Managerial Competencies and Business Continuity: A Review of Literature

Lydia Kellen Kainyu Kabii
kellen92012@gmail.com
Department of Business Administration
School of business
Kenyatta University

Dr. Godfrey Kinyua, PhD
kinyua.godfrey@ku.ac.ke
Department of Business Administration
School of business
Kenyatta University

ABSTRACT

Over the years, businesses have been finding it difficult to survive, making business life expectancy become shorter and shorter; increasing companies that have closed. These failures are highly threatening business continuity. Although empirical research has associated business continuity with managerial competencies, there is no compelling evidence from the extant empirical literature that managerial competencies are related to business continuity. Critical functions of managerial competencies have not been properly integrated into the business world, resulting in a mismatch between theory and reality. This is casting doubt on the validity of dominating findings in terms of the link between managerial competencies and business continuity. So, comprehensive analysis is required to reach to an agreement on the exact connection between managerial competencies and business continuity, a knowledge gap that this study sought to find. This paper reviewed conceptual, theoretical as well as extant empirical literature on the relationship between managerial competencies and business continuity with the view of highlighting the knowledge gaps suitable to form basis for future research. Through the review of empirical literature, the paper was able to construct a conceptual context highlighting the historical background of the key constructs, their perspectives as well as the way they are measured and adopted. The paper revealed a relationship between managerial competencies and business continuity as well as the mediating effect of competitive advantage and the moderating effect of market dynamism on this relationship. Guided by this review, the paper suggests a theoretical model to explain managerial competencies components; communication competencies, leadership competencies, teamwork competencies and planning competencies as factors influencing business continuity where competitive advantage mediated the relationship as market dynamism had a moderating effect on the relationship between managerial competencies and business continuity.

Keywords: Business Continuity, Competitive Advantage, Market Dynamism and Managerial Competencies.

1.0. Introduction

In the recent years' business ability to survive under an environment that is rapidly changing is of great concern. It was said that more than half of new businesses fail during the first year. Data from the United States Bureau of Labor statistics shows that approximately 20% of new businesses fail during the first two years of being open, 45% during the first five years, and 65% during the first 10 years. Only 25% of new businesses make it to 15 years or more. These statistics have not changed much over time. However, Business Continuity Institute (2018) indicate that through developing preventative and recovery measures to deal with possible hazards to a company, business continuity policies can importantly help building and improving an organization's resilience (Punla, 2017). Thus, managing business continuity, in particular, is one of the most important factors that would enhance a company's ability to withstand risks and survive under extreme organizational and environmental pressures (Naser. Alharthi & Khalifa, 2019). In order to ensure the continuity of business operations and become resilient, organizations adopt business continuity through development of their managerial competencies (Denyer, 2017; Viljoen, 2015). This demands for Organizations place a high level of trust in their entire management team (Tuana & Aslhan, 2021).

So, success or failure of a firm may be traced to superior managerial competencies or a lack thereof (Ncube & Chimucheka, 2019). This implies that managerial competencies play a fundamental short term and strategic functions of an organization (Birknerová, & Uher, 2022). Managerial competencies are talents that contribute to a manager's superior performance and are important because they are forward-looking. Accordingly, describing the skills and attitudes that employees will need to meet future challenges, assisting the clarification of expectations, and providing a solid foundation for consistent and objective performance standards by creating a shared language about what is required and expected in an organization (Liridon & Manxhar, 2017). However, the relationship between managerial competencies and business continuity might be mediated by competitive advantage (Samad, 2018).

Competitive advantage allows a company to achieve superior margins compared to its competition and generates value for the company and its shareholders, which enables a company to outperform its competitors (Wanjiru, Muathe & Kinyua 2019). Empirical research such as by Wanjiru et al. (2019), Samad (2018) and Kamukama. et al. (2017) have exposed competitive advantage mediating the relationship between management competencies and performance. This makes both management competencies and competitive advantage predictors of financial performance, where managerial competencies have an indirect effect on performance through competitive advantage. Nonetheless the relationship might as well be moderated by market dynamism. Market dynamism, which is the degree of uncertainty in market and industry conditions, indicates that, some innovations have to be made to maintain competition for companies in dynamic industries. High market dynamism describes the environment in which changes often take place, but the direction and consequences of this change are unpredictable (Ikhsan *et. al.*, 2017).

2.0 Statement of the Problem

Over the years' business life expectancy are becoming shorter and shorter, businesses have been finding it difficult to survive; increasing companies that have closed (Belda & Cabrer, 2018). Among the Organization for Economic Co-operation and Development (OECD) and Latin America countries, more than half of firms fail in the first five years of life and in the first year an estimated 20% to 30% on business to disappear. In the case of Colombia, the survival rate of a new venture is 29.7% and 70% of firms fail in the first five years (Confecámaras, 2018). These failure rates are

highly threatening business continuity. Literature has associated business continuity with managerial competencies (Wong, 2020; Ombongi & Long, 2018).
Despite vast empirical research on managerial competencies and its association with business continuity, there is no compelling evidence from the extant empirical literature that managerial competencies have positive effect on business continuity (Chen et al., 2020). Most of the empirical research has conceptual differences (Wanjiru et al., 2019; Bushe, 2019) while others expose methodological restrictions (Ncube & Chimucheka, 2019, Masoud &Al khateeb, 2020, Rohana & Abdullah, 2017). More so, Critical functions of managerial competencies have not been properly integrated into the business world, resulting in a mismatch between theory and reality (De Vos et al., 2015). Thus, the concept of management competencies remains imprecise and requires more explanation in order to achieve consensus within theory and across theory and practice (Salman, Ganie & Saleem, 2020). This is casting doubt on the validity of dominating findings in terms of the link between managerial competencies and business continuity. Such demand comprehensive analysis to reach to an agreement on the exact connection between managerial competencies and business continuity, a knowledge gap that this study sought to find.

3.0 Conceptual Literature

3.1 Historic Background and Development of Managerial Competencies

Managerial competencies can be traced back to competence, which dates back to 3000 years ago, when the Chinese invoked written civil service tests when selecting government employees (Hoge, Tondora, & Marrelli, 2005). Application competence was later extended to other sector such; agriculture, industry, production, and transportation after the industrial revolution (Horton, 2000). In the year 1911, Taylor, recommended a broader division of labor, with tasks being simplified over all parts of the workplace; linking these factors to the development of the idea of competence. As time went by the notion of competence continues to evolve in management up to 1930 when United States of America constructed dictionary of occupational titles that identified knowledge and abilities associated with various vocations (Hoge et al., 2005). This concept drew a lot of attention and interest among psychologists in the first half of the twentieth century, which was reflected in the amount of empirical investigations in the psychology area at the time (Shippmann et al., 2000). Many psychologists began researching individual characteristics that may accurately predict work performance without bias against subgroups in the 1960s. Standards where the required to specify the type of work to be done, how well it must be done, and the amount of knowledge and ability necessary (McCain, 2002)

When White (1959) first used the term "competence" precisely to characterize personality attributes, particularly scholastic intelligence/cognitive intelligence associated with strong motivation and excellent performance at work, managerial competencies began to rise. Then, in the 1960s, the management competence movement began to spread, transforming the industrial and commercial sectors in terms of efficiency while also transforming education with the introduction of competencies-based education (Tuxworth, 1989).

McClelland (1973) claimed that the definition of competencies should be related to work behaviors, and that behaviors had a stronger and better predictive validity for management performance and effectiveness. Developing on McClelland's (1973) perspective, Boyatzis (1982) explained management competencies as the ability to differentiate high-performing managers from low-performing managers, and empirically defined a set of managerial competencies that included personality traits, cognitive skills, and interpersonal/social skills.

