2013 and December 2023, resulting in 16 articles that met the inclusion criteria. The synthesis results from these articles show that there are various variables that both influence and are influenced by managerial capabilities, which are considered to be determinants of success in an organization. Apart from that, the research results also show that most of the research was conducted in the manufacturing and tourism industries and SMEs. Furthermore, the RBV theory is most often used to explain this relationship. This research provides theoretical and practical contributions as well as directions for future research.

KEYWORDS: Managerial Capabilities; Manufacture; Resource-Based View Theory; SMEs; Systematic Literature Review; Tourism.

1. Introduction

In the academic world, managerial ability is one of the issues that is widely researched (Yunussov et al., 2024). Managerial capabilities refer to the ability to manage and update resources over time and can include concepts such as strategic planning, resource allocation, or performance measurement (Pennetta et al., 2024). This capability is also important for companies to optimize existing resources and respond quickly to environmental changes. The importance of dynamic managerial capabilities can be seen through innovation because these capabilities enable companies to identify and exploit new opportunities, as well as face competition by continuously introducing new products and services. Dynamic capabilities benefit competitive advantage because they enable companies to respond quickly to change and improve performance by creating value for customers and driving organizational learning. Managerial capabilities themselves focus on people or groups but pay attention to the existence of complex organizational or management structures that are in accordance with the organization's corporate goals (Alves & Carvalho, 2022).

Although empirical research on managerial capabilities is growing, the field still needs to be more comprehensive, with a variety of approaches used to study managerial capabilities. According to Heubeck (2023), the success of a manager is very dependent on various factors, both antecedents and consequences, the leadership hierarchy in an organization, and individuals and organizations. The existing review may need to be updated (Helfat & Martin, 2015), covering research up to 2013. However, in recent years, research has made significant progress since this review, studying DMC in a variety of settings. The lack of a comprehensive and methodical synthesis of the current state of research in the literature, which is essential for informing future research and developing management implications, is another consequence of these advancements.

2. Objectives

This review attempts to close the mentioned research gap by conducting a methodical examination of the literature on managerial competencies. Based on a comprehensive, multi-level framework, 16 empirical research were included in a systematic literature review (SLR). Five lines of inquiry were used to investigate selected papers and determine the present

level of knowledge: (1) Which countries most frequently research managerial capabilities? (2) Which sectors are often researched in terms of managerial capabilities? (3) Research design used in research related to managerial capabilities? (4) What are the theories used in research related to managerial capabilities? (5) What are the final findings of managerial capabilities, both antecedents and consequences? Ultimately, this research also guides future researchers.

3. Scope and Methodology

3.1 Inclusion and Exclusion Criteria

Several inclusion and exclusion criteria were set to obtain relevant literature and in line with the objectives of this study. First, the literature must come from peer-reviewed journals that focus on the antecedents and consequences of managerial capabilities. Second, the publication time range is 2013 to 2023. Third, the literature must be published in English. On the other hand, literature that does not meet these three criteria will not be considered in the final review.

3.2 Data Sources and Search Strategy

SLR was carried out to answer research questions by conducting a comprehensive literature search on predetermined databases to ensure as many relevant and high-quality studies could be collected as possible. In order to ensure the accuracy and transparency of the literature review process, this study adopted the PRISMA approach. In this study, the Scopus database was used to search for literature related to the focus of this research. The search was completed in November 2023 and carried out on the Scopus database, ranging from January 2013 to November 2023, using the keyword managerial capabilities. By using these keywords, 716 pieces of literature were obtained from the search process. After that, no literature was deleted because no duplicates were detected and could be included at the title and abstract screening stage. After title and abstract screening was carried out, a total of 658 pieces of literature were removed, and 58 other pieces of literature were declared eligible to enter the assessment stage based on the inclusion and exclusion criteria. After carrying out a thorough and careful review process, 16 were obtained who met the inclusion criteria. A summary of the literature selection process is shown in Figure 1.

