

GENDER-FOCUSED LEADERSHIP, MANAGERIAL SKILLS, AND CORPORATE IMAGE IN MICRO AND SMALL ENTERPRISES (MSEs) IN THE MUNICIPALITY OF JOSÉ MARÍA MORELOS

GENDER-FOCUSED LEADERSHIP, MANAGERIAL SKILLS, AND CORPORATE IMAGE IN MICRO AND SMALL ENTERPRISES (MSEs) IN THE MUNICIPALITY OF JOSÉ MARÍA MORELOS

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Abstract -- This study proposes a systemic model of strategic management with a gender perspective to strengthen the sustainability, reputation, and innovation of micro and small enterprises (MSEs) in the municipality of José María Morelos, Quintana Roo. Through semi-structured interviews using a mixed-methods, cross-sectional, descriptive approach, gaps were identified in leadership, managerial skills, and corporate image. The results reveal a traditional business structure, low digital connectivity, and a limited organizational culture. The findings reinforce the need to strengthen the role of women in the strategic management of MSEs as a driver of local development.

The model articulates five strategic pillars that allow for gradual implementation in rural contexts, aligning with the 2030 Agenda and the State Development Plan. The results indicated a high level of female leadership, particularly in terms of empowerment, gender equity, and strategic vision, among other areas. Similarly, women entrepreneurs show a greater willingness to embrace change but face structural barriers.

Keywords—Gender, skills, image, leadership, sustainability.

Abstract -- The results propose a systemic model of strategic management with a gender perspective to strengthen sustainability, reputation, and innovation in micro and small enterprises (MSEs) in the Municipality of José María Morelos, Quintana Roo. Through semi-structured interviews using a mixed, cross-sectional descriptive approach, gaps were identified in leadership, managerial skills, and corporate image. The results reveal a traditional business structure, low digital connectivity, and a limited organizational culture. The findings reinforce the need to strengthen the role of women in the strategic management of MSEs as a driver of local development.

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INTRODUCTION

This paper focuses on a systemic study of inclusive leadership, managerial skills, and business image in rural micro and small enterprises (MSEs) in José María Morelos, Quintana Roo, integrating a theoretical framework with statistical data from 2020–2025 and findings from recent research in the municipality. At the sociodemographic level, the National Institute of Statistics and Geography and Informatics (INEGI) Census [1] reports a population of 39,089, with 22.7% of the population speaking an indigenous language, a predominance of women in the commercial sector, and a high rate of informality.

The municipality of José María Morelos is located in the heart of the Maya Region of Quintana Roo and has an economy dominated by the primary sector with limited productive diversification. In this context, micro and small enterprises (MyPEs) play a vital role in generating jobs, income, and social cohesion, despite the major obstacles they face, such as a lack of management training, limited public visibility, and gender inequalities in leadership roles.

The main economic activities in the municipality continue to be retail trade and mechanized agriculture, with emerging growth in tourism in

Dziuché. Recent studies highlight land-use planning processes, cadastral digitization, and the project to establish Mexico's first regenerative community, which opens up new opportunities for local development.

Leadership in rural contexts has unique characteristics associated with the sociocultural environment. [2] point out that women leaders face structural and symbolic barriers that limit their full participation in decision-making.

This study is justified by the need to analyze and strengthen leadership through a gender lens, as well as the managerial skills and business image of local micro and small enterprises (MSEs), especially those led by women. The active presence of women entrepreneurs in the municipality represents a strategic opportunity to promote inclusive economic development, but it requires interventions that acknowledge the structural and cultural barriers limiting their growth.

Furthermore, the findings enable the development of concrete proposals to improve the competitiveness of micro and small enterprises, promote women's empowerment, and contribute to the design of public policies with a territorial and gender-based approach. In a context where the local economy depends on community and family-based initiatives, strengthening entrepreneurial leadership is key to achieving sustainable and equitable development.