Later, Wright and Goodstein (2007) established a new model of managerial skills that emphasized constructs such as fortitude, fairness, and temperance, reintroducing the concept of character into management theory. Other authors, such as Bertoncelj (2010), have lately explored the conative component of managerial competencies, producing a new managing competences framework. Lara and Salas-Vallina (2017) expanded the managing competencies framework by introducing the function of organizational learning as a moderator in the relationship between managerial competencies, innovation, and participation.

3.2 Concept of Managerial Competencies

Managerial competencies are talents that contribute to an excellent performance of an organization. In contemporary organizations, the management competence is conceptualized in relation to performance management systems, where managers are appraised against technical job function requirements, and in relation to precise performance criteria (Cheng & Bliese, 2002). Thus, managerial competencies comprise the knowledge, skills and behaviours or psycho-social characteristics needed to perform a role effectively in an organisation to enable the organisation to achieve its strategic goals (Maniscalco et al., 2020; Le Deist et al., 2005). This sis to mean that management competencies predict effectiveness in managerial performance in organisations (Boyatsiz, 2008; Birknerová & Uher, 2022).

Asumeng (2014) holds that managerial competencies describes the performance criteria or the description of the characteristics of a competence performance against which a managers' performance is measured, reviewed and evaluated (Amage, Rinthasong & Sonsong, 2014). Furthermore, managerial competencies are about consistent performance across contexts within a domain, which aids in forecasting future performance (OECD, 2017). Psychosocial variables play an essential role in the concept of managerial competencies as well. Beliefs, attitudes, values, and motivations are examples of these. They may also comprise concepts known as personality traits by others, such as behavioral, emotional, or thinking tendencies (Morgan, 2019).

The other concept is that managerial competencies is fundamentally linked to a level of learning or ability, which is associated with the performance of a competent person and the demands of the competence activity (Vitello et al., 2021). Managerial competencies can also be regarded in terms of a learning continuum (or proficiency), which has significant implications for teaching, learning, and assessment (Letina, 2020). These management qualities enable organizations to thrive in both good and bad economic times, and they are recognized as the most significant organizational assets that a company can have, but they also provide a challenging task for competitors who lack these skills (Hou, 2014).

3.2.1 Perspectives of Managerial Competencies

Managerial competencies, according to Brits and Veldsman (2014), are a synthesis of the abilities, qualities, and knowledge required to do a certain profession. Planning competencies, teamwork competencies, strategic action competencies, global awareness competencies, self-managerial competencies, and communication competencies are among the sets of knowledge, skills, behaviors, and attitudes that a person needs to have to be effective in a variety of positions in organizations (Pareek, 2014). According to Wong (2020), managerial competencies development and assessment should be used as feasible instruments for managing and developing human resources in order to establish and maintain organizational competitiveness and performance in today's work environment (De Vos et al., 2015).

Organizations can engage more strategically in training and development to improve individuals' capacities by using the generated competencies as guidelines or standards. Individuals may also become more aware of their own talents and shortcomings, allowing them to better manage their present job path or investigate alternative employment options. From a human resources perspective, managerial competencies are conceptualized as the capability of a manager to determine the acquisition, development, and deployment of organizational resources, and the conversion of these resources into valuable products and services to deliver value to organizational stakeholders hence improved performance (Ncube & Chimucheka, 2019). In this way, communication skills, which include informal contact, professional correspondence, and negotiation, are essential for effective management performance (Steyn, 2014). Managerial skills, in particular, have an impact on business continuity (Bushe, 2019). As a result, managers require expertise in areas such as leadership, planning, communication, and strategy and development (Burritt, Herzig, Schalteggers &Viere, 2019; Yahya & Elsayed, 2012).

Based on the model by De Vos et al. (2015), managerial competencies development is linked to organizational and socioeconomic setting, as well as other HRM strategies where personal development plans are regarded as critical components of the model since they lay the framework for the broader competency's development process. To develop competencies, a firm must go through the training, on-the-job learning, and career management processes. Individuals' employability will improve as a result. It is vital to highlight that as the organizational and socioeconomic contexts change, there is an ongoing requirement to conduct competencies assessments in order to discover or define the new competencies.

3.2.2 Dimensions of Managerial Competencies

Managerial competencies, are considered a multi-dimensional construct that should be used as efficiently as possible to achieve goals (Marneros, Papageorgiou and Efstathiades, 2020). Even though numerous scholars have attempted to identify competencies required in the business, there is a need to further study for a better understanding of dimension of managerial competencies necessary for business continuity. Consequently, this paper carried out systematic review of related literature to find Salman et al. (2020) as suggesting sixteen (16) dimensions of managerial competencies basically classified into hard and soft competences and splits into; knowledge, skill and self-actualization-related competence. These 16 dimensions of managerial competencies: cognitive, functional, social/behavioral, meta, conceptual, operational, occupational, language/communication, cross-cultural, ethical, emotional, job, self, team, change and leadership competence. This comprehensive as well as their classification framework demonstrate a multidimensional view of the concept. This assisted this paper get an informed view of the most appropriate managerial competencies for supporting business continuity.

In the hospitality industry, the research by Marneros et al. (2020) revealed communication competences, critical thinking, and human resource management as being essential for a successful career. Specifically, Marneros et al. (2020) point to a model with five competencies dimensions: leadership, financial analysis, human resource management, human relations (communication and operational knowledge). Meanwhile, using data from small businesses in Jordan, Masoud and Al khateeb. (2020) revealed a significant relationship between managerial competencies (communication, planning, and organizing) and efficiency as well as a significant relationship between managerial competencies (communication, team building, and planning) and customer satisfaction. Dolasinski and Reynolds (2019) highlighted six managerial competencies; soft skill competence, leadership competence, interpersonal competence, organizational competence, relational competence and self-management competence necessary for successful hotel business.

Among Small and Medium Enterprises (SMEs) in Makana Municipality, South Africa, Ncube and Chimucheka (2019) found that communication competencies, planning competencies, self-management competencies, and global awareness competencies have an effect, teamwork and strategic action competencies. On assessing industry competencies and the optimal management curriculum using U.S. hospitality management undergraduate curricula, Alexakis and Jiang (2019) suggested that more emphasis should be given to essential competencies of communication skills and higher learning skills, such as critical thinking and problem solving.
Elbaz et al. (2018) exposed a relationship between employee competences (self-competence, team competence, change competence, communication competence, ethical competence, across cultures competence), and organizational performance. Furthermore, Kim Tran (2017) classified management competences into two categories including interpersonal and analytical skills; distinguishing high-performing managers from less efficient ones.

While Bhardwaj and Punia (2013) exposed management performance as largely depending upon a set of managerial competencies, Bhardwaj and Punia (2013) found that successful and effective managers commonly used managerial competencies; communication skills, teamworking, proactiveness, vision, self-management, result-orientation, strategic-orientation, ambition, persistence, decision making, risk taking and creativity. Specifically, performance of a manager is influenced by their job-related knowledge, experience and personality characteristics. Importantly, Bhardwaj and Punia (2013) found that communication competencies were profound in all the studies reviewed. Informed by findings in the research by Bhardwaj and Punia (2013). According to Bucur (2013), for top management there were five important competencies; influence and collaboration, strategic thinking, learning, motivation, and self-assessment of learning capacity, which influence the performance. Meanwhile, at middle management only two competencies; influence and collaboration and strategic thinking were similar to top management but team management and transformational leadership. Motivation for career, learning and self-assessed learning capacity were less important for this level. For first line of management only team management seemed to be able to predict managerial performance. Meanwhile Asumeng (2014) shows that managerial competencies can be organised into four main components comprising intrapersonal skills, interpersonal skill, business/technical skills, and leadership skills in addition to career skills.