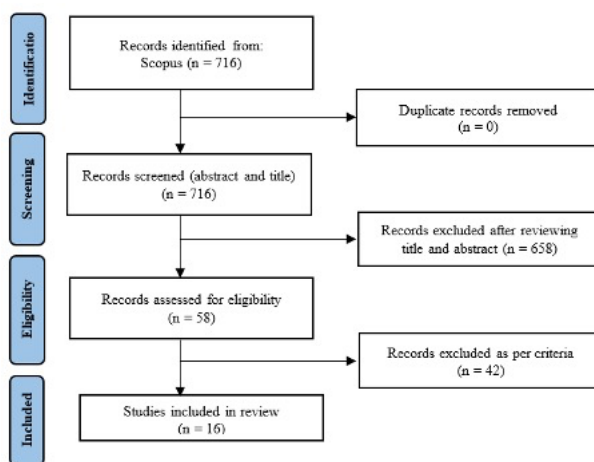


Figure 1. Article Selection Process

4. Literature Review

The primary focus of dynamic capabilities theory is shifted from the firm level to the manager level by dynamic managerial capabilities (DMC) theory. The viewpoint of this micro-foundation holds that managers' unique managerial skills are the source of organizational heterogeneity since they are responsible for "building, integrating, and reconfiguring organizational resources and competencies" (Adner & Helfat, 2003). Initiating and implementing strategic change inside the organization requires managers to manage their resource portfolio effectively (Helfat & Martin, 2015). The ability of managers to adapt their organizational strategy to the competitive landscape makes them indispensable in dynamic times. In conclusion, the DMC theory essentially suggests that managers' individual-level capacities shape strategic decision-making, which in turn influences change (Agyapong et al., 2023). In turn, the performance of the corporation in times of transition is determined by these various organizational strategies (George et al., 2022). Despite the fact that "company strategy is in fact important" for company performance, Agyapong et al. (2023) discovered that "company managers are also important" for making strategic decisions. Therefore, as determinants of performance and satisfaction for employees

and companies in a dynamic environment, DMC theory offers a multi-level perspective by connecting corporate-level strategic change with individual-level managerial capabilities like efficiency, innovation, and autonomy (Li et al., 2013; Nunkoo et al., 2020; Shetach & Marcus, 2015). However, not all businesses can handle adaptation well because they don't have the managerial know-how and expertise needed for change management. The term "organizational adaptation" describes the assimilation of RFID, which entails modifying the coordination and organizational structures as well as learning new competencies required to apply the innovation (Wei et al., 2015). Furthermore, in family firms, poor management that is prone to nepotism and entrenchment can have an adverse effect on performance; on the other hand, strong management can have a positive impact on trust, prudent financial management, resilience, deep tacit knowledge, and company-specific knowledge (Camisón et al., 2021; Ng et al., 2019).

Different managerial abilities can result in strategic differences between firms. These abilities include: (1) sensing—identifying opportunities and threats relevant to a strategy by thoroughly scanning the environment to make appropriate decisions; (2) introducing novel goods, procedures, or services in order to take advantage of business possibilities or counter threats (3) reconfiguring—changing a firm's resource portfolio to effectively realize organizational strategies (Matysiak et al., 2018; Teece, 2017). These three categories of competencies allow businesses to establish and preserve competitive advantages in the information technology sector when combined with suitable organizational strategies (Li et al., 2020; Sousa-Zomer et al., 2020). Strong sensing capabilities, in particular, facilitate more precise technological trend forecasting (Warner & Wäger, 2019) and enhance digital transformation procedures (Sousa-Zomer et al., 2020). Depending on the specifics of each firm, managers with strong capture capabilities are certain to make astute investment decisions to commercialize prospects that have already been recognized (Teece, 2007; Tripsas & Gavetti, 2017). Finally, strong reconfiguration capabilities are needed to make use of sensing and capturing capabilities since reconfiguration is connected to the real execution of strategic change (Guo et al., 2013; Teece, 2007). These skills, especially when it comes to information technology, help with successful digital transformation because of their advantages in resource portfolio orchestration and strategy renewal (Sousa-Zomer et al., 2020; Warner & Wäger, 2019).

According to Adner and Helfat, (2003), there are three primary subcomponents that make up DMC: managerial cognition, managerial human capital, and managerial social capital. According to Beck and Wiersema (2013), each of the DMC's subcomponents arises from the interaction between managers' intrinsic skills and learning experiences, and both separately and collectively, they have an impact on firm-level results (Adner & Helfat, 2003; Helfat & Martin, 2015). Knowledge, competence, and abilities obtained through official or informal training comprise the first DMC subcomponent, management human capital (Beck & Wiersema, 2013; Castanias & Helfat, 2001). Because of their connection to innovation, two distinct forms of human capital—leadership and entrepreneurial skills—are frequently discussed in management literature (Agyapong et al., 2022). According to Li et al. (2020), leadership skills are the investigative talents of managers that enable the effective coordination of a company's resource portfolio. Managers can use their exploratory talents to discover new markets, create novel goods, or satisfy unmet consumer requirements; these are examples of entrepreneurial capabilities (Akomea et al., 2023). Thus, while entrepreneurial skills create new competitive advantages or safeguard those that already exist, leadership skills enhance existing ones. The DMC theory, which emphasizes that managers must exhibit leadership and entrepreneurial characteristics to create effective strategic change, is also rife with the paradoxical idea of managing human resources (Ng et al., 2019).

