

REVIEW ARTICLE

Relevancia de la gestión administrativa empresarial

RESUMEN

La gestión administrativa empresarial comprende una serie de procesos que garantizan el logro de las metas institucionales. El objetivo de la presente investigación fue analizar la relevancia de la gestión administrativa empresarial. Se realizó una revisión sistemática que incluyó artículos relacionados con la categoría gestión administrativa empresarial y las categorías de análisis del estudio fueron relevancia de la gestión administrativa empresarial, estrategias de gestión administrativa empresarial, y gestión administrativa digital. El estudio se realizó con 22 artículos publicados en bases de datos como Scopus, con 5 artículos; Web of Science, 2 artículos; Scielo, 1 artículo, y Latindex, 14 artículos. El estudio concluyó que la gestión administrativa presenta relevancia práctica, permitiendo establecer metas y objetivos organizacionales. Esta se debe gestionar de forma eficiente puesto que la dedicación de los empleados experimenta un aumento gradual y la empresa logra la productividad según las expectativas, objetivos propuestos y promueve significativamente una economía de calidad. Asimismo, la gestión administrativa debe considerar estrategias como la aplicación de las diversas fases de los procesos administrativos (planificar, organizar, dirigir, controlar), además de fortalecer las funciones de supervisión y regulación; alinear las estrategias de gestión administrativa con el contexto local; desarrollar participación democrática, cultura de paz y promover a todos agentes de la sociedad para ejecutar cambios que fomenten la construcción de culturas que propicien comunicación, equidad, solidaridad, empatía y respeto. La gestión administrativa digital atrae clientes o usuarios, por lo que las organizaciones deben adaptarse a las tecnologías emergentes ya que no solo crea bondades competitivas, sino que también fomenta sostenibilidad y competitividad del mercado.

Palabras clave: Gestión administrativa; Estrategias de gestión administrativa; Gestión administrativa digital.

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INTRODUCTION

At the global level, management is an activity carried out by all organizations and that seeks specific mechanisms to improve process development and customer service operability (Núñez *et al.*, 2022). In the current social form, the main research direction of business management proposes to improve business management level and management mode. With the deepening of the global economy, economic exchanges between countries are on the increase, which brings unprecedented opportunities for the development of various industries in Peru, but at the same time, due to market instability and diversity, it also brings enormous challenges for the development of various industries (Pansheng Luo, 2019).

Difficulties arise in the management of organizations, such as budgeting, financial planning, accounting records in accordance with legal regulations, filing systems, uniform criteria for registration fees, procurement processes, reporting, revenue generation, determining expenses, resource management, assessing the occupational risk landscape, in addition to the maintenance of facilities and equipment (Altinay *et al.*, 2018).

In Latin America, it has been shown that institutional staff are unaware of some of the organizational characteristics of the institution where they work, which suggests that they have little interest in doing a better job and being involved in the services provided to users, in addition to not proposing valid solutions for improvement, knowing that the benefits are for themselves (Gómez *et al.*, 2022). It has been observed that some institutions do not adequately implement administration procedures because they face constraints such as poor planning and limited financial capacity. This leads to poor organizational development, which negatively affects the work environment and, consequently, the sustainability of the organization (Vásquez Ponce *et al.*, 2021).

Similarly, deficiencies have been identified in the administration or management of ongoing processes, which limit the full development of daily activities and the effective integration of processes. To overcome these limitations and achieve better integration and

interconnection of processes, it is necessary to improve the efficiency of ongoing operations (Falconi *et al.*, 2019).

Administration is a mechanism that contributes to improving the internal aspects of organizations, as long as it is used appropriately and effectively for the opportunities that may arise; adequate administration management can help develop useful competencies for incorporation into the labor market (Velázquez *et al.*, 2021). Administration management is supported by the classical theory of Fayol, who emphasized that organizations must develop different functions such as technical, commercial, accounting and administration activities that must be synchronized (Mendoza and Moreira, 2021).