Base on the literature reviewed, the most featuring dimensions, when spurring performance related areas, are mainly; communication, leadership, teamwork and planning competencies. In majority of the research on managerial competencies, communication was a very prominent dimension leadership competencies were required to compliment the communication skills and abilities (Salman et al., 2020). In leadership competencies, self-management, self-orientation, and self-actualization-related, competence (Elbaz et al., 2018; Salman et al., 2020; Bhardwaj & Punia (2013) were prominently used. In addition to this, teamwork was important for bringing together the diverse skills and abilities to strengthen the managerial competencies concept (Masoud & Al khateeb, 2020). Meanwhile, financial analysis (Marneros et al., 2020), job-knowledge (Salman et al. (2020, Bhardwaj & Punia, 2013), business/technical skills (Asumeng, 2014) were shown as managerial competencies components necessary for supporting business development. Based on these findings, this paper chose to assess the relationship between communication, leadership, teamwork and planning competencies and business continuity

3.2.3 Adoption and Outcomes of Managerial Competencies in Strategic Management

Since the goal of businesses is to encourage and drive their employees' performance to new heights, managerial competencies can help distinguish if a manager's input is great or not (Bushe, 2019). The building of a competencies model is used to identify managerial capabilities, resulting in a collection of qualities of competences that describe attained objectives in a certain work context. This renders managerial competencies critical in a variety of strategic management situations (McFarlin, 2019). The pillars of managerial competencies include leadership, people management, organizational knowledge, effective communication, and resource management (Burritt, Herzig, Schalteggers & Viere, 2019). Since there are many different types of competence models, the organization's purposes and goals must be considered while developing a competencies model (Ncube & Chimucheka, 2019).

Based on the literature that has been reviewed, managerial competencies are associate with performance of business, in terms of growth and this leads to business continuity. It was established that development of managerial competencies is important for ensuring business continuity. While building these models it important to consider distinct competencies. Accordingly, this paper considered communication competencies, leadership competencies, teamwork competencies and planning competencies as the fundamental managerial competencies aspects used for building a model to explain business continuity in terms of managerial competencies**.** A vast body of empirical literature presents substantial evidence that intangible resources of serve as predictors of firm performance and thus can guarantee sustained functioning of the value creating and delivery processes and activities of an enterprise (Kinyua, 2015; Gatuyu & Kinyua, 2020; Kisilu & Kinyua, 2020; Kitur & Kinyua, 2020; Mugambi & Kinyua, 2020; Muthoni & Kinyua, 2020; Kialyulo & Kinyua, 2021; Ocharo & Kinyua, 2021).

3.3 Historical Background of Business Continuity

Business continuity initiatives have been around for a long time and have been employed by organization's in their efforts to ensure that their service or product delivery continues for eternity (Schmid, Raju &Jensen, 2021). However, since the year 2006, it has evolved throughout the decades, leading to creation of professional organizations and worldwide reference standards such as the; Business Continuity Institute (BCI)) (Hiles 2010). International Organization for Standardization (ISO) standards including ISO 22301, 22,317, and 31,000 (Schmid et al., 2021). Business Continuity Management (BCM) is the holistic management process that establishes, implements, operates, monitors, reviews, maintains, and improves business continuity. While a Business Continuity Management System (BCMS) is the management system that establishes, implements, operates, monitors, reviews, maintains, and improves business continuity (ISO, 2019).

Historic disruptions, notably terror acts in Europe and the United States in the 1990s, developed the underlying BCM notions, explaining the concept's Western impact (Schmid et al., 2021). In affected firms, these occurrences frequently sparked regulatory, legal, or supply chain requirements, as well as heightened internal risk awareness Business Continuity Institute (BCI), 2017). Essential service providers have also found themselves at the forefront of BC implementation and development of relevant standards for the same reason (Krause & Otenyo, 2005). With the global adoption of Western-shaped ISO standards, only a few national and culturally-adapted attempts have arisen in low- and middle-income nations (Sawalha, Anchor & Meaton, 2012). Kenya serves as a good example here, thanks to the Kenyan Bureau of Standards' adoption of ISO22301:2012 and its history of business continuity threat exposures (Okuna 2014).

3.3.1 The Concept of Business Continuity

Business continuity is a business philosophy defined as the processes, procedures, decisions and activities that ensure an organization can continue to function through eternity (Tuana & Aslıhan, 2021; Păunescu & Agartu, 2010). It involves planning so as to help prevent operational interruptions, crises and environmental changes happening so as to assist the organization quickly return to a state of business as usual should any of these events occur (Dana, 2019). Once it has been prepared, the business continuity plan must be tested and exercised to ensure that it will perform as anticipated and importantly ensure that they are always current and available; and ongoing management of operational resilience and process availability within an organization, with the aim of ensuring that the organization experiences the minimum possible day to day disruption (Jorrigala, 2017).

Business continuity achieves various things for organizations, with the degree of success in each area dependent on the amount of effort, skill, resource and commitment, provided by the organization for business continuity activities (Tuana & Aslhan, 2021). Wherever business continuity program is taken seriously by an organisation, the firm achieves a a deeper and clearer understanding of the organization as it outcomes. This is as a result of maintaining and managing the Business Continuity Process (BCP) through the organization's; structures, dependencies, suppliers, stakeholders and most importantly success of business life (Schmid et al., 2021).

Proactive measures are designed for the prevention of interruptions to organizational activities. The essence of good business continuity management is the identification and implementation of measures which can be put in place to proactively prevent operational interruptions taking place, and to prevent crises and disasters occurring (Naser et al., 2019). Business continuity management, at its highest level, is about keeping organizations operating at their maximum capability while reactive measures are designed for recovery from interruptions to organizational activities. Business continuity management programs includes plans for the reactive measures that will be taken should the proactive measures that are in place fail or become overwhelmed by some unforeseen and unexpected crisis (Naser et al., 2019; Schmid et al., 2021). Reactive measures enable the organization to return to an acceptable level of operations within a desired timescale following an interruption, disaster or crisis. Culture change plays a role in business continuity management programs it involves an exploration of organizational culture (Venclova & Urbancova, 2013). Effective programs will utilize change management techniques to ensure that the organization encourages a culture where all employees are sufficiently aware of everyday risks and their individual responsibility to report, manage and mitigate risks (Tuana & Aslhan, 2021).

3.3.2 Perspectives of Business Continuity

Business Continuity corresponds to a newly formalized notion and [ISO]), 2019). It is the process of developing preventive and recovery strategies to cope with possible dangers to a business. Păunescu and Agartu (2010) define business continuity as the expected consequence of successful execution of both business continuity planning and catastrophe recovery. It appears to imply a comprehensive strategy for continuing to operate the company solution even in the event of a distressing event ('Tuana & Aslhan, 2021).

Margherita and Heikkilä (2021) show that the organizational ability to respond to critical contingencies is crucial for business leaders in the perspective of business continuity. Margherita and Heikkilä (2021) established a five-level framework that encompasses operations, customer, workforce, leadership, and community-related responses. It dimensions range from internal operations to supply chain management, from human resources and leadership to relations with customers and stakeholders. Margherita and Heikkilä (2021) show that, at least in exceptional circumstances, the relations between a company and its local community are an important part of the company's activities and value-creation potential. Although many articles have depicted company responses to critical emergencies, the study by Margherita and Heikkilä (2021) contributed with a comprehensive and evidence-based analysis of actual responses by large organizations to face the pandemic.