The second subcomponent of DMC, managerial social capital, describes the bonds that managers form with other actors through frequent communication, continued encounters, and shared experiences (Beck & Wiersema, 2013). Since social capital gives access to crucial resources, competencies, and knowledge, it is directly linked to managers' capacity to recognize, seize, and rearrange resources (Agyapong et al., 2022). Consequently, social capital allows managers to combine different types of data, expertise, and talents to improve learning by leveraging the capital of individuals with social connections, such as the DMC of other managers. Three elements of social capital that have acquired attention in the literature that affect both individual and collective activity are as follows, according to Nahapiet and Ghoshal (1998). These three types of social capital are (1) relational social capital, which describes the nature of social interactions and the extent of network embeddedness; (2) cognitive social capital, which describes the distinctive norms, values, and attitudes; and (3) structural social capital, which describes the general features of networks, including member types and communication mediums.

Lastly, managerial cognition makes up DMC and provides the mental groundwork for making strategic decisions (Adner & Helfat, 2003; Tripsas & Gavetti, 2017). Cognitive processes—how managers pay attention to, perceive, evaluate, and retain information—and cognitive structures—simplified or abstracted representations of reality—make up managerial cognition (Colman, 2015; Walsh, 1995). The dual nature of management cognition is the reason for the growing interest in it. Although cognitive structures and processes are essential for accelerating decision-making, they can also seriously impair decision quality by restricting the search for information and distorting cognitive functions (Tripsas & Gavetti, 2017; Walsh, 1995).

The concept of adoption has been extensively studied in IS research. This is the act of physically obtaining or purchasing an invention (Mayer et al., 1980). There have been several conceptualizations of innovation absorption offered in the literature before. According to Fichman (2000), assimilation is the extent to which an organization transitions from awareness and adoption to widespread use and routineization of an innovation. Assimilation is defined as a sequence of steps from a company's initial evaluation of e-business at the pre-adoption (i.e., initiation) stage to formal adoption and finally to full-scale implementation at the post-implementation stage, where e-business becomes an essential component of value chain activities (i.e., routinization), according to Zhu et al.'s (2006) investigation into e-business assimilation.

Bala and Venkatesh's (2007) study on inter-organizational business process standards resulted in the conception of four stages of IBPS absorption: awareness, adoption (or rejection), restricted implementation, and general implementation. Because of the significance of subsequent stages both theoretically and practically, some authors primarily concentrate on them, omitting consciousness. In line with earlier studies, we characterize RFID assimilation as "the degree to which an organization has advanced through the phases of innovation implementation, from initial awareness and adoption to widespread adoption or routinization."

The features of an organization, such as its size, degree of centralization, degree of formalization, caliber of human resources, complexity of its managerial structure, and quantity of resources available, are referred to as its organizational context, according to Lin et al. (2002). These elements may contribute to the explanation of why certain companies are more creative than others. According to Mishra et al. (2007), there are notable variations in the resources that organizations possess, such as management expertise, technological infrastructure, and prior information technology (IT) experience, which contribute to variations in the performance of diverse innovation diffusion. According to some additional research, an organization's ability to use IT effectively determines the value it can derive from it (Mata et al., 1995). Businesses that possess good managerial skills and prior IT experience can leverage IT more effectively than their rivals (Gaffar & Rahman, 2018; Sitaniapessy & Huwae, 2023). Thus, we incorporate organizational resources seen as antecedents, such as managerial skills, IT infrastructure, and absorptive capacity.

According to Tornatzky (1990), the environment in which a firm operates includes the government, rivals, and industry. According to DiMaggio and Powell's (1983) institutional theory, social norms, and expectations, such as guidelines for proper organizational behavior, operations, and structure, are provided by the institutional environment. The way a company views these forces affects how it views the environment in general and its ambitions for innovation in particular. As a result, we look into the institutional pressures and their effects on the RFID assimilation process. Normative pressure, coercive pressure, and mimetic pressure are the three types of institutional pressure. Coercive pressure is characterized as pressure that comes from the political clout that strong corporations wield and that the focus company depends upon. Because these dominating partners have the resources the organization needs, such as finance or new business contracts, they are the main sources of pressure on the organization. The degree to which members of a dyadic relational channel have embraced innovations and the degree to which governmental and corporate entities encourage the use of IT is referred to as normative pressure. We employ regulatory assistance in our model as a normative pressure to impact the RFID assimilation process. Mimetic pressure is the pressure that makes one organization copy another organization when there is uncertainty in the environment, goals, or technology of the organization. The RFID market remains uncertain due to the uncertainty surrounding the RFID standard and the irreversible nature of the investment. The business will take after other businesses that have effectively incorporated this technology. In the meanwhile, fierce rivalry will drive businesses to copy those that have effectively incorporated this technology into their own operations. We consider competition intensity and market uncertainty as drivers of mimetic stress in our research.