Women's leadership has gained prominence in the business world due to its ability to foster collaborative, ethical, and strategic environments. In the context of micro and small enterprises (MSEs)—especially in regions facing structural challenges such as José María Morelos—the role of women entrepreneurs is fundamental to local economic development. Rural women entrepreneurs develop collaborative, resilient leadership styles focused on community well-being, despite having limited access to institutional support networks.

Gender-sensitive leadership in micro and small enterprises represents a key dimension of inclusive and sustainable organizational development.

Various studies have shown that women in leadership roles bring transformational management styles characterized by empathy, collaboration, and innovation, which positively impact organizational culture and business performance [3].

Villafuerte, Cornejo, & Giraldo [4] highlight that women entrepreneurs face structural barriers such as limited access to support networks, financing, and business visibility. These limitations affect the development of leadership skills and the building of a solid corporate image, especially in

rural contexts such as the municipality of José María Morelos.

For her part, Díaz Gómez [5] points out that transformational leadership is an effective tool for promoting gender equity, as it allows for an unbiased comparison of behaviors between male and female leaders, demonstrating that both can achieve high levels of performance when gender stereotypes are eliminated.

Tipán Tapia analyzes leadership styles from a gender perspective, concluding that the predominant style among women is transformational, while transactional leadership is more common among men, which can influence perceptions of the corporate image and the way work teams are managed [6].

As for Preciado, she studies the managerial skills of women leaders of microenterprises in Tonalá, Jalisco, identifying communication and conflict management as key competencies for generating a competitive advantage. These findings are applicable to the context of José María Morelos, where women entrepreneurs face similar challenges [7].

Researcher Claudia Hernández emphasizes that women continue to face glass ceilings, prejudices, and gender roles that limit their access to leadership. She proposes organizational strategies such as leadership training, flexible work schedules, and the eradication of workplace harassment to promote women's inclusion in decision-making positions [8].

Peña and Aguilar highlight that female leadership in micro and small enterprises (MSEs) generates competitive advantages such as brand consolidation, improved products and services, and greater social awareness in decision-making. However, they also point out that women entrepreneurs face barriers such as a lack of support networks, gender stereotypes, and limited institutional representation [9].

A study conducted by Alejo, Aguilar, Garrido, & Angulo in José María Morelos revealed that leadership is the most significant skill among local entrepreneurs, followed by communication and conflict management. In rural MSMEs, these skills are often developed empirically, which limits the capacity for innovation and growth. [10]

In José María Morelos, where the population is predominantly Maya and rural, women's leadership operates under conditions of double vulnerability: based on gender and territory. This calls for public policies that recognize intersectionality and promote economic empowerment with a cultural focus.

Organizational image has traditionally been associated with large companies, but recent research

such as that by Torres and Salazar [11] demonstrate its relevance in rural MSMEs, where community reputation directly influences customer loyalty and business sustainability. Therefore, it constitutes an intangible asset that reflects values, territorial identity, and ethical practices.

In this regard, the community's perception of a business is closely linked to its reputation, visibility, and ability to build trust. In rural MSMEs, this depends on community participation and the entrepreneur's personal reputation.

In this research study on leadership with a gender perspective, managerial skills and corporate image are intertwined as determining factors of business success. Women entrepreneurs play an active role but face structural barriers that require specific attention. Strengthening their managerial capacities and public visibility not only improves their businesses but also contributes to local economic development with social justice.

Managerial competencies in MSEs have been studied by authors such as Mintzberg, who emphasizes the need for practical, adaptive, and communicative skills [12].

Based on the above, it is necessary to design a systemic model of strategic management with a gender perspective that strengthens the sustainability, reputation, and innovation of micro and small enterprises in the municipality of José María Morelos, Quintana Roo.