Additionally, whereas emergency and business continuity studies have focused on general and crisis-independent activities such as risks and impact evaluation, continuity plan/process design, implementation, and measurement, the study identified specific fine-grained actions aimed to ensure the continuity of business operations over a large spectrum of management dimensions. All large corporations have acted to ensure the continuity of their current business operations. However, some companies are also able to create new value by reaching current and new customers via digital channels, redirecting more resources from current operations to R&D activities, or increasing the companies' social responsibility and involvement with their local communities

3.3.3 Measuring Business Continuity

In today's competitive business environment, business continuity is critical to an organization's long-term viability (Jorrigala, 2017). There are several organizations that provide standards for designing, developing, and deploying business continuity plans, and a company must maintain a close check on its requirements and standards. In general, there will never be a single strategy for every calamity. Businesses must have a strategy for each disaster or collection of often occurring calamities. Based on family business, Dana (2019) offers a model that theorized two family business continuity models. The first model, which covers; commitment to continuity, company governance, professionalization, conflict management, successor education and development, continuity planning, and effective succession, encapsulates what families should do to ensure that their companies survive and prosper. The second model tackled the subject of what families should have and be as well as how they should interact, in order to ensure family business continuity. This model has 10 components, the most important of which are: continued entrepreneurial growth and development; and strategies.

Akhmadi, Yunia and Robiyanto (2020) showed that there is a tendency for the company management to continue to increase its debt ratio although the company's ability to generate profits has increased significantly. Antoro, Sanusi and Asih (2020) revealed that investors and traders only pay attention to the profitability of the company to assess the company. Mejri and Zouaoui(2020) attempted to better understand the impact of entrepreneurial competencies on the business growth. The results confirmed managerial and networking competencies have a positive impact on business growth. While Nurfitriana and Fachrurrozie (2018) showed that profitability can strengthen corporate growth to debt policy. Profitability fails to moderate firm size to debt policy, Tamrin et al. (2017) explained profitability as having a negative and significant effect on dividend policy. Profitability has a negative and significant effect on firm value. The study by Adomako and Mole (2017) notes that there is lack of consensus regarding which model is appropriate in addressing business growth. Furthermore, existing studies have explicitly failed to define growth models and no effort has been made to distinguish between life-cycle, growth stages or development stages. However, the two most common ways of measuring business growth are sales and employment while other scholars equate growth with mere increase in volume.

Earlier, Galliker (2016) had revealed several variables to which family companies pay attention in order to achieve long-term success. These include: demonstrating readiness for change, innovative thinking and acting, and full commitment and responsibility of family members in family business succession, open communication, maintaining long-term and personal relationships, clear rules and structures to prevent conflicts, and promoting family business professionalism. As Sidek, and Mohamad (2014) found that all the managerial competencies dimensions – technical, generic and conceptual skills had positive and significant impacts on small business growth, Mitchelmore and Rowley (2013) suggested that managerial competencies for pursuing business grow can be measured using individual level competencies, which can be classified into four main categories namely personal and relationship, business and management, entrepreneurial and human relations competencies.

3.4 Competitive Advantage

In an effort to ensue business continuity, there is need to have strategies that are regarded by their appropriate environment, which offers a strong competitive advantage (Onyonyi, 2018; Okonda, Ojera & Ochieng, 2016). This was clearly explained by Porter (1985) who plainly indicates that competitive advantage grows fundamentally out of the value. The capacity of a firm to generate value for its customers is the most dependable approach to gain a competitive advantage. The competitive advantage of a firm is ultimately determined by employment of appropriate strategy; through either cost leadership and/or differentiation. The goal of cost leadership is for a company to become the lowest-cost competitor in its industry (Achieng & Ngala, 2019). A low-cost manufacturer often creates and exploits all areas of cost advantage. Okonda, Ojera and Ochieng (2016) explains that firms that enjoy cost-based competitive advantages over their rivals.

When adopting a low-cost strategy, a business should prioritize resources that help in efficiency. a firm is able to create for its buyers that exceeds the firm's cost of creating it. A firm that has effectively built a low-cost position will have the lowest expenses in compared to competitors (Porter, 1998). Roy (2019) found that an effective cost control helps to reach the targeted cost, which is the most important part of cost leadership. Nowadays, a few cost leaders are spending little on brand promotion and research and focusing on the achievement of high sales growth through charging lower price (Roy, 2019). A firm may take advantage of this situation by either lowering its prices or gaining market share and sales from competitors, or by maintaining its prices at current market levels and generating a larger profit per unit sold. Overall cost leadership necessitates organizations developing strategies targeted at becoming and being the industry's lowest-cost producer and/or distributor while focusing on enhanced performance.

Differentiation strategy is described as a planned series of activities to differentiate products, commodities, and services that customers perceive to be distinct in key ways (Block et al., 2015). Frms that experience a product based competitive advantage over their rivals such as, higher product quality, packaging, design and style have been shown to achieve relatively better performance (Gimenez and Ventura, 2002; Morgan et al., 2004). Differentiation entails providing services that are distinct from and more desirable than those of rivals. The goal of a differentiation strategy is for a company to be distinctive in the industry along some characteristics that purchasers highly appreciate (Muraguri, 2018) Using this technique, a company chooses one or more qualities that many customers in an industry consider essential, and then positions itself distinctively to satisfy those demands (Porter, 1998). Business operations focused on product or service differentiation impact the outcome of firm performance (Porter & Kramer, 2011).

3.5 Market Dynamism

Market dynamism refers to the degree of uncertainty in market and industry conditions, including the state of technology and general economic performance. This indicates that, some innovations have to be made to maintain competition for companies in dynamic industries. Many research in the literature indicate that environmental dynamism is positively related to innovation (Thornhill, 2006, p. 690). High market dynamism describes the environment in which changes often take place, but the direction and consequences of this change are unpredictable. A dynamic market can affect the effectiveness of the company's behaviour. Market dynamism emerges when changes in the behavior of market players are considered important to a company. In addition, changes in the behavior of competitors arise quickly and uncertainly.

Changes in customer behaviors are difficult to predict, but the needs and their expectations for a product can change very easily. In such a market, the effectiveness of a company's behavior is based on more recent information except for available information because, market dynamism can offer new and broader perspectives that will help to solve the company's problems and capture new opportunities. High market dynamism ensures that firms are more sensitive to environmental changes. In this case, business process becomes more effective by using new information (Ikhsan *et. al.,* 2017, p. 374). Strategic management considers the environment as an important contextual factor with a strong influence on a company's strategic direction.

Moreover, the strategy literature supports the view that both firm owners and senior executives must deal with the impact of environment (Li and Simerly, 1998, p. 169). For example, Gatignon and Xuereb (1997) show that, under the conditions of high-level market dynamism, firms have become more interested in technological trends and that the relationship between technological orientation and business success has become stronger. Similarly, Lumpkin and Dess (2001) state that, innovation orientation is more closely related to business success in the context of increased market dynamism, and that the relationship between innovation propensity and performance is stronger when the level of dynamism is higher (Cadogan et. al., 2009). Hypothesis from these considerations is that, market dynamism has positive effects on a company's innovativeness. In addition to this, it is also expected that innovativeness is a positive reflection of business continuity.

4.0 Literature Review

An extensive review of existing theoretical literature and pertinent extant empirical literature on the construct of managerial competencies and its connected phenomenon was carried out.

4.1 Theoretical Literature Review

A review of existing theoretical literature on the parameter of managerial competencies and its linked phenomenon. The theories are Contingency Theory, Acceptance Theory, Cash Management Theory, Survival Based Theory, Dynamic Capabilities Theory and Market Based Theory.