Business management plays an important role in the development of companies in transition. It can give correct development direction, provide appropriate scientific guidance, and improve their core competitiveness, which is conducive to the stable development of the market economy. It also requires the correct direction of management and the development of a combination of strategic and scientific elements to improve the core competitiveness of organizations (Shang, 2020). In the same way, a set of activities is established that must be coordinated and that will contribute to the optimal use of the company's resources; in such a way that the activities carried out must be directed by a rational leadership of activities that takes into account a great professional demand and that implies the application of specific strategies and approaches to efficiently manage human resources and achieve successful results. A rational leader engages in careful strategic planning, which involves setting clear objectives, identifying priorities and developing strategies to meet the growing professional demand (Soledispa *et al.*, 2022).

Administration management processes include planning, organizing, directing, and controlling (Cano, 2017; Gómez *et al.*, 2022). Planning is the first administration function that involves the definition of goals, development of objectives, and determination of resources and tasks to be carried out in a given period of time. Organizing refers to the creation of a structure

for the distribution of material, financial, human, technological, and information resources with the aim of carrying out the work required to achieve previously planned objectives. Directing involves the performance of defined activities to ensure the established objectives through leadership and other necessary skills. Controlling is responsible for reviewing planned activities with the goal of overcoming problems and evaluating results to facilitate more informed decision-making processes (González *et al.*, 2020).

The objective of this study was to analyze the relevance of administration management in companies. Effective administration management is developed through a constant combination of actions aimed at optimizing the use of resources, which are always limited. The factors that determine the level of management in companies can be classified as internal and external. Internal factors are those that are under the direct control of the organization and can be influenced by available information, while external factors are not subject to prior research or information (Gaviláñez *et al.*, 2018).

Key concepts are as follows:

- **Planning.** It establishes the organizational goals and objectives to be achieved through the implementation of plans and strategies. It is the fundamental pillar on which the other functions of the process are based (Chiavenato, 2019).
- **Organizing.** According to Koontz *et al.* (2012), it involves structuring the relationships between the functions, levels, and activities of the members of an organization to achieve maximum efficiency in an environment conducive to the development of their work.
- **Management function.** As mentioned by Chuck (2013), it is based on the leadership of those who lead their team, motivating and inspiring them so that their work contributes to the achievement of institutional goals.
- **Control.** According to Chiavenato (2019), it involves monitoring and ac-

companiment to evaluate the execution of the work and ensure that the tasks assigned to achieve the objectives are fulfilled. Arbaiza (2014) complements this idea by pointing out that control should be a way of evaluating what is planned, but with the acceptance of the areas and workers, so that everything is clear and people can work autonomously but in a coordinated effort.

METHOD

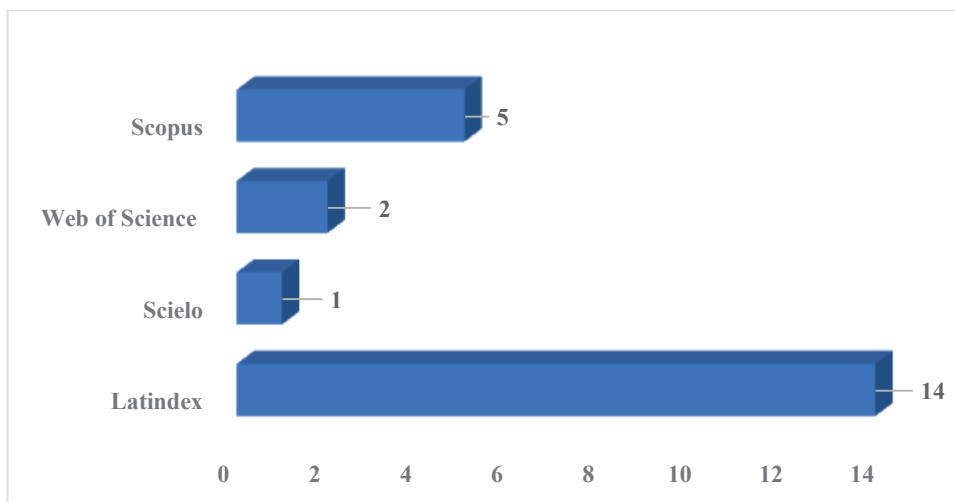
A systematic review was conducted that included papers related to business administration management and study analyses relevant to the categories of business administration management, business administration management strategies, and digital administration management. The study was conducted using 22 papers published in databases such as Scopus, 5 papers; Web of Science, 2 papers; Scielo, 1 paper, and Latindex, 14 papers. **See Figure 1.**

The selection criteria for the papers were: open access papers from 2018 to 2023, in Spanish and English, from databases such as Scopus, Web of Science, Scielo, and Latindex. They were selected by searching with keywords such as administration management, administration management strategies and digital administration management. The information was searched using Boolean operators, with search algorithms such as (administration management) AND (administration business management); OR, and WITH. Exclusion criteria were papers with closed access abstracts, abstracts of experimental studies, and papers not related to the topic. See Figure 2.