According to Hernández and Hernández, in analytical thinking, the object to be explained is treated as a whole that is to be broken down, whereas in the systemic approach, the object to be studied is considered part of a larger whole. The former narrows the researcher's focus, while the latter broadens it. These two criteria, as explained, are complementary. The development of this complementarity is one of the most important tasks of systems thinking; for analysis focuses on structure—that is, it reveals how things function—and synthesis concentrates on the function of discovering how things act. Thus, analysis produces knowledge, whereas the synthesis generates understanding [13].

Incorporating a gender perspective into the leadership and strategic management of micro and small enterprises (MSEs) in the municipality significantly contributes to strengthening their sustainability, reputation, and innovation by reducing structural gaps and empowering women as agents of local development.

Business sustainability has evolved toward models that integrate economic, social,

and environmental dimensions. The triple-impact approach proposed by Elkington has been adapted by authors such as Pérez and Ríos for rural micro and small enterprises, highlighting the need for strategies that recognize local resources, citizen participation, and gender equity as pillars of territorial development. [14], [15].

DEVELOPMENT

The methodology used in the study on gender-sensitive leadership, managerial skills, and corporate image in MSMEs in José María Morelos, Quintana Roo, was based on a mixed-methods descriptive approach with a cross-sectional design. Structured surveys were administered using variables analyzed and drawn from the questionnaire validated by the Latin American Studies and Business Network, incorporating a systemic analysis of 208 local women entrepreneurs [10].

Table 1 shows the main activities carried out by women entrepreneurs in the study area.

Table 1. *Main Activities in JMM.*

Activity	Frequency
Retail sales at market stalls and markets.	30
Retail sale of food and beverages in specialty stores (excluding restaurants)	24
Retail sales in non-specialty stores (such as convenience stores).	22
Accommodation and food service activities.	22
Food manufacturing	16
Wholesale of clothing, footwear, and textiles.	14
Retail sale of other products in specialty stores.	9
Retail sale of other textile products in specialty stores.	7
Manufacturing	44
Other activities	20

Source: *Author's own work, adapted from the results obtained from the research instrument.*

Table 2 lists some sociodemographic characteristics of female entrepreneurs in the region.

Table 2. *Characteristics of female entrepreneurs.*

Parameters	Women
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Average Age	38.4 years
Average Education	10.6 years
Marital Status	51.9% Married
Children	76% have children
Homeowner	76%

Source: Compiled by the author, adapted from the results obtained from the research instrument.

The average age of female entrepreneurs is 38.4 years; 7.1% did not complete elementary school, 12.7% completed elementary school, 38.8% completed middle school, 24.9% completed high school, and only 16.5% hold a bachelor's degree. Considering the average of 10.6 years of schooling, it is evident that most of the interviewees have a basic level of education.

Regarding the time they devote to their businesses, an average of more than 8.7 hours per day was recorded; it was observed that most are family-owned businesses whose primary activities are concentrated in the service sector.

The instrument included 49 items measured on a Likert scale, designed to assess managerial competencies, perceptions of gender in leadership, and corporate image strategies. Simple random probability sampling was used, and the data were analyzed using descriptive statistics, logistic regression, and complementary qualitative thematic analysis, in accordance with ethical principles such as informed consent and confidentiality. This methodology provided a comprehensive view of the business environment from a gender perspective in the municipality [16].

Hernández et al. [17] state that descriptive, cross-sectional research aims to describe a reality in all its main components and collects information from a group of people at a specific point in time.

Table 3 shows how each variable is broken down into specific dimensions. It serves to define the scope of the study and guide the development of the research instrument.

Table 3. Study Parameters.

Variable	Dimension	Function
Input Processes (IP)	Human Resources (HR), Market Analysis (MA), Supplier Management (SM)	Identify initial conditions that influence business performance.

	Innovation (I), Internal (ME), Production and Operations (PO)	activities Internal.
Processes of Output (PS)	Satisfaction with the company (SA), Advantage (V), Assessment of the Environment (VE)	Evaluate the results obtained and their impact on customers, society, and the environment.
Women's Leadership (LD)	Women's leadership in business management.	Examine the Influence of leadership, decision-making, empowerment, and gender equality in business

Source: Author's own compilation based on information from Peña, Posada & Aguilar [16].