4.1.1 Contingency Theory

The proponents of Contingency Theory of leadership was Austrian Psychologist Fred Edward Fielder in his 1964, who introduced the concept that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent upon the internal and external situation. This requires an organization to be both integrated and differentiated in order to manage the undesirable risks and instability in the external environment (Freeman, 2015). Contingency Theory proposes that a firm requires to have known how and alter its structure, infrastructure, human resources and processes and practices according to changing situations due to present external environment so that decisions made are rational and ethical and strategies formulated in line with the goals of the business continuity in long term (Harney, 2016). So, in order to be effective, management must be consistent with other aspects of the organization and/or external environment. Under the contingency theory perspective from the field of business management, Sakura (2018) showed that the performance is influence by planning for the business continuity.

Contingency Theory determines the indication that principles and practices of management depends upon the suitability of certain circumstances and provides basis of developing a breakthrough understanding and managing risk circumstances. In this paper, the Contingency Theory helped associate business continuity with contingency planning mandates the required resources, infrastructure, and conducts of key personnel, proactive plans and strategies to be in place in order to maintain the continuity of business functions against conflicts and risks. Thus, the theory applies to the concept of business continuity for managing risks and different situations by developing a unique required response by considering specific variables (Naser. Alharthi & Khalifa, 2019).

This theory takes account of developing a particular response that fits with the consideration of a specific situation. Based on the assumptions of Contingency Theory, business provides an efficient, effective and holistic management approach that ensures an integrated treatment to all the hazards and threats of risks using broad set of strategies and plans (Mwaiwa, & Odiyo, 2015). That is, an effective planning relies heavily on the proficiency and competence; which is enhanced by market dynamism. Arguably, the planning should establish the ability of the manager as well as the way he/she understands the business vision. Such a requirement prompts three elements which are now factors of managerial competencies in the current study (Independent variables); communication, leadership, teamwork and planning. In confirmation to the suggestions in the sustainable business theory, thus, the business should help employ managerial competencies for its continuity.

3.1.2 Acceptance Theory of Authority

This theory was first proposed in 1938 by Chester Barnard argues that the three functions served by the informal organization are; communication, maintenance of cohesiveness in the formal organization, and maintenance of feelings of personal integrity and self-respect (Fergusson, 2007, pp 26-27). Additionally, it provided a bottom-up explanation of authority and the communication process, suggesting that executives were merely interconnecting centers in a communication system (Conrad, 1994), and that authority was not vested in those who gave the orders (executive) but on the recognition or non-recognition of authority by subordinates (Ferguson, 2007).

This theory comes to communication in business from the Human Relations School. It is important for organizations to communicate because it does not only stress the need to acquaint all organizational members with effective channels of communication, but also underlines the importance of formal channels of communication to connect all organizational members, with every individual within the organization reporting to or demonstrating subordination to someone else (Conrad, 1994). Indeed, theory also stresses that lines of communication must be as direct and as short as possible in order to increase the speed of communicating and to decrease distortions (Ferguson, 2007). Ideally, the theory stresses on the need of a demonstrative communication to spur the business survival. Thus, the life of business is pegged on the management of communication within the business spheres and it is for this reason that the study regards communication as managerial competencies for driving business continuity.

3.1.4 Survival-Based Theory

The survival-based theory concentrates on the principle that organizations must always adapt to their competitive operating environments for them to survive (Omari et al. 2011). It is basically founded on the notion that businesses require a continuous adaptation to its competitive environment for the its survival and continuity (Ologbo et al, 2012). This theory draws its basis from the notion that by the principle of nature whereby only the best and the fittest of competitors survive and eventually there is the improvement. The survival-based view in strategic management emphasizes that for organizations to survive they have to make use of strategies that are focused on very efficient operations and those strategies that are rapidly responsive to the dynamic and competitive operating environment because the firm that survives is the fittest and the most adaptable to the environment (Abdullah, 2010). This theory relates to this study since strategic and development management requires identification and efficient use of available resources. In this study, it was therefore important to examine the effect of competitive advantage to business continuity.

3.1.5 Dynamic Capabilities Theory

Dynamic capability theory, first proposed in 1994 by David Teece and Gary Pisano, emphasizes gaining new ways of competitive advantage by being agile and fast in coping with evolving business conditions (El Gizawi, 2014). The world in which entrepreneurs operate in the market is very competitive, and this has been complicated further by market disruptions, so managers must employ skills that enable them to withstand the competition. According to itkiene, Kazlauskiene, and Deksnys (2015), in order to achieve and retain a strategic edge, businesses must be able to expect developments and plan to make changes in their approach. The capability to do so in a systemic manner is known as agile capability, and its key purpose is to justify the company's long-term strategic edge. Resource Based Value (RBV) claims that an organization can outperform its rivals if it has tools that are valuable, uncommon, impossible to replicate, and replace, Dynamic capabilities theory arose as an expansion of RBV.

The antecedent of company success (continuity) and maintain competitive edge in their businesses are the central concerns. Teece et al. (2014) concluded that this issue can be resolved through advancing the dynamic capability strategy by experimentation, which aims to examine the origins of wealth generation and wealth capture by businesses. Notably, the origin of wealth is the customer and accordingly planning should be the key point of interest therefore, innovation-based competitiveness, render the dynamic skill approach important for building a strong planning hence planning. El Gizawi (2014) went on to say that businesses with the ability to respond quickly and flexibly as well as the ability to leverage firm-specific capabilities in order to successfully coordinate and redeploy internal and external competences, have a competitive edge. This theory is relevant to this research since the importance of planning lies in the specialized capabilities within the businesses.

Dynamic skills in business planning are an effective strategy since they promote the need for creativity in enhancing differentiation and repositioning the enterprise's competitive edge, thus improving continuity levels. According to the theory, creativity can be able to succeed more quickly in developing market environments. The theory aids in the development of questions as well as the interpretation of data related to planning (Saeedi, 2017).

3.1.6 The Market Based Theory

The Market-Based theory of strategy argues that industry factors and external market orientation are the primary determinants of firm performance (Bain 1968; Caves & Porter 1977; Peteraf & Bergen 2003; Porter 1980, 1985, 1996). Bain’s (1968) Structure-Conduct-Performance (SCP) framework and Porter’s (1980) five forces model (which is based on the SCP framework) are two of the best-known theories in this category. The sources of value for the firm are embedded in the competitive situation characterizing its end-product strategic position. The strategic position is a company’s unique set of activities that are different from their rivals. Alternatively, the strategic position of a firm is defined by how it performs similar activities to other firms, but in very different ways. In this perspective, a company’s profitability or performance are determined solely by the structure and competitive dynamics of the industry within which it operates (Schendel 1994).

The Market-Based View (MBV) includes the positioning school of theories of strategy and theories developed in the industrial organization economics phase of Hoskisson’s account of the development of strategic thinking (of which Porter’s is one example) (Hoskisson et al. 1999; Mintzberg et al. 1998; Porter 1980). During this phase, the focus was on the company’s environment and external factors. Researchers observed that the company’s performance was significantly dependent on the industry environment. They viewed strategy in the context of the industry as a whole and the position of the firm in the market relative to its competitors. Bain (1968) proposed the Industrial Organization paradigm, also known as the SCP paradigm. It describes the relationship of how industry structure affects firm behavior (conduct) and ultimately firm performance. Bain (1968) studied a firm with monopolistic structures and found barriers to entry, product differentiation, number of competitors and the level of demand that effect company’s behaviour.

4.2 Empirical Literature Review

Veliu and Manxhari (2018) investigated the connections between managerial competencies and performance of SME’s. The findings suggest that managerial competencies is associated with performance. The linkages between independence managerial competencies were observed to be positively significant to business performance. TIn general, the study looked at Managerial competencies and performance of the small and medium size enterprises. It is therefore evident that the combinations of managerial competencies (professional, social and personal) have an Impact on the Performance of SMEs in Kosovo. Veliu and Manxhari (2018) showed that managerial competencies are not fixed and should correspond to the needs of the organization to imply that the selected managerial competencies in this paper are appropriate for ensuring business continuity.