According to Porter (1985), the differentiation approach is allocating resources to the creation of goods and services that, in part, command premium pricing because they provide distinctive benefits that consumers want. By establishing a distinct market position where value is prioritized over price, the company is able to charge higher prices and reap the benefits of increased profitability. By employing a differentiation strategy, businesses can produce economic rent that is higher than average since it gives them a defensive tool to use against rivalry (Porter, 1980). With differentiation tactics, a competitive advantage can be created that is not dependent on selling price or cost but rather on a feature of the product, its surroundings, or any other factor that could affect how customers behave (Chenhall, 2005; Langfield-Smith, 2008). As a result, their goal is to make a company's offering stand out from the competition so that a large segment of the market will value and identify it (Razzouki et al., 2024). In order to prevent direct rivalry, the differentiation strategy seeks to set the offer apart. In the specific instance of the differentiation strategy, businesses aim to stand out in their sector in certain aspects that are highly valued by the consumer; that is, they choose one or more characteristics that are significant to their primary business and arrange themselves to satisfy those demands (Navaia et al., 2023). Businesses must choose features that set them apart from those of their competitors in order to implement the differentiation strategy (Porter, 1985).

The term "cost leadership strategy" refers to a tactic used to obtain a competitive edge by creating and preserving relatively lower-cost positions (Porter, 1980). Businesses that use the cost leadership strategy concentrate on outperforming competitors in the market by offering services or products at the lowest cost point for a particular quality level. This is accomplished by a coordinated set of activities, such as the utilization of energy-efficient facilities and cost savings through lower expenses for overhead, sales, advertising, and research and development, among other things (Hitt et al., 2020). According to Acquaah (2011), companies that adopt a cost leadership strategy typically have access to less expensive raw materials, product and process technology, and distribution networks. When a business effectively maintains profits above the industry average, it is said to have gained a competitive advantage (Porter, 1997). According to Edelman et al. (2005), firm idiosyncratic resources aid in the development and effective application of business strategies by firms in order to gain a competitive edge and improve performance (Barney, 1991).

Over the past four decades of organizational study, extensive research has been conducted on job satisfaction (Currivan, 1999). Scholars have offered various perspectives and definitions for the term 'job satisfaction', considering it both as a global construct and a concept influenced by different factors (Price, 1997). Job satisfaction encompasses multiple elements, including job design, supervision, rewards, level of influence, and opportunities for advancement, communication, evaluation, and co-worker relationships. Evans (1997) defines job satisfaction as a state of mind determined by the extent to which individuals perceive their job-related needs to be met. Similarly, Schmidt (2007) views job satisfaction as a person's perception of the desirability of a specific job. Moreover, Saiyadain (2007) defines job satisfaction as the feelings employees experience after completing tasks. This feeling can manifest as either a positive or negative attitude toward the job. According to Armstrong (2006), the term 'job satisfaction' pertains to individuals' emotions and attitudes regarding their employment. According to Memon et al. (2023), work satisfaction is a universal attitude that arises from numerous basic attitudes in three areas: (i) individual qualities, (ii) connections with others outside of the workplace, and (iii) particular job factors. When it comes to whether they are pleased, happy, and satisfied at work, employees with varying requirements and expectations are referred to as having diverse levels of employee satisfaction (Mahalawat & Sharma, 2019). Numerous studies have shown that goal achievement, positive workplace morale, and employee engagement are all significantly impacted by employee satisfaction (Sutanto et al., 2022). The degree to which employees are content with their occupations and working environments is measured by employee satisfaction (Fahri et al., 2021). To ascertain the level of commitment exhibited by the workforce toward the organization and whether they are content with the way things are being done, managers, retention agents, and HR personnel alike must have a thorough understanding of employee engagement and loyalty (Jabid et al., 2021). One important component of human resource management is employee satisfaction.

Organizational management has long been concerned about employee performance. Any organization's main objective is to put new ideas into practice to inspire workers to perform better on the job and boost overall productivity (Wu & Lee, 2011). Time concerns are just one of the many serious obstacles that construction companies face (Memon et al., 2023). The effectiveness of employees can be a major factor in resolving these problems. An employee's apparent performance, in the opinion of Ahmad and Shahzad (2011), indicates their confidence in their activities and contributions to the accomplishment of the organization's objectives and mission. The performance of employees is affected by both internal

and external influences. The business should look into the external elements influencing employee performance in order to increase employee performance. Work performance is a key factor in evaluating an employee's quality within a company or organization, according to Jabid et al. (2023). Furthermore, the goal of employee placement is to match an individual's abilities and interests with the appropriate position. If the organization concentrates on enhancing its employees' skills, attitudes, and behaviors, job performance can be enhanced (Buamonabot et al., 2023). It is the responsibility of management to assess worker performance and determine future policies via performance reviews (Hasnin et al., 2022). An organization's performance evaluation process is a methodical way to examine workers, their contributions, and their areas of interest (Imam et al., 2022).