DISCUSSION AND ANALYSIS OF RESULTS

Descriptive analyses (Table 4) showed high levels of female leadership (mean = 4.3), especially on items related to empowerment, gender equality, and strategic vision. The dimensions of transformation and corporate image also reflected high scores, highlighting innovation, financial management, and social responsibility.

Table 4. Descriptive analysis.

Dimension Evaluated	Mean	Standard Deviation
Human Resources	4.19	.638
Market analysis	4.07	.598
Suppliers	4.34	.555
Address	4.00	.693
Finance	3.97	.727
Sales Management	4.29	.599
Innovation	3.70	.899
Marketing	3.98	.623
Production and Operations	4.48	.550
Satisfaction with the company	4.04	.630
Competitive advantage	4.24	.555
Sales Scope	3.77	.800
Corporate Social Responsibility	4.20	.705
Environmental Assessment	4.36	.499

Transformation Processes (TP)	Management (DI), Sales Management (GV), Finance (FI),	Analyze how the organization manages its resources and
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Source: *Author's own work, adapted from the results obtained from the research instrument.*

The dimensions of human resources, corporate social responsibility, and environmental assessment show averages above 4.2, indicating leadership focused on internal well-being and community engagement. Moderate dispersion in leadership (0.693) and high dispersion in finance (0.727) and innovation (0.899) reveal significant differences in the application of leadership practices, associated with gender gaps, training, or access to institutional networks.

With regard to managerial competencies, strengths are evident in sales management (4.29) and production and operations (4.48), with low dispersion, indicating solid practices. However, finance and innovation show lower averages and high variability, pointing to the need to strengthen technical and strategic capabilities, especially among women leaders who face structural barriers.

In terms of corporate image, the dimensions of suppliers (4.34), competitive advantage (4.24), and environmental assessment (4.36) reflect a positive and consistent corporate image. However, marketing (3.98) and sales (3.77) show areas for improvement, with high dispersion, indicating the need for more robust positioning and communication strategies.

In José María Morelos, Quintana Roo, there is a high concentration of economic units in retail trade and primary sector activities, with low digital connectivity and limited innovation [18].

The results indicate that micro and small enterprises (MyPEs) operate under traditional models, with limited strategic planning and low investment. Women entrepreneurs show a greater willingness to embrace change but face structural barriers. Management skills are present in a fragmented manner, without systemic coordination.

However, while gender differences in management are minimal, there are significant gaps in professionalization, innovation, and business reputation. A systemic management model with a gender-sensitive approach is proposed, aimed at strengthening the sustainability and competitiveness of rural micro and small enterprises (MyPEs). This is because they face structural challenges that limit their competitiveness and sustainability.

Consequently, it is necessary to develop the five strategic pillars of the Systemic Strategic Management (SSM) model linked to the National Development Plan and the 2030 Agenda [19]: Inclusive leadership,

Management Skills, Corporate Image, Organizational Culture, and Strategic Sustainability.

Figure 1 below illustrates the model's cycle of interaction, in which inclusive leadership drives participation and diversity; this, in turn, strengthens managerial skills. By integrating multiple perspectives, decisions result in a solid corporate image based on ethics and trust. The organizational culture absorbs and reproduces these values, fostering cohesion. All of this translates into strategic sustainability, which feeds back into inclusive leadership to sustain the cycle.



Figure 1. *Systemic Model of Strategic Management*

Source: *Prepared by the author based on information from Hernández and Hernández [13].*

A circular system is established in which each component is both a cause and a consequence of the others. Inclusive leadership ensures female and community participation; managerial skills enable resource management, decision-making, planning, and control; corporate image is linked to local trust; organizational culture reinforces community values; and strategic sustainability ensures continued presence in changing markets.