Masoud and Al khateeb (2020) revealed a significant relationship between communication competencies and sales. The research by Marneros et al. (2020) highlight the importance that professionals attribute to communication competencies to confirms previous studies to some degree, indicating that generic and transferable skills including communication are essential for a successful career in the hospitality industry. Marneros et al. (2020) suggest that communication competencies should be highly considered when developing management training programs and academic curricula. In that study, communication competencies are among the most important competencies dimensions. The paper suggest that courses related to interpersonal communication should be added to educational programs to increase soft people management skills. It adds that communication is the most important competencies dimension that emerged from the study. Considering the fact that communication skills are always emphasized in the business world, this finding is important assessing the relationship between managerial competencies and business continuity. Individuals working in the business need such skills when communicating with both customers and other employees. The business requires employees who possess the ability to integrate personal and professional relationship skills and who are able to communicate clearly and precisely, with an appropriate level of emotion.

The research by Kalogiannidis and Papaevangelou(2020) showed that effective communication is considered as the milestone to maintain a successful business. Communication plans require being proactive to get better success. Accordingly, the education of business communication can help in maintaining the success of the business in the future. Internal as well as external communication is the backbone of any organizational success in the market. This renders effective business communication competencies the key to any business continuity.

McFarlin (2019) indicates that communication competencies are vital for managers and owners of any organization. Accordingly, communication competences are fundamental for viable managerial performance. Ncube and Chimucheka (2019) studied the effect of managerial competencies on the performance of SMMEs in Makana Municipality, South Africa, following a quantitative research approach. Both primary and secondary data was used in this study. It was found that communication competences have an effect on the performance of the SMMEs. Thus, communication competencies are essential for every business manager or owner if they are to improve the performance of their businesses. Although the research by Ncube and Chimucheka (2019) gave some light on the importance of communication competencies in driving business continuity, the findings were only applicable to SMMEs Makana Municipality, South Africa. However, three is possibility of these findings being applicable to other forms of business and even for ensuring continuity of businesses. This motivated the current paper to explore more studies on communication competences and businesses continuity in other business areas.

The research by Botes and Henrico (2016) indicated that middle-level managers who practice certain communication competencies contribute to a large extent to the creation of a performance culture of a business. Thus, the findings from the literature review conducted indicated that the performance culture of a business could be enhanced through effective communication. Using quantitative research approach, Brink (2014) stated that one of the factors that play a vital role in the failure of family-owned business globally is communication. In family-owned businesses, communication is generally provoked by confusion, emotions, fear, anger and family politics and once communication lacks, then the business faces a huge challenge, thus leading to the business failure. Furthermore, systemic thinking also plays a role in family-owned business failure because decisions are made each day in response to problems and there is no long-term planning or strategic planning. The study was limited to family-owned business. Therefore, future studies on other businesses are recommended to further the understanding of the internal and external communication factors affecting business continuity.

Wong (2014) asserts that suitable reports on BCM activities and the status of crisis management preparations are to be prepared for the Board and senior management at pre-defined intervals. These should include in particular the results of business continuity reviews and business continuity tests. Special consideration must therefore be paid to the systematic and careful preparation of communication concepts and plans (internal as well as external communication) for crisis situations. Focus should be made to ensuring a high degree of competence and upholding integrity and trustworthiness vis-à-vis the company's numerous stakeholders.

The research by Ahmed and Rehman (2020) sought to investigate does the role of leadership competencies help in innovation and organizational performance. To achieve this purpose, a quantitative research design adopting a questionnaire, interview, and focused group approach to analyze the data. The results of the study illustrated the different leadership traits found to enhance organizational performance with the support of innovation. So, leadership is a critical core pillar within an organizational setup because effective leadership assists an organization in reaching its goals and objectives within the set timelines.

Steyn and Van Staden (2018) investigated selected self-management competencies of managers within the manufacturing industry of South Africa. Findings of the hypothesis testing showed positive relations between managers' integrity and ethical conduct and personal drive and resilience as well as between managers' work–life balance and self-awareness and self-development. The self-management competencies of managers in the manufacturing industry seem to be satisfactory but can always be further enhanced by making the managers aware of the important role of the four above-mentioned competencies for business success. The limitation of the study was that it was conducted only in the manufacturing sector and in selected provinces in South Africa. Therefore, future research should be conducted in other sectors and areas.

Rohana and Abdullah (2017) reviewed literature on Leadership Competencies and Organizational Performance to find that Leadership can directly or indirectly impacts organizational performance, depends on the competencies mastered by the leader. A good leader should have all needed leadership in order to direct the organization towards the goals so that the organization can become successful. The development of leadership skills can be done by mastering multiple intelligence. The suggested intelligences needed by a leader are social intelligence, emotional intelligence, cognitive intelligence, interpersonal intelligence and intrapersonal intelligence. The traits of each intelligence can help to build good leadership skills and competencies. Once the intelligences being mastered, it is assumed that the organization will be run well under the management of good leader that can impact the organization positively in future.

Mwithi, Were and Muturi (2017) sought to establish the effect of leadership competencies on performance of state corporations in Kenya. Results revealed that all the leadership competencies had a positive a significant relationship with the financial performance of state corporations in Kenya. However, the magnitude of the influence was different for the specific leadership competencies. Social awareness leadership competencies had the largest effect followed by self-awareness leadership competencies then social skills leadership competencies and finally the self-management leadership competencies. Results also revealed that self-awareness leadership competencies and social skills leadership competencies had a positive a significant relationship with the non-financial performance of state corporations in Kenya while self-management leadership competencies and social awareness leadership competencies had a positive but insignificant relationship. However, the magnitude of the influence social skills leadership competencies was higher than that of self-awareness leadership competencies.

The study by Hasbiyadi (2017) examined and analyze the effects of leadership competence on company performance and leadership competence through organizational commitment on company performance. This research is an explanatory research that explain causality relationship between leadership competence, organizational commitment and company performance. The study was conducted at the State-Owned Enterprises located in Makassar city, South Sulawesi. The number of samples of this study was 250 employees of the above State Own Enterprises. The instrument to collect the data is by using questionnaires. These data were analyzed using SEM. The study found that leadership competence was significant in affecting the organizational commitment, but it has no significant effect on company performance. Therefore, leadership competence is useful to improve the organizational commitment of the State-Owned enterprises in Makassar city.

Wahyu, Lalu and Hermanto (2021) analyzed the effect of competence and teamwork on organizational performance moderated by organizational commitment. Respondents in this study were all officials of Education and Culture Office of the Province of West Nusa Tenggara, with a total population of 54 people. The data collection tool used in this study was a questionnaire. The data analysis uses path analysis g. The results of the research show that while competence has a positive and significant effect on Organizational Performance, Teamwork has a positive and significant effect on Organizational Performance.

The objective of the research by Sanyal and Hisam (2018) was to highlight the effects of teamwork on faculty members in Dhofar University and their performances and also to examine the factors associated with the concept of teamwork in job environment. This study focuses on analyzing the impact of teamwork on the employees of Dhofar University. Several factors related to teamwork were analyzed, such as the concept of trust, leadership and structure and performance evaluation and rewards. The results reveal that is a strong and significant connection between the teamwork competences; climate of trust, leadership and structure, performance evaluation and rewards and the performance of the faculty members of Dhofar University in Sultanate of Oma.