5. Result and Discussion

Table 1. Summary of Systematic Literature Review

No .	Author	Journal	Country	Industry	Method/ Design	Theory	Findings
1	Li et al. (2013)	Journal of Construction Engineering and Management	Hong Kong & China	Construction	Quantitative	Experience Curve Theory	The efficiency of contractors Tiongkok and Hongkong => Managerial capability (+)
2	Li et al. (2019)	Industrial Management & Data Systems	China	Manufacturing	Quantitative	<ul style="list-style-type: none"> • External Institutional Theory • Social Network Theory • RBV Theory 	<ul style="list-style-type: none"> • IT managerial capability => Radical innovation performance (+) • Senior executive support => Managerial capability (≠)
3	Ng et al. (2019)	Journal of Business Research	Saudi Arabia	SMEs	Quantitative	<i>Socioemotional Wealth</i> (SEW) Theory	<ul style="list-style-type: none"> • Identification of family members with the firm => managerial capabilities (≠) • Binding social ties => managerial capabilities (+) • Emotional attachment of family members => managerial capabilities (+) • Performance => managerial capabilities (+) • Family Control and Influence (FCI) ≠

							managerial capabilities (+) • Renewal of Family Bonds (RFB) ≠ managerial capabilities (≠)
4	Nunkoo et al. (2020)	Development Southern Africa	Mauritius	Tourism SMEs	Quantitative	Resource Dependency Theory	• Managerial capability => performance and Innovation (+) • Autonomy and Competence => Managerial Capability (+)
5	Shetach & Marcus (2015)	Evidence-based HRM: a Global Forum for Empirical Scholarship	Israel	Health Services	Quantitative	• Human resource management and organizational behavior theories • Leadership Theory	• Managerial capabilities => Job Satisfaction (medical and nursing managers) (+) • Managerial capabilities => Job Satisfaction (nursing managers and doctors) ≠
6	Srećković (2018)	Small Business Economics	Austria, Germany, Swiss	Architecture and Real Estate	Quantitative	Organizational Capability Theory	Managerial Capabilities => Performance of entrepreneurial firms (+)
7	Townsend & Busenitz (2015)	Journal of Business Venturing	Southwestern U.S.	NAICS Industry	Quantitative	Dynamic Capabilities Theory	Managerial capabilities => The amount of early-stage capital the firm raises (+)
8	Ukko et al. (2019)	Journal of Cleaner Production	Finland	Manufacturing	Quantitative	Managerial Capabilities	Managerial capabilities => Firm performance (+)
9	Wei et al. (2015)	Information & Management	China	Manufacturing	Quantitative	Theories on Innovation Assimilation	Managerial capability => RFID (radio frequency identification) (≠)

10	Wong et al. (2014)	Total Quality Management & Business Excellence	Malaysia	Manufacturing , Private services	Quantitative	Business Process Management (BPM) Theory	Managerial capabilities => Performance and Technical capabilities (+)
11	Agyapong et al. (2022)	International Journal of Productivity and Performance Management	Afrika	SMEs	Quantitative	<ul style="list-style-type: none"> Contingency Theory RBV Theory 	Managerial capability => Social capital (+)
12	Aduloju (2014)	SAGE Open	Nigeria	TI	Quantitative	RBV Theory	IT managerial capabilities => customer service performance (+)
13	Agyapong et al. (2023)	Small Enterprise Research	Ghana	Manufacturing	Quantitative	Dynamic Capability Theory	<ul style="list-style-type: none"> Managerial capability => Differentiation strategy (+) Managerial capability => cost leadership (-) Managerial capability => performance (+)
14	Akomea et al. (2023)	Journal of Strategy and Management	Afrika	SMEs	Quantitative	RBV Theory	Managerial capability => performance (+)
15	Barbosa (2023)	Global Business Review	Portuguese	Agriculture	Quantitative	Entrepreneurship Theory	Managerial capabilities => growth of Portuguese farming firms (+)
16	Camisón et al. (2021)	European Journal of Family Business	Spain	Family Business	Quantitative	Agency Theory	<ul style="list-style-type: none"> First generation FB (≠), Second generation FB (≠), Non-managerial family involvement (+), Managerial family involvement (≠), No board of directors (BD) (-), Some BD members are

							<ul style="list-style-type: none"> family members (–), • All BD members are family members (+), • Use of specific FB governance mechanisms (≠), • Head qualifications (≠) => managerial capabilities (+)
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Based on the results in Table 1 about the summary of the SLR results. Furthermore, the table explains the name of the researcher, the country of origin, the research is applied to what context, the method or design used in the research, the theory used, and the findings presented. A detailed explanation of the discussion is further discussed in the next section.

