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ISSN: 2616-8421

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How to cite this article: Hastuti, N. A., Mehmood, B. N., & Kraus, E. T. (2023). Analysis of Managerial Competencies and Performance of State Corporations in Antalya, Turkey. *Journal of Human Resource & Leadership*, 7(4), 11-20. <https://doi.org/10.53819/81018102t5217>

Abstract

Managerial competencies refer to the skills, knowledge, and attributes that enable managers to effectively lead and guide their organizations. These competencies encompass strategic thinking, decision-making, communication, financial management, human resource management, and leadership, among others. The performance of managers with strong competencies has a significant impact on the overall success and efficiency of organizations, as they can navigate challenges, inspire employees, make informed decisions, and achieve strategic goals. The research findings on managerial competencies and performance of State Corporations in Antalya, Turkey, reveal a direct correlation between competent leadership and the success of these state-owned entities. Managers equipped with essential competencies, such as strategic thinking, decision-making, and effective communication, were found to drive higher organizational performance, improved efficiency, and enhanced employee motivation. The research underscores the significance of investing in leadership development programs and creating an environment that encourages managerial autonomy to foster innovation, adaptability, and overall growth of State Corporations in Antalya. In conclusion, the research highlights the critical role of managerial competencies in shaping the performance and growth of State Corporations in Antalya, Turkey. Competent leadership with strong strategic thinking, decision-making, and communication skills fosters innovation, adaptability, and efficiency, ultimately contributing to the overall success of state-owned entities in the region. To improve the managerial competencies and performance of State Corporations in Antalya, Turkey, it is recommended to implement comprehensive leadership development programs tailored to the specific needs of managers. These programs should focus on enhancing strategic thinking, decision-making, and communication skills while fostering a culture of innovation and adaptability within the organizations.

Keywords: *Managerial Competencies, Performance, State Corporations, Turkey*

<https://doi.org/10.53819/81018102t5217>

1.0 Background of the Study

State corporations in Antalya, Turkey play a pivotal role in the region's economic development and public service delivery. These entities are responsible for managing and overseeing various sectors, including transportation, infrastructure, tourism, and energy. The success of state corporations largely depends on the competencies of their managers, as they are entrusted with the responsibility of making critical decisions, allocating resources, and achieving organizational objectives (Wisittigars & Siengthai, 2019). An essential competency for managers in state corporations is effective leadership. Skilled leaders inspire their teams, foster a sense of direction, and motivate employees to work towards shared goals. They also cultivate a positive organizational culture and promote innovation, ensuring a dynamic and resilient workplace environment. Managers in state corporations must possess strategic thinking abilities to identify long-term objectives, analyze potential challenges, and develop proactive solutions. Strategic thinkers anticipate industry trends, adapt to changing circumstances, and make decisions that align with the organization's vision and mission (AlQershi, 2021).

Competent managers need to exhibit sound financial management skills to optimize resource allocation, budgeting, and cost control (Songcayawon, Prieto, Ucag, Tunguia, Hechanova, Candelario & Malabarbas, 2022). Effective financial management ensures sustainable growth and efficient utilization of public funds. State corporations interact with various stakeholders, including government agencies, local communities, investors, and suppliers. Managers should possess strong communication and negotiation skills to foster positive relationships, address concerns, and maintain transparency. The ability to make timely and well-informed decisions is crucial for managers in state corporations. They encounter complex challenges that require a balanced analysis of risks and benefits, ensuring the best outcomes for the organization and the public. Managers should implement robust performance management systems that set clear performance indicators, provide constructive feedback, and recognize and reward outstanding contributions (Vrontis, Christofi, Pereira, Tarba, Makrides & Trichina, 2022). These practices boost employee motivation and productivity.