The study by Hasinai (2017) examined and analyze the effects of teamwork competencies on company performance and the competencies of teamwork through organizational commitment on company performance. This research is an explanatory research that explain causality relationship between teamwork competencies and company performance. The study was conducted at the State-Owned Enterprises located in Makassar city, South Sulawesi. The number of samples of this study was 250 employees of the above State Own Enterprises (SOEs). The instrument to collect the data is by using questionnaires. These data were analyzed using SEM. The study found that teamwork competencies has a significant positive effect on company performance either directly or through organizational commitment. Therefore, teamwork competencies is important to be given attention in improving the performance of the state-owned enterprises in Makassar city. Much remain to be done since the SOEs under survey were in Makassar City.

The study by Ncube and Chimucheka (2019) found that planning competencies have an effect on the performance of the SMMEs. Ndege (2018) explored the influence of strategic planning practices on BCM, by testing the proposed model and propose strategies for BCM that could be adopted in the company emergency management and business continuity in Kenyan private security firms. The target population was the staff and other stakeholders of private security organizations. Questionnaires were used to collect data and were analyzed using factor analysis, correlation and multiple regression analysis. The study concluded that all the strategy influencers of BCM. It emerged that BCM is essential part to overall organization health that all sectors of business need to identify with since it is dependent on clearly defined strategic plans through planning by management. So, any organization striving to become successful in every single way of their activities they must embrace good strategies that support BCM. Thus, there is need to support the existence of an integrated framework for BCM and strategic practices and planning. The research sampling limitations revolve around a single service industry; private security firms with operations in Kenya therefore limiting generalization of findings. Furthermore, other stakeholders in the industry for example customers and suppliers were not included in the samples.

Kabiru, Theuri. & Misiko (2018) explore the effects of planning on the organizational performance of agricultural state-owned corporations in Kenya. From the analysis of data collected, planning was found to influence the performance of the agricultural state owned corporations in Kenya by contributing in the following nine ways: improving on the time deliveries to the customers, improving on the standard of systems and technology, enhancing profitability, improving on the efficiency and growth, aligning resources to strategic initiatives, promoting customer satisfaction, ensuring that there is appropriate transfer of knowledge among employees, increasing on employee motivation and by ensuring appropriate sharing of knowledge among employees. The influence of planning was also analyzed according to the four perspectives in the balance score model. The conclusions of these findings were that: in terms of financial perspective, strategic planning helps in reducing the operating costs. From the customers' perspective, planning helps improving on-time deliveries to customers, as well as enhancing on employee remuneration hence increased motivation.

On the learning and growth perspective, strategic planning ensures appropriate transfer of knowledge among employees and lastly on internal process perspective, planning for the corporation helps in identifying risks and their mitigations as well as improving the standard of systems and technology. From the findings both in literature and analysis of data, it can therefore be concluded that planning is a very important function in the management of any organization and therefore, if the agricultural state owned corporations are to improve on their performance the managers must ensure that they effectively perform this function Punla (2017) reviewed literature to find that business Continuity Planning is used to create a detailed plan for how an organization will be able to face disasters without hampering their operations or without incurring too much loss.

While According to Louw, Louw and Lategan (2014) showed planning and administration also include determining what should be done, how it ought to be done and the allocation of available resources. Managers or owners need to strategize well in order to achieve the firm's goals. Bhardwaj (2016) indicates planning and administration competencies are primary skills that every manager or owner needs to perform their task.

The study by Samad (2018) examined the mediating effect of competitive advantage on the relationship between corporate strategy and business performance. A total of 222 hotel managers participated in this study based on self-administered questionnaires. Smart Partial Least Squares (PLS) analysis was employed to analyze the obtained data. The study revealed that competitive advantage has significantly mediated the relationship between corporate strategy and business performance.

Okonda, Ojera and Ochieng (2016) examined the effect of competitive advantage on the relationship between strategic change and firm characteristics on performance of firms in the alcohol industry in Kenya. The study adopted a mixed method survey research design using qualitative and quantitative methods. The population was 25 local firms registered by Kenya Revenue Authority by 2012 and approved by National Authority for the Campaign against Alcohol and Drug Abuse. Correlation and regression analysis were used to determine the relationship between competitive advantage and organizational performance. Pearson correlation was used to describe how the variables were related and the strengths of the relationship between competitive advantage and organizational performance. Findings revealed that there was a fairly strong significant positive correlation between competitive advantage and organizational performance.

Mohebi and Farzollahzade (2014) in their study concluded that there is a positive and significant relationship between competitive advantage and business performance in SMEs. Competitive advantage is the result of the value created by the company for consumers. Consumers will pay fees for superior value and profit value because prices are lower than competitors. The superior value perceived by consumers will result in consumer loyalty. Loyalty will increase sales growth and company profits. The concept of competitive advantage must be considered by companies that produce goods and services so that the company continues to survive and make profit. SME performance will increase with the presence of competitive advantages through profit growth, sales growth and consumer growth (Mohebi & Farzollahzade, 2014). Li et al. (2006), research results indicate a strong relationship between competitive advantage and business performance. The same thing was found by (Majeed, 2011). The results of the study showed that competitive advantage had an effect on business performance. Research conducted by Mohebi Farzollahzade (2014) concluded that there is a positive and significant relationship between competitive advantage and business performance. This is because companies that have competitive advantage are able to create valuable products in the eyes of consumers that have lower prices than competitors so consumers will be loyal, sales will grow and ultimately affect the growth of company profits.

Tindika et al. (2020) in their study explored the moderating role of Environmental Dynamism (ED) on the relationship between opportunity evaluation and growth of agro-based Non-Governmental Organisations (NGOs) in Kenya. To better understand this relationship, this paper employed a mixed method approach guided by cross-sectional research design. Quantitative and qualitative techniques were employed to analyse the data from 124 agro-based NGOs in Kenya. SEM was used to analyse the measurement model and test the hypothesized relationships in this study. The study established that, opportunity evaluation has a significant and positive influence on growth of agrobased NGOs and that ED moderates this relationship. The findings are critical to the NGO management who are the core implementers of entrepreneurial projects that satisfy the donors and targeted communities. This study also enriches the social entrepreneurship literature by demonstrating the role of ED on the growth and provides a new perspective of conceptualizing development of NGOs in Kenya.

Agyapong, Mensah, and Akomea (2021) used the Hierarchical Multiple Regression (HMR) technique to analyze the correlations among the aspects of innovation that specifically influenced firm performance in the dynamic market environment among 177 Micro and Small Enterprises (MSEs) in Ghana. The study discovered that market dynamism positively and considerably moderates the association between technical innovation and performance. Furthermore, there was a negative and significant connection between customer service innovation and market dynamism. The study, however, found little evidence to support the moderating influence of market dynamism on the product innovation-performance nexus. The inference is that, in the setting of market dynamism, management of MSEs must engage in technical innovation in order to achieve superior performance. The study relied on HMR which is subject to problems associated with sampling error and it produces erroneous inferences about the existence of mediating effects for mis-specified mediation model. Thus, the research by Agyapong, Mensah, and Akomea (2021) suffered from methodological issues.

The study by Wu and Nguyen (2019) collected data from 258 executive managers of retail outlets in Vietnam and Taiwan using a questionnaire survey approach. According to the findings, three of the key antecedents that can foster dynamic service innovation capabilities (DSIC) are learning orientation, knowledge resources, and relationship-based assets. The main effects of DSIC are service innovation, competitive advantage, and organizational performance. Furthermore, market dynamism can act as a moderator for enhancing the effects of DSIC on service innovation, competitive advantage, and organizational performance. With successful management of dynamic service innovation capability, organizations can conduct effective resource management by offering what customers desire and therefore achieving long-term competitive advantage (. Furthermore, as organizations compete increasingly heterogeneously in the marketplace, dynamic service innovation capabilities will have a substantial impact on organizational success. However, the research by was confined to analysing quantitative data collected using a questionnaire. Thus, the research could not resolve issues arising from qualitative concerns.