Data analysis was conducted by evaluating the extraction of relevant information from business administration management, synthesis of the business administration management data, and interpretation of results. This included the identification of trends, patterns or significant conclusions contained in the business administration management review papers.

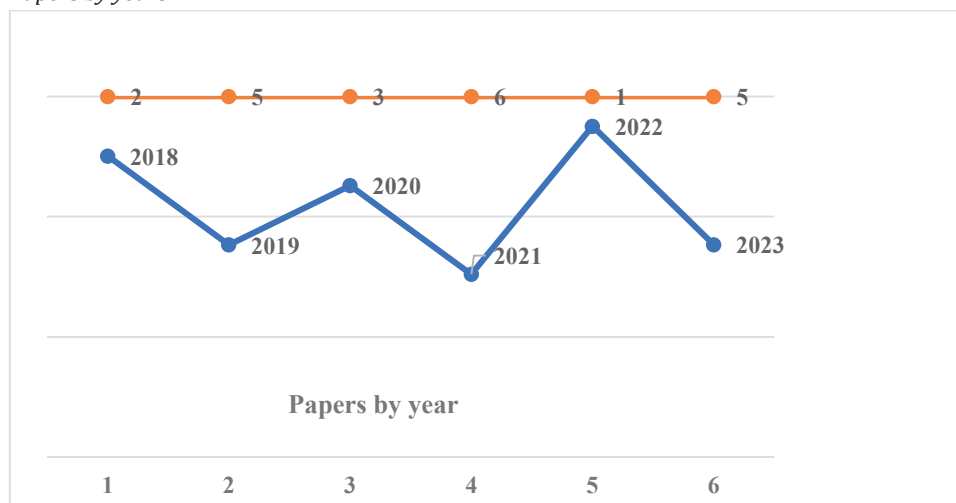
The objectivity of the review paper was guaranteed by the impartial selection of the papers, taking into account the inclusion criteria, including the consideration of academic

Figure 1
Papers by sources



Note. Prepared by the authors, 2024.

Figure 2
Papers by years



Nota. Prepared by the authors, 2024.

sources, peer-reviewed studies and quality research data. Likewise, the information collected was critically analyzed, evaluating the quality and relevance of each source and taking into account factors such as methodological rigor, validity of the results and reputation of the authors.

RESULTS

Relevance of administration management

Administration management is based on practical experience, resulting in limited business growth. To achieve more significant progress,

the organization must implement substantial changes in its administration processes, intervening directly in the five fundamental processes: effective planning and organization of resources, clarity of work expectations, transparent communication, and agile decision making. This will allow the organization's goals to be clearly established and ensure that each employee is aware of them (Ayón et al., 2022). When efficient administration management is carried out, employee commitment experiences a gradual increase. When efficient administration management is implemented, conditions are created that promote a favorable and productive work environment. It also enables

efficient management to recognize and reward exceptional performance, provides opportunities for professional development, and ensures an appropriate balance between employee workload and capacity (Anchelia-Gonzales *et al.*, 2021).

The important role of business administration and management science for companies to reduce the impact of difficulties such as the coronavirus pandemic is emphasized. With proper business administration and management, the company will still be able to achieve productivity according to its expectations and goals. In a dynamic and changing business world, organizations are constantly facing challenges that may threaten their stability and success in the short and long term; therefore, management science can be a valuable resource in this context (Yuyu Jahratu *et al.*, 2021). Moreover, business administration management can provide a strong impetus for the rapid development of the business economy in addition to providing a strong support for economic development. Efficient administration management involves the optimization of internal processes, which leads to greater operational efficiency. This means that companies can produce more with fewer resources, which contributes to economic growth by increasing productivity (Pansheng Luo, 2019).