4.1. Distribution of Literature by Year

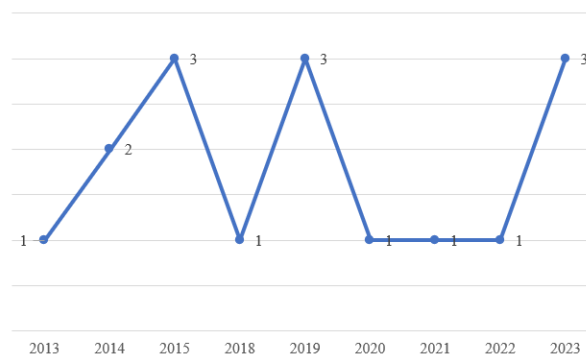


Figure 2. Distribution of Articles by Year

The distribution of literature in the period 2013 to 2023 is shown in Figure 2. It is known that studies regarding managerial capability variables, both those that influence and those that are influenced, in the period 2013 to 2023 experienced significant fluctuations. A trend towards an increase in the number of studies began to be seen in 2015, 2019, and 2023, with the number of studies being (N=3), followed by 2013, 2014, and 2020, with the number of studies produced being (N=2) studies for each of these years. while the rest are in 2018, 2021, and 2022, each with the number of research results produced being (N=1).

4.2 Distribution of Literature by Country

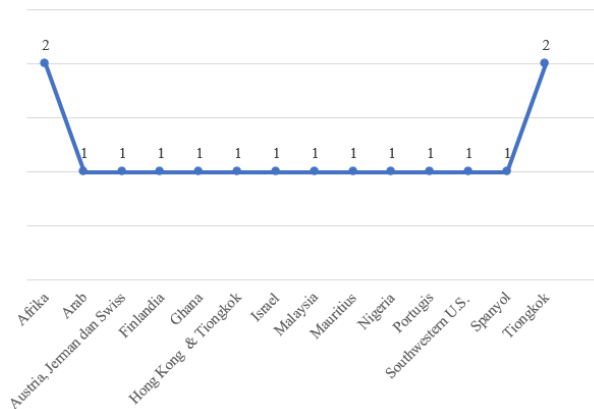


Figure 3. Distribution of Articles by Country

The distribution of literature by country is shown in Figure 3. Results show that the majority of studies are located in Africa and China, with each country producing (N=2) studies. In the picture, you can also see Arab countries, Austria, Germany and Switzerland, Finland, Hong Kong and China, Israel, Malaysia, Mauritius, Nigeria, Portugal, Southwestern US, and Spain (N=1) are a number of countries where very limited research has been produced regarding with managerial capabilities

4.3 Distribution of Literature by Industry

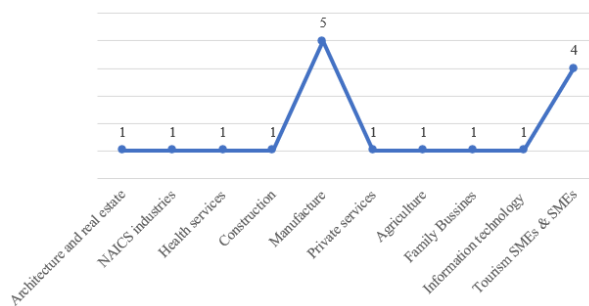


Figure 4. Distribution of Literature by Industry

Based on Figure 4, it also indicates that the articles are spread across ten different industries. The manufacturing industry (N=5) and Tourism and SMEs (N=4) are the industries where research related to managerial capability is most frequently conducted, followed by the information technology, architecture and real estate, NAICS industries, health services, construction, private services, agriculture, and family business (N=1). This result means that research related to managerial capability only tends to focus on a certain number of industries

4.4 Distribution of Literature by Theory Used

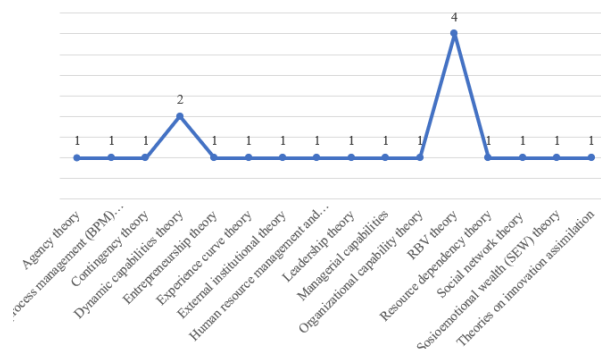


Figure 5. Distribution of Literature by Theory Used

Figure 5 displays the theories used to explain the causes and effects of managerial capabilities. The research results explain

that RBV theory (N=4) is the theory most widely used in research related to managerial capabilities. Apart from that, the theory that is often used is dynamic capabilities theory (N=2). On the other hand, agency theory (N=1), business process management (BPM) theory (N=1), contingency theory (N=1), dynamic capabilities theory (N=1), entrepreneurship theory (N=1), experience curve theory (N=1), external institutional theory (N=1), human resource management and organizational behavior theory (N=1), leadership theory (N=1), managerial capabilities theory (N=1), organizational capability theory (N=1), resource dependency theory (N=1), social network theory (N=1), socioemotional wealth (SEW) theory (N=1), theories on innovation assimilation (N=1), theory of organization learning (N=1), theory of transaction costs and clustering (N=1) and theory on capabilities (N=1) are theories that are rarely used in research related to managerial capabilities.