Park, Yoo, Moon, Kwon and Hahn in their study which was to find the effect of technology and market dynamism on the business performances by SMEs supporting services. Technology and market dynamism have been introduced as moderating variables, utilisation degree of information provided by SME supporting services was selected as an independent variable and contribution degree to SME business performances such as revenue, export, employment and so on were selected as dependent variables. Structural equation modeling was established to analyse moderating and mediating effects on SME business performances by SME supporting services using Smart PLS programme. The SME supporting services had a direct effect on SME business performances and also indirectly influenced SME business performances via contribution degree to decision-making of SME executives. The concept of environmental dynamism is widely used to represent technology and market dynamism. Environmental dynamism refers to the rate of change and innovation in an industry, a market and a technology or the uncertainty of actions by customers and competitors (Li & Liu, 2014; Yun, Won, & Park, 2016). It can be a meaningful study to identify the moderating effect of environmental dynamism in analysing the impact of information provided by SME supporting services on business performances through SME decision-making. A number of papers which have analysed the moderating effect of environmental dynamism have been reported.

4.3 Proposed Theoretical Model

This paper suggested a theoretical model, which diagrammatically specifies the key variables and their position in the phenomenon of interest; highlighting the need to examine the way the key variables interact and the way they might differ and under what circumstance. It is useful for explaining managerial competencies as it relates with business continuity. The model suggests that managerial competencies; communication, leadership, teamwork and planning competencies relate to business continuity as captured in Figure 5.1. However, there are some other variables that is competitive advantage which had a mediating effect on this relationship while other variable, Market dynamism, had moderating effect on the relationship between managerial competencies and business continuity.

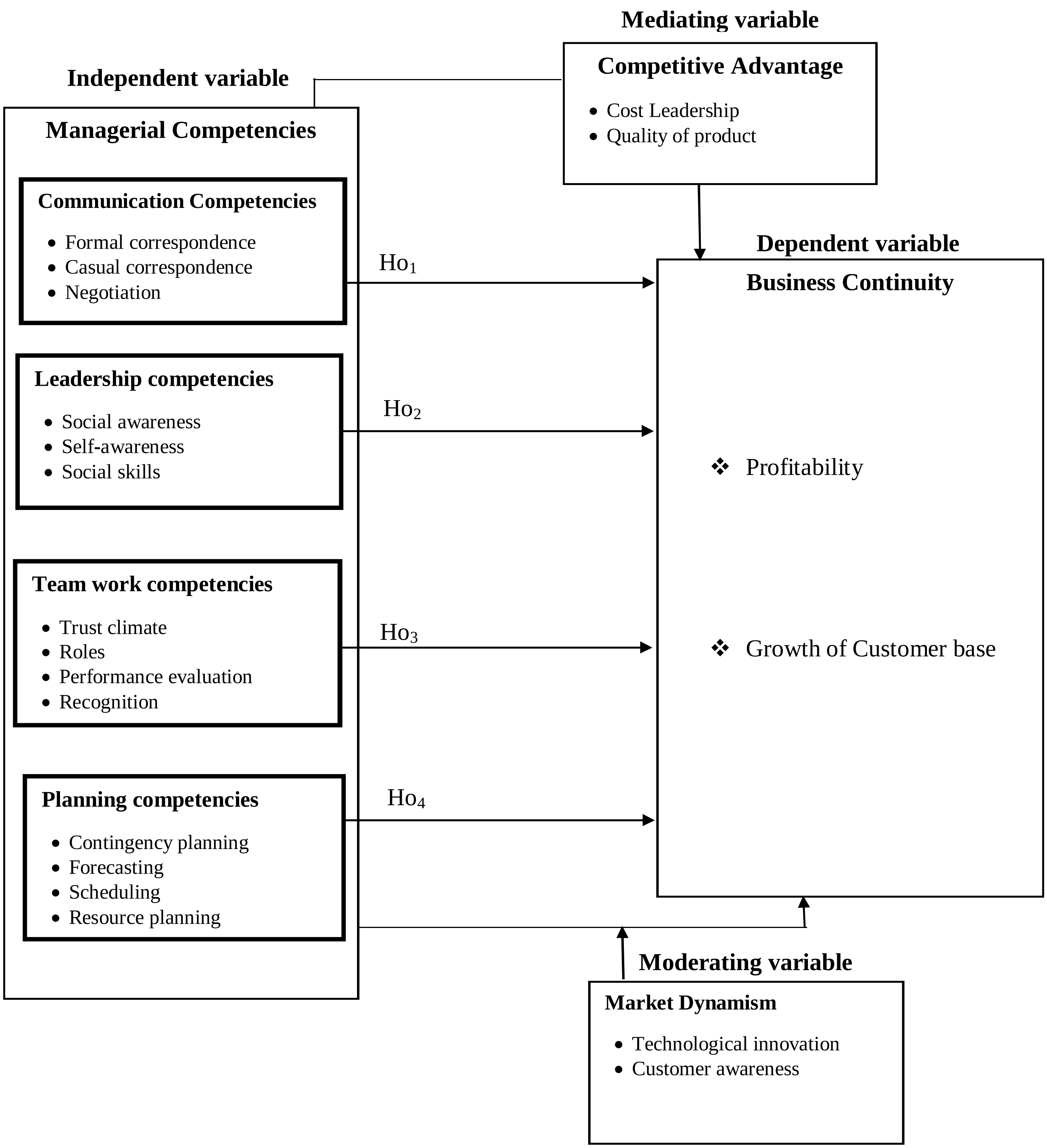

Figure 1: Proposed Conceptual Model
Source: Author (2022)

Managerial competencies will give an organization penetration into the market, which is a success measure for business, the wider the customer base and of course return customers make the product popular and acceptable in a wide area. Each firm is responsible for selecting the competences that will most effectively boost their business success. In this paper, the construct of managerial competencies suitable form driving businesses continuity includes; communication, leadership, teamwork and planning competencies.

Communication gives clarity and direction for employees, customers, and partners. It plays a critical role in stabilizing and advancing the company by instilling confidence, establishing trust, and engaging stakeholders. As leadership is a key area of focus in enhancing performance which then assures business continuity, teamwork competencies are very important for a good output and good communication among staff in the company. Meanwhile planning competencies enhance better organizational performance, which in the long run has impact on its survival.

The importance of a competitive advantage can neither be over-stated nor be under-estimated. It has a positive moderating advantage to business continuity. Meanwhile, dynamic market can affect the effectiveness of the company's behavior. In this paper. Market dynamist mediation emerged to changes in the behavior of market players considered important to a company, with technological innovation changes in the behavior of competitors could easily be predicted and dealt with at early stages.

5.0 Conclusion

The main goal of the study was to assess the relationship between managerial competencies and business continuity. In an effort to develop a theoretical framework, the study reviewed underpinning theories; sustainable business theory, acceptance theory of authority, cash management theory, survival-based theory, dynamic capabilities theory and Market based theory. The study further reviewed associated empirical research to build its case on the way business continuity relates managerial competencies.

Managerial competencies influence business continuity and it was demonstrated by results from studies done on key managerial competencies, communication, leadership, teamwork and planning. Thus, these factors influence business continuity regardless of the economic context. Based on the findings the study made conclusions confined to the research objectives that managerial competencies and its constructs; communication, leadership, teamwork and planning influence business continuity.

It was also found that while competitive advantage was a mediating factor, market dynamism was having moderating effect on the relationship between managerial competencies and business continuity. Accordingly, a theoretical model was constructed to help show these relationship as it connected the paper to the existing knowledge.
The findings of this study have added to empirical and theoretical literature in Managerial competencies and business continuity. This may be used as a guide for scholars or a basis for further research in strategic management specifically in managerial competencies and business continuity.

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