

## ARTICLE

# ADMINISTRATOR'S MANAGEMENT PREFERENCES AND MANAGEMENT THEORIES

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## ABSTRACT

Within the scope of the research, organizational management, educational management and management theories have been researched and the development processes in the world have been examined and the effects and applications of management theories in organizational management have been examined. It is aimed to determine what the contribution of management theories to organizational management is. According to this aim, this research was made using qualitative research methods based on document analysis and content analysis technique