Due to the influence of the cultural context on corporate perception, it was observed that there is functional gender equity in leadership styles, but weak development of skills in innovation, sales, and marketing, which negatively impacts the company's image in key dimensions (environmental, professional, and verbal).

The findings align with previous studies by RELAYN [20] in the municipality but offer a novel perspective by integrating corporate image as a strategic pillar. The model addresses the need for tools tailored to the local context, with a focus on gender and sustainability. A comparison with research from 2019 to 2023 reveals that the integration of managerial skills and organizational culture is key to business resilience.

Given the challenges faced by women leaders in Mexican rural microenterprises, their management is predominantly characterized by collaborative, resilient, and collective-well-being-oriented styles, with more than 50% of micro and small enterprises (MyPES) led by women operating in contexts of high economic vulnerability and poor business infrastructure. It is observed that, despite structural limitations—such as unequal access to financing, training, and support networks—women entrepreneurs develop leadership skills based on adaptability, empathy, and community-based management, which strengthen social cohesion and the public image of their businesses.

However, the predominance of family-run microenterprises with low investment in corporate image—characterized by traditional, uninnovative management practices, limited technological integration, and functional gender equity, but with room for improvement in networks and supplier relationships—results in a weak corporate image, particularly in environmental, verbal, and visual aspects.

The results show that women entrepreneurs are more open to change and more resilient, but face structural barriers; corporate image remains an undervalued asset; and digital innovation lags behind, in contrast to government and community projects that are committed to territorial regeneration.

The high correlation between the leadership construct (LD) and the transformation (PT) and exit (PS) processes suggests that women entrepreneurs influence not only operational management but also the consolidation of the corporate image.

These findings are consistent with previous studies highlighting female leadership styles as more task-oriented, ethical, empathetic, and resilient (Stajkovic & Stajkovic, 2024; [21], Clavijo & Perray-Redslob, 2024), [22]. Women leaders tend to create more stable work environments, with lower turnover and higher customer satisfaction, which is reflected in the high scores obtained on the items related to competitive advantage (CA) and social responsibility (SR).

Furthermore, it is observed that female entrepreneurs with stronger leadership skills demonstrate better practices in innovation (IN), finance (FI), and marketing (ME), which supports the idea that female leadership is linked to more effective strategic management (Chatterjee & Nag, [23]; Gjergji et al., [24]). This is particularly relevant in contexts of high uncertainty, such as those faced by micro and small enterprises (MSEs) in regions with structural and economic constraints [9].

CONCLUSIONS

The results confirm that gender-sensitive leadership has a positive impact on the internal cohesion and social responsibility of micro and small enterprises (MSEs). However, challenges remain in consolidating technical management skills and projecting a strong corporate image.

It is recommended to design tailored training programs in leadership and management with a gender perspective; similarly, to strengthen capacities in innovation, finance, and marketing through technical advisory services and collaborative networks; and to promote corporate image campaigns that highlight local identity and a narrative of social impact.

It is suggested that support programs be created for women entrepreneurs in rural communities to help them develop their businesses more efficiently and improve innovation through training in technology and systems for inventory management, collections, etc. Regarding marketing, they should be provided with courses on the use of social media, which is currently a very important and widespread tool for promotion. It is essential that they prepare to be competitive in sales, relying on their community to form business groups that help them better plan strategies to generate more sales collaboratively.

In conclusion, all these strategies will contribute to achieving the proposed objectives for business satisfaction and achieving better financial organization, thereby enabling them to invest in and improve their micro and small enterprises (MyPEs),

This leads to the following lines of research:

1. Public management and leadership with a gender perspective in strengthening strategic business capabilities.
2. Women's leadership and public management for territorial sustainability in micro and small enterprises (MyPEs).

These will help propose models of inclusive public management that strengthen the training, financing, and networking of women-led MSEs. The results may guide the design of local policies that integrate this perspective, enabling the identification of collaboration mechanisms between the public sector and these MSEs, aimed at sustainability and equity.

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