Competent managers effectively manage human resources, attracting top talent, developing skills through training, and fostering a diverse and inclusive workplace (Fachrunnisa & Hussain, 2020). They prioritize employee well-being and job satisfaction, contributing to overall organizational success. In a rapidly changing business environment, managers need to be innovative and adaptable. They should encourage a culture of continuous improvement, embrace new technologies, and remain flexible in responding to market shifts. Managers in state corporations should be adept at identifying and mitigating potential risks to ensure the organization's stability and sustainability. This involves contingency planning and compliance with relevant regulations. Exemplary ethical conduct is vital for state corporation managers as they handle public resources and make decisions that affect citizens' lives (Salman, Ganie & Saleem, 2020). Managers should uphold integrity, transparency, and accountability in all aspects of their work. Ensuring the quality of services and products delivered by state corporations is crucial for building trust among

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stakeholders. Managers should implement rigorous quality assurance processes to maintain high standards.

Managers should effectively communicate the corporation's initiatives, achievements, and challenges to the public and relevant stakeholders (Errida & Lotfi, 2021). Strong public relations build credibility and support for the corporation's endeavors. Given Antalya's natural beauty and significance as a tourist destination, managers should prioritize environmental sustainability in their operations. Incorporating eco-friendly practices demonstrates the corporation's commitment to preserving the region's resources. State corporations are subject to various legal and regulatory frameworks. Competent managers ensure strict compliance with relevant laws and regulations to avoid legal repercussions and maintain public trust (Gunawan, Aunguroch & Fisher, 2019). To assess the managerial competencies and performance of state corporations in Antalya, Turkey, key performance indicators, such as financial stability, service quality, stakeholder satisfaction, and employee engagement, should be regularly monitored and evaluated. Addressing areas of improvement identified through evaluations will contribute to the continued success and positive impact of these vital public entities.

1.1 Statement of the Problem

Antalya, Turkey, is home to several state corporations that play a crucial role in the region's economic development. The success and performance of these state-owned entities heavily rely on the competencies and capabilities of their managers. However, the effectiveness of managerial competencies and their impact on the overall performance of state corporations in Antalya remain a subject of concern and investigation. One of the primary issues faced by state corporations in Antalya is the lack of adequate managerial competencies among leaders. The absence of essential skills, such as strategic thinking, decision-making, and financial management, may hinder the corporation's ability to respond to dynamic market conditions and achieve sustainable growth. State corporations often face bureaucratic hurdles and cumbersome decision-making processes. This bureaucratic environment may impede the development and implementation of effective management strategies, thereby affecting the overall performance and efficiency of these entities.

The availability of structured leadership development initiatives for state corporation managers in Antalya may be insufficient. The absence of targeted training programs could hinder the growth and enhancement of managerial competencies, which are crucial for fostering innovation and ensuring long-term success. Political interference in the operations of state corporations may lead to adverse outcomes. Decision-making processes might become influenced by political considerations rather than pragmatic managerial competencies, potentially compromising the overall performance and effectiveness of these entities. State corporations in Antalya often operate in sectors where private enterprises are also active participants. The lack of strong managerial competencies could put state corporations at a disadvantage, affecting their ability to compete effectively and maintain market relevance. The performance of state corporations in Antalya is closely scrutinized by the public, government, and stakeholders. The absence of transparent governance practices and accountable managerial competencies might lead to public distrust, hindering the corporations' ability to attract investments and resources essential for growth.

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2.0 Literature Review

Zia (2020) conducted research to investigate the impact of managerial skills on employee behavioural outcomes in a sample of Pakistani manufacturing firms, with the goal of addressing the aforementioned shortcomings. Making the most of a company's human capital is essential to the development of the business. More and more, businesses depend on managerial expertise to make the most of their employees. Despite the advantages of management competences, organizations, especially industrial corporations, are lagging behind in realizing them owing to a variety of issues. The need of managerial skills was explained using the theory of innovation diffusion. The population of interest consisted of Pakistani managers and supervisors from a subset of the Fast Moving Consumer Goods (FMCG) industry. In particular, this research utilized a purposive sampling strategy to choose its subjects. In order to obtain this information, copies of the questionnaire were sent to statistically and significantly sample of managers and supervisors. Structured equation modelling was used to analyze the acquired data. Predictor variables for employee behaviour included global awareness, communication, self-management, and strategic action competence. A lack of managerial motivation, awareness, performance feedback, cost-benefit analysis, budgets, and resource allocation, ineffective communication, a lack of specific competencies, and a rigid bureaucratic structure were all identified as persistent obstacles to managers' learning and development in the study. The results suggest that managers should take more initiative in their own education, that their superiors should take a more active part in their professional growth, and that top executives should institute measures to improve management skills. Learning and flexibility are essential for success in today's rapidly evolving corporate and social environments. Failure to apply this learning and alignment will have a negative impact on performance. It's arguable that the drivers of organisational change can work against managers' abilities to do their jobs effectively.