6. Findings

Based on a systematic literature review of 16 pieces of literature that meet the inclusion criteria related to variables that influence and are influenced by managerial capabilities. The influencing variables are performance, whether carried out at the individual, company, entrepreneurial level and those that are radical or innovative, job satisfaction, the amount of early-stage capital the firm raises, RFID (radio frequency identification), technical capabilities, organizational culture, firm size, cost leadership, and differentiation strategy. In addition, the following variables are impacted: contractor efficiency; family member identification with the company; social ties that bind; emotional attachment of family members; performance in terms of innovation, taking calculated risks, and being proactive; autonomy and competence; sustainability strategy; social capital; and unique aspects of the family business. Research on this topic was also mostly conducted in China, followed by Ghana and Africa. Apart from that, this research was also conducted in Arab countries, Austria, Germany Switzerland, Finland, Hong Kong, India, Israel, Malaysia, Mauritius, Nigeria, Portugal, Southwestern US, and Spain, with the number of studies produced being still very limited.

Furthermore, the 16 articles that have been reviewed by managerial capabilities are more often related to performance, whether in the form of influence or being influenced. For the influence of managerial capabilities, 7 (seven) articles found that it had a positive influence both at the individual and organizational levels (Agyapong et al., 2023; Akomea et al., 2023; Ukko et al., 2019), innovation performance radical (Li et al., 2019), performance and innovation (Nunkoo et al., 2020), performance based on technical capabilities (Wong et al., 2014), entrepreneurial-based company performance (Srećković, 2018) and customer-based service performance (Aduloju, 2014). Managers who have advantages in terms of ability and knowledge (including information technology knowledge) will have an impact on the organization, namely competitive advantage, reducing business risks, and making appropriate strategic decisions, which will ultimately provide increased performance by prioritizing innovation for the organization. Apart from that, performance is also linked to managerial capabilities. Ng et al. (2019) revealed that capable managers can be a company's competitive advantage. This is evident in the manner in which a manager inspires others, interacts with stakeholders, takes prompt choices settles disputes, and has the ability to coordinate business resources to meet organizational objectives and enhance organizational performance.

Discussions related to managerial capabilities are divided into two discussions: those related to managerial capabilities and those connected to them. First, managerial capabilities are linked to variables such as job satisfaction, the amount of initial capital obtained by the company, RFID, technical capabilities and organizational culture, company size, cost leadership, and agricultural company growth. The relationship to job satisfaction indicates that managers, both medical and nursing, experience job satisfaction when they have good communication skills within a work team. However, this does not apply equally to doctors and nurses. This difference is caused by the varied attitudes and emotions related to doctors and nurses when performing their duties. For example, doctors often have to balance their primary job with additional work outside, such as private practice or part-time work in other hospitals, while nurses typically focus solely on their main job at their primary workplace (Shetach & Marcus, 2015).

Apart from job satisfaction, managers are also considered to have excellent abilities if they can increase the amount of initial capital, regardless of whether the company's condition is at its worst. This ability is crucial for ensuring that companies can adapt amidst market uncertainty regarding demand, allowing them to continue to exist (Townsend & Busenitz, 2015). Furthermore, managerial capabilities positively impact RFID, a radical innovation process that prioritizes resources and provides significant changes to work processes and organizational structures. Adequate managerial capabilities are required to overcome obstacles and achieve company success in such innovation processes (Wei et al., 2015).

Managerial capabilities are also associated with differentiation and cost leadership strategies, but they yield conflicting results. Positive outcomes can be achieved by adding managerial capabilities to a differentiation strategy, which involves developing strategies like premium and specially designed products, customer relationship management, unique delivery systems, branding, and more. However, cost leadership tends to yield unfavorable outcomes. This suggests that businesses often struggle to employ cost leadership tactics successfully due to the substantial resource commitment required to implement an effective cost leadership plan (Agyapong et al., 2023).

Moreover, the growth of agricultural companies is also influenced by managerial capabilities. Barbosa's (2023) findings indicate that managerial capabilities have the power to shape the growth of agricultural companies. Certain legal business formats that allow for specific managerial capabilities positively impact growth, as agricultural companies organized under limited liability legal structures tend to show higher growth rates. These capabilities are not limited to the specific skills of farmers; there is room to break the link between ownership and management, thereby facilitating the formation of specialized and multidisciplinary management teams.