Based on this, business management must play a more important role to ensure the proper functioning of the economic market. Moreover, with the improvement of the economic globalization development speed, it is both an opportunity and a challenge for economic development. Therefore, it is necessary to strengthen business management in order to seize the opportunities and meet the challenges. Accordingly, all companies are carrying out administration innovation to improve the efficiency of business administration (Ye, 2018). It is well known that the optimization of business administration management significantly promotes quality economy. Technological innovation plays a partial mediating role in the impact of business environment on quality economy, mainly by improving the intensity of innovation input and increasing innovation output. Government intervention can regulate the impact of business environment on quality

economy, and there is a double threshold effect, in addition to having an inverted “U” shaped characteristic of first promoting and then inhibiting (Zhiguang, 2023).

Business administration management strategies

Management is becoming an increasingly solid and essential discipline in organizations as it significantly contributes to their improvement through the application of the various management process phases. The pursuit of greater competitiveness in the business environment is essential for the long-term success and sustainability of an organization. This leads to greater competitiveness in the business environment, and continuous innovation in products, services, or processes is a key factor in remaining competitive. Companies that seek new ways to meet customer needs and adapt to market trends are better positioned to differentiate themselves (Suárez-Espinar, 2019). In this light, it is necessary to give importance to the role of corporate administration with strategies such as strengthening supervision and regulation functions, thus enabling companies to face challenges and promoting the proper functioning of the economy. Therefore, it is necessary to strengthen supervisory and regulatory functions in addition to promoting transparency in business operations. Companies that comply with established regulations and standards have a stronger foundation to face challenges, as they operate within ethical and legal boundaries (Shang, 2020).

The importance of planning in improving administration management in organizations is stressed, because planning establishes guidelines for actions that are carried out internally in management activities, including objectives, plans and phases. Thus, planning is an essential function that provides a strategic and organizational framework that steers the path towards achieving goals and long-term success (Barzola *et al.*, 2023). Therefore, the implementation of a task management command team generates significant improvements in administration procedures by integrating leaders and management officials in said processes. This initiative offers a series of benefits that go beyond the simple assignment of responsibilities, such as achieving

the consolidation of job stability, use of time and resources efficiency, as well as promotion of competition and the alignment of objectives with the strategic planning of the organization (González *et al.*, 2019).

It also emphasizes the importance of tailoring administration management strategies to the local context while incorporating international best practices. The essential components of an effective administration management strategy are identified and discussed in detail, including organizational structure, decision-making processes, resource allocation, staff development and training, technology integration, and quality assurance (Thang and Tuyen, 2023). In this regard, it is relevant that administrators develop generic skills such as teamwork, strategic leadership, adaptation to change, management of Information and Communication Technologies (ICT), and the ability to interact in multicultural environments (Tassara, 2019). Similarly, Jácome *et al.* (2018) stated that the administrator must be able to act in different scenarios, with different performances in organizations, interacting with employees, customers and suppliers who have operated and currently operate in different cultures, with the proper management of information, technology and innovation processes, which is fundamental for the survival of companies.

The application of operations management techniques has a positive impact on organizational performance. Although this effect is mainly observed at a basic level, these techniques constitute a pillar in those companies that require a greater implementation of knowledge management in a variety of contexts. This is considered crucial towards improving their performance and effectively competing with foreign global companies. Operations management focuses on the design, control and improvement of processes and resources used to produce goods and services (Montejano *et al.*, 2021).

Another strategy is the development of a culture that is conceptualized in the set of social representations that facilitate administration management systems focused on pacification. Its function goes beyond contributing to

the well-being of workers; moreover, it represents the responsibility to create environments that reduce conflict. In this regard, democratic participation and respect for human rights generate reflection that fosters the willingness of all social actors to undertake new actions that promote the construction of cultures that foster communication and empathy among the different forms of existence in the world. (Rojas Ávila and Acosta Triviño, 2019).

Administrators must be able to critically analyze business reality. This includes evaluating information, identifying areas for improvement, and understanding the challenges facing the organization, as well as the creativity and innovation needed to propose new and effective solutions to existing problems. Administrators must be willing to think outside the box and explore innovative approaches towards improving processes and efficiencies. Objective decision-making involves evaluating data impartially and considering all relevant factors before making a decision. This helps to minimize risks and ensure that actions are based on solid information (Flórez Oviedo, 2019).