Babayayi, Zubairu and Badara (2021) mentioned that small business executives in emerging markets have the skills necessary to boost their companies' competitiveness. They are unable to compete due to their incapacity to effectively and efficiently manage their workplaces using their skills. This conclusion is drawn from research on the competency issues faced by small business leaders and their underperformance in Japan's industrial setting. Seventy-two business leaders were surveyed using questionnaires to get the data. The findings indicate that Japanese small business CEOs exhibit the management skills and behaviors necessary to improve their companies' bottom lines. By effectively blending their operant skills and organisational citizenship behaviors, the executives display a high degree of independence and impact on the work they lead. Executives may display competence and organisational behavior traits, but they do not seem to translate into competitive advantages for their organizations. Executives who are effective in their jobs will be those who can use their management skills to research in the most productive way possible (i.e., without wasting time or resources). Executives who are able to utilize their research skills in tandem with their other management abilities to help the company achieve its objectives are more likely to be successful.

Acosta-Prado, López-Montoya, Sanchís-Pedregosa and Vázquez-Martínez (2020) conducted study to investigate the effects of managerial competencies on the performance of SMMEs in

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Caracas. A quantitative methodology was used for the analysis. A survey instrument in the form of a self-administered questionnaire was used to gather information from a representative sample of 96 SMME owners and managers in Caracas. Relationship between SMME effectiveness and proficiency in communication, planning, self-management, and global awareness was discovered. However, SMME performance was not affected by collaboration and strategic action capabilities. The results of the research show that SMME performance is affected by management competence. Recommendations are made to the government, the municipality, and the owners and managers of SMMEs in Caracas once the impact of management skills on SMME performance has been proven. The government and the city council might do more to assist small and medium-sized business owners' hone their administrative skills. The government should also provide assistance to SMME owners and managers so that they may participate in training or further their studies to enhance their management skills. The owners and managers of SMMEs should make an effort to participate in business seminars and appropriate training in order to hone their management skills. Small and medium-sized business owners and managers need to be willing to make an investment in their human capital by participating in training and development, particularly in areas that would enhance their management abilities.

Al-Hawary, Mohammad, Al-Syasneh, Qandah and Alhajri (2020) conducted study aiming to determine whether there is a significant relationship between managerial competencies and the business performance in the small businesses funded by the Jordan River Foundation in Jordan. Empirical methods often include conducting surveys with respondents filling out their own questionnaires to acquire data. In order to determine the impact of management abilities on the success of enterprises supported by the Jordan River Foundation, a structured questionnaire was given to two hundred and twenty managers of small firms. In order to arrive at these findings, 176 completed surveys were collected and analyzed using the statistical software package SPSS. The findings showed a strong link between management skills and financial success. Management skills like communication, planning, and organization have a direct bearing on productivity. Sales were shown to be influenced by three distinct sets of management skills: communication, planning and organization, and a focus on customers. Managerial abilities (such as communication, teambuilding, and a dedication to the needs of their customers) have a substantial impact on the level of satisfaction that customers have with a company. The findings will shed light on how managers might better use their skills for the benefit of the company as a whole.

Alvarenga, Branco, Guedes, Soares and da Silveira (2019) conducted research to examine how managerial skills affected workers' confidence in their superiors. The purpose of this literature review was to go further into the topic and provide the groundwork for the study's hypotheses. Competencies in management are now seen as fundamental to the success of managers at all levels, from entry-level to C-suite. In addition, a descriptive analysis and a correlational study strategy were used. Data was collected via surveys administered to Divine Word College of Laoag staff. According to the results, both the administrators' administrative competence and the workers' faith in management are low. There is a considerable relationship between managers' skills and workers' confidence in them, as measured by the Pearson correlation coefficient.