Finally, social capital is also influenced by managerial capabilities. This means that a company led by someone with strong managerial abilities can increase its internal social capital by integrating managerial capabilities with social capital. Moreover, social capital enhances a firm's capabilities by increasing information sharing and reducing monitoring costs, thus reinforcing the overall organizational effectiveness (Agyapong et al., 2022).

Second, it is connected to managerial capabilities, namely the efficiency of contractors. According to Li et al.'s (2013) research, a company's managerial capacity for cost control is positively correlated with the efficiency of its Chinese and Hong Kong contractors. The absence of financial and technological barriers to entry into the building industry may be the cause of this. As a result, there is fierce competition for contractors in the area, and this competitiveness is based on cost control and reduction.

Next, it is also connected with senior executive support. However, the research results of Li et al. (2013) failed to reveal the relationship between these two variables. This study's inability to distinguish between top executives from IT or business divisions is the cause of its failure. The attitudes, willingness, comprehension, and conduct of senior executives who support IT managerial talents may differ. There is significant variation in the definition of senior executives amongst firms. Furthermore, the opinions of CEOs chosen at different times within the same organization may differ from one another; this is a highly personalized issue.

Additionally, Ng et al.'s (2019) investigation on the impact of family bond renewal and family member identification with the company on managerial talents was not supported by the test's findings. However, there is a favorable correlation between management skills and measuring close social links, family emotional attachment, and family control and influence. These findings suggest that family SMEs can use endowment money to help them overcome the obligations imposed by their small size. The identification of family members to whom they have deep emotional ties is one of two additional resources exclusive to family SMEs identified by these data, which also validate the significant significance of social capital. This demonstrates that in terms of the variables influencing managerial skill, family SMEs and other businesses are comparable.

Apart from that, autonomy and competence are also the main determining factors of managerial capabilities, and this has been confirmed in the literature. More than that, the relationship between autonomy and competence must be owned by every manager with their type and designation (Nunkoo et al., 2020). In conclusion, Camisón et al. (2021) discovered that while they did not provide barriers, first-generation family enterprises did not advance managerial capabilities. Moreover, this can be carried over to the second generation, which takes on the same mindset as shown in the latter half of the first generation, thereby making matters worse.

Moreover, the data concerning family engagement within the organization can suggest that issues develop more frequently in senior roles that carry more responsibility than in non-managerial roles. Family members are more likely than non-family members to apply for management roles even though they lack the necessary education and experience. This can lead to tensions between family members and other more capable prospective managers, but it can also be a liability when

it comes to handling unfamiliar difficulties, which can impede a positive outlook.

A competent manager benefits both kinds of workers, but family management involvement benefits more from having a well-qualified manager. This implies that executives can impart their professionalism to family business managers, passing along the principles of an entrepreneurial mindset, a culture of change, and a strategic vision. Similarly, these managers' family members gain greatly from their decision to put professional interests ahead of personal ones, and they are highly qualified. In this situation, people can identify as the company's "custodians," becoming more active and coordinating their goals with it.

Moreover, some family business processes have little effect, whereas those pertaining to the board of directors have a big impact. In this instance, it can be said that these tools serve as somewhat of a stand-in for other, less formal, and more family-oriented business-oriented mechanisms. In more formal and professional organizations, the presence and makeup of the board of directors will be more significant.

7. Limitations and Research Gaps

Based on the research results that have been discussed previously, there are several limitations, namely, first, the research results discussed in this study are only sourced from the Scopus database within a period of 5 years. For this reason, future research should add a web of science database with a longer period (at least 10 years) in order to obtain a more comprehensive research mapping. Second, this research is also in the process of being completed using only the prism method, so for future research it is better to add a bibliometric method to provide a broader final conclusion.

Furthermore, the final results of this study also provide answers to research gaps such as first, in terms of the consequences of managerial capabilities on job satisfaction are perceived differently when applied to different samples. In addition, antecedents such as senior executive support, identification of family members with the firm, family control and influence, renewal of family bonds, radio frequency identification, first generation FB, second generation FB, managerial family involvement, use of specific FB governance mechanisms and head qualifications on managerial capabilities failed to confirm the research hypothesis. Therefore, further research is needed to see the direction of the relationship between these variables.

8. Conclusion

This SLR study confirms the important role of antecedents and consequences of managerial capabilities. Based on the findings of this study, several suggestions are given for future research. First, the findings of this study indicate that most studies related to this topic are conducted in the manufacturing and tourism industries and SMEs and there are still many sectors that have not been explored. Therefore, future research is suggested to explore variables related to managerial capabilities in other sectors that have not been studied such as local government, especially in island-based regions. Second, this study indicates that there is still a great opportunity to add other constructs to the model such as strategic execution. Third, future research can redesign the model in this study and further explore the mediating role of managerial capabilities to gain broader insights into this topic.

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