Likewise, leadership emerges as an essential and highly beneficial quality towards successfully achieving established objectives in a specific organization. Similarly, it is recognized that the implementation of strategies provided by the administration to guide institutions are fundamental elements in achieving business plans and goals. The combination of these tools with effective leadership on the part of the managers or those responsible for the companies becomes the mechanism that drives the institutions towards constant financial growth and ensures the sustainability of the activities. This is achieved through the implementation of plans that are consistent with the reality of the market and aligned with the requirements of the competencies (Palma Macías and Mendoza Saltos, 2021).

Digital administration management

Current administration management has undergone significant changes with the aim of attracting users. Within these changes, adaptations to emerging ICTs are crucial, making it easier in addition to reducing and streamlining

processes. Throughout its existence, administration has proven to be malleable in the face of fluctuations in economic behavior. However, the extent to which institutions face difficulties in applying the various administration processes is critical to achieving good results. In the digital age, the demands of the context must be taken into account and all its members must be guided by the challenges posed by globalization and ICT. Adapting to these changes will be essential to achieve success (Muñoz and Toala, 2021).

Social networks represent a specific application of ICT that plays a relevant role today. In the context of economic activities, productive institutions and actions are adopting new management models that give central importance to information and communication technologies. Currently, business administration uses social media interfaces as a main management resource. Management is linked to the use of ICT and networks, emphasizing the impact they have in the field of business management. Social networks have become important channels for strategic communication. Management can use these platforms to disseminate business messages, promote the brand and establish a direct link with customers, employees and other stakeholders (Hugo *et al.*, 2020).

Digital resources allow companies to strategically optimize their operational and management processes, which is a fundamental step towards their strengthening and growth. Digital resources play a fundamental role in optimizing the operational processes of companies. The strategic use of digital technologies can generate a series of benefits that have a direct impact on the efficiency, agility and effectiveness of business operations. Their use not only creates competitive advantages, but also promotes sustainability and market competitiveness (Limas and Sierra, 2023). As companies adopt digital processes, new challenges arise during their implementation, which include training and updating in the work area, as well as the training of future professionals in economic and administration fields. Elements of great relevance are highlighted, such as digital transformation, innovation, digital organizations, agile methodologies, business models and the skills that are key for those in charge of

administration to develop to face digital transformation in the business field (Escobar *et al.*, 2023).

In this regard, digitization is an opportunity for the improvement of administration management through the transformation of public services. This involves the intensive use of digital technologies with the aim of increasing effectiveness and efficiency, thus seeking the digital good of citizens and generating significant savings. On the other hand, a successful digital transformation requires addressing the gaps in digital ecosystems, quality communication infrastructure and dissemination. Given that these gaps still exist, digital citizenship in Peru is in a construction phase (Núñez and Miranda, 2020).

DISCUSSION

Administration management has a practical relevance because it enables the establishment of organizational goals and objectives. In this regard, administration management must be carried out efficiently, since it improves the commitment of employees, who experience a gradual increase in their performance, which benefits work productivity (Ayón *et al.*, 2022). Therefore, the company will be able to achieve productivity according to the expectations created, proposed objectives, therefore significantly promoting a quality economy (Anchelia-Gonzales *et al.*, 2021). One of the key elements towards achieving productivity and competitiveness in organizations is the implementation of quality management systems that foster the standardization of processes, with the aim of maintaining efficiency in operations, which in turn leads to financial benefits for the company (Soledispa *et al.*, 2022). In this regard, administration management is supported by the classical theory of Fayol, who emphasized that organizations must develop different functions such as technical, commercial, accounting and administration activities that must be synchronized. (Mendoza and Moreira, 2021).

Administrators must have the ability to critically analyze business reality, identify areas for improvement, and possess the creativity and innovation required to propose new and effective solutions to existing problems,

which is why the training and updating of the workforce is included, as well as the training of future professionals in financial and administration fields. Elements of great relevance are highlighted, such as digital transformations, innovations, digital companies, agile methodologies, business models and key skills that administration leaders need to develop to address the digital transformation of the business environment. (Escobar *et al.*, 2023). Therefore, the management direction must be correct and develop a combination of strategic and scientific elements that seek to improve the core competitiveness of organizations (Shang, 2020).