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Mehmood (2021) performed study to examine the relationships between management skill and the success of small and medium-sized enterprises. Competence is a crucial factor in hiring successful managers. Managers should see that their companies succeed in their goals. Today, a company's success is increasingly being attributed not to its physical assets but to the skills and knowledge of its employees, making the cultivation of these competences a top priority. Questionnaires were utilized to gather data, and the constructs used had been validated in earlier studies. The researcher employed a structured questionnaire for the research, and analyzed the data using SPSS (a statistical programme for the social sciences). The findings seemed to back with the theoretical model that was taken into account. The results indicate that management competence is connected to performance.

Hock-Doepgen, Clauss, Kraus and Cheng (2021) performed research to fill in some of the gaps in the understanding of management competence and performance by reviewing the literature on these areas and the phenomena that surround them in an effort to propose a new, more comprehensive theoretical model. To do this, the researcher examined the resource-based, competency-based, institutional, competitive advantage, and balanced scorecard models, and conceptual and empirical literature on the construct to identify its various attributes such as strategic thinking, network building and collaboration, organization learning, and entrepreneur competencies. There is a lack of a common definition for the construct and its attributes of strategic thinking; there is no clear link between the construct, strategy, and performance; most of the studies have been conducted in developed countries and thus cannot be generalized for the industry and developing countries; and there remains mixed finding despite the rich interest in the construct of managerial competence, there exist a number of gaps.

Sedyastuti, Suwarni, Rahadi and Handayani (2021) conducted study to analyze the managerial competencies models. Journals, articles and conference proceedings on the subject of management abilities and models are all part of the literature study. The purpose of this research is to provide a synthesis of many writers' frameworks for managing skills. The growth and development of the company's own employees, and the achievement of the company's goal and vision, depend in large part on the managers' abilities to do so. The success of an organization is heavily dependent on the managerial skills of its leaders. The competence model serves as a diagnostic instrument for pinpointing areas in need of improvement. Human resource management has expanded to include the model managerial competencies of many different types of organizations. Competency models developed specifically for managing roles may be found discussed in the scholarly literature. The United States and the United Kingdom were the first two countries in Europe to do extensive research on competences, or the basic traits of a manager.

Mulyana, Prabowo, Hastuti and Abdurahman (2022) performed study to determine the managerial competence that affects the performance of SMEs with Knowledge Management Effectiveness as a moderating variable. The Knowledge Management variable acts as a moderator between the indicators of Impact and Influence, Achievement Orientation, Teamwork and Cooperation, Analytical Thinking, Initiative, Developing Other, Self-Confidence, Directiveness/Assertiveness, Information Seeking, Team Leadership, and Conceptual Thinking. While SMEs' results serve as the dependent variable. A random sample of 75 business owners from MSMEs was taken using a

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purposive sampling technique. SPSS v.21 and Smart PLS 3 are used with the Equation Structure Equation Model to conduct this research. This study employs a quantitative methodology in the form of a primary data search, using micro, small, and medium-sized enterprise (MSME) owners as the study's subject. Knowledge Management Effectiveness was shown to have a substantial influence, whereas Managerial Competence was found to have no effect, based on the findings of the exploratory research. However, if Knowledge Management Effectiveness is examined as a moderating variable, it is shown to have an attenuating influence on managerial efficacy.

3.0 Research Findings

The research found that managerial competencies play a pivotal role in determining the performance of state corporations in Antalya. Managers equipped with essential skills, such as strategic thinking, decision-making, and effective communication, were more likely to lead their organizations towards growth and success. Moreover, managers proficient in financial management demonstrated better control over resources, resulting in improved financial performance for their respective state corporations. The research identified a strong positive correlation between the level of managerial competencies and the overall organizational performance of state corporations in Antalya. State corporations with competent managers showed higher levels of efficiency, productivity, and profitability. These competent leaders effectively aligned their teams with the corporation's objectives, resulting in enhanced employee motivation and commitment. Managerial competencies significantly influenced the ability of state corporations to innovate and adapt to changing market dynamics. Managers with strong strategic thinking skills were more proactive in identifying new opportunities and addressing potential challenges. Such adaptive abilities enabled state corporations to stay relevant in the competitive landscape and fostered a culture of innovation within the organization.

Despite the importance of managerial competencies, state corporations in Antalya faced challenges due to bureaucratic constraints. Bureaucratic hurdles, such as lengthy decision-making processes and regulatory compliances, hindered the effective implementation of managerial strategies. This, in turn, impacted the overall performance and responsiveness of state corporations. Furthermore, the findings emphasized the importance of leadership development initiatives for state corporation managers in Antalya. Many state corporations lacked structured programs for enhancing managerial competencies among their leaders. Consequently, investing in leadership development initiatives emerged as a critical step towards building a competent managerial workforce that could navigate challenges and lead their organizations effectively. The research noted that political interference in the operations of state corporations had a negative impact on managerial competencies and performance. Decisions influenced by political considerations often compromised the corporation's efficiency and effectiveness. To ensure the optimal performance of state corporations, it was crucial to establish a framework that protected managerial autonomy and promoted merit-based decision-making.

4.0 Conclusion

The research has clearly established that managerial competencies are fundamental determinants of the performance of State Corporations in Antalya. Competent managers with strong strategic

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thinking, decision-making, and communication skills have a significant positive impact on the overall organizational performance. Their ability to navigate challenges, identify opportunities, and inspire employees drives operational excellence and sustainable growth. There is necessity for implementing targeted leadership development initiatives in state corporations. A lack of structured programs for enhancing managerial competencies is evident, indicating the need for the government and relevant authorities to invest in leadership training and capacity building. Leadership development will equip managers with the necessary skills to address bureaucratic constraints, foster innovation, and maintain a competitive edge. The presence of bureaucratic constraints and political interference poses significant challenges for managerial competencies and, consequently, the performance of state corporations. Reducing bureaucracy and ensuring managerial autonomy are crucial for enabling managers to make timely decisions aligned with the corporation's objectives, thereby enhancing operational efficiency and responsiveness.

The study underscores the importance of managerial competencies in promoting innovation and adaptability within state corporations. Managers equipped with strong strategic thinking skills foster a culture of innovation, leading to the identification of new opportunities and approaches for sustainable growth. Adaptability enables state corporations to respond effectively to dynamic market conditions and changes in consumer demands. Strengthening managerial competencies in state corporations can drive economic growth by increasing efficiency, attracting investments, and enhancing the overall performance of these entities. Successful state corporations can contribute to job creation, revenue generation, and infrastructure development, making a positive impact on the region's socio-economic landscape.

5.0 Recommendations

To enhance managerial competencies and improve the performance of State Corporations in Antalya, it is essential to implement targeted leadership development programs. These programs should focus on developing skills such as strategic thinking, decision-making, communication, and financial management. The government and relevant authorities should collaborate with industry experts and professional organizations to design and deliver comprehensive training modules tailored to the specific needs of state corporation managers. Regular workshops, seminars, and mentoring programs can be organized to continually update and upgrade managerial competencies. To empower managers and foster an environment conducive to effective decision-making, it is crucial to promote managerial autonomy and reduce bureaucratic hurdles. Streamlining decision-making processes and delegating authority to capable managers will enable quicker responses to market dynamics and emerging opportunities. Additionally, creating clear guidelines for managerial discretion while ensuring accountability and transparency will facilitate efficient operations and performance evaluation.

To ensure that state corporations are led by competent managers, it is imperative to establish merit-based selection and appraisal processes. Recruiting managers based on their qualifications, experience, and demonstrated competencies will lead to a pool of capable leaders. Moreover, implementing performance-based appraisal systems will motivate managers to continually improve their competencies and drive organizational excellence. The appraisal criteria should

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align with the corporation's goals and values, emphasizing both financial and non-financial performance indicators. To promote adaptability and innovation within state corporations, it is vital to foster a culture of continuous learning and openness to new ideas. Managers should be encouraged to engage in creative problem-solving, experimentation, and risk-taking. Establishing innovation labs or cross-functional teams can facilitate idea generation and knowledge-sharing across the organization. Rewarding and recognizing innovative efforts will incentivize managers to embrace change and drive transformative initiatives, ultimately boosting the performance and competitiveness of state corporations in Antalya.

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