In this regard, the importance of the professional training of administrators and their fundamental role in developing functional skills as well as critical and comprehensive thinking is emphasized. Strengthening supervisory and regulatory functions provides a solid framework for businesses to effectively address challenges. Promoting transparency, risk management, financial resilience and consumer protection not only benefits individual firms, but also contributes to the health and stability of the overall business environment (Ramos *et al.*, 2021).

Administration management must consider strategies such as the application of the different stages of the administration process (planning, organizing, directing, and controlling) (Suárez-Espinar, 2019); this is supported by the theory of (Koontz *et al.*, 2012), which states that management involves ensuring a work environment in which people, organized into work groups, achieve specific goals. This is reinforced by five additional ideas:

- Leaders perform managerial roles such as planning, organizing, integrating, directing, and controlling. These functions are not independent, but interrelated and continuous. Leaders often go through a constant cycle of planning, organizing, directing, and controlling to ensure operational effectiveness and adaptability to an ever-changing business environment.
- Management applies to various types of institutions or companies.
- It also applies to leaders at all levels of an organization.
- A common purpose is to generate a surplus.
- Management is also concerned with production, which requires effectiveness and efficiency in activities. Management in this context involves coordinating and optimizing a series of activities to ensure that resources are used effectively and production goals are consistently achieved.

Other strategies include strengthening oversight and regulatory functions (Shang, 2020); developing democratic participation, a culture of peace, and promoting the willingness of all actors in society to carry out actions that foster the construction of cultures that promote communication, soft skills such as empathy and respect (Rojas Ávila and Acosta Triviño, 2019). The culture of peace requires civic competencies that play a crucial role in addressing conflicts in a healthy and non-violent manner, and contribute to the promotion of social change that replaces the prevailing culture of violence. These competencies also favor the development of education adapted to current and future needs, using knowledge as a tool to promote peace and cultivating in people the ability to reflect on the future of humanity, generating an active commitment to building a more harmonious world (Carreño and Roza García, 2020).

Digital management attracts customers or users, therefore organizations must adapt to new technologies, not only because it creates competitive advantages, but also because it promotes sustainability and competitiveness in the market. In this regard, digitalization introduces new modalities to carry out management, influencing the different actors within institutions. Therefore, they have a direct impact on their strategic support, regardless of whether they operate in the commercial, service, technological or other fields. Companies are advised to devote more resources towards training in digital management, not only at the management level, but also at all other levels, processes and institution members. Digitalization not only streamlines administration, but

also provides a solid platform for continuous innovation and business development. Organizations that embrace and capitalize on the opportunities of digitalization will be better positioned to succeed in an increasingly competitive and dynamic business environment. (Núñez and Miranda, 2020).

The practical implications of the findings in business management have a significant impact on how organizations operate and achieve their goals. In this regard, it is advisable to improve operational efficiency through process optimization, appropriate resource allocation and the implementation of innovative technologies, as well as specific strategies could be offered to improve managerial decision making, foster a favorable organizational culture and promote the development of effective leadership skills. In addition, the lessons of administration management can be applied in a variety of business contexts, such as small, medium, and large companies, and in a variety of industry sectors.

CONCLUSIONS

Administration management is of practical relevance, as it allows the establishment of organizational goals and objectives. This needs to be managed efficiently, as it will gradually increase employee commitment. Moreover, the company will be able to achieve the proposed productivity targets and significantly promote quality economy.

Likewise, administration management must take into account the implementation of various administration process stages; strengthen supervisory and regulatory functions; adapt administration management strategies to the local context; develop democratic participation and a culture of peace; and promote the willingness of all social actors to make changes that foster the construction of cultures that promote communication skills, solidarity, empathy and respect. Digital administration management attracts customers or users, so organizations must adapt to emerging technologies because it not only creates competitive advantage, but also promotes sustainability and competitiveness in the marketplace.

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Conflict of interest

The author has no conflicts of interest to declare.

Author contributions

Cleto Carlos Roque Casimiro (lead author): conceptualization, formal analysis, research, methodology, writing (original draft, review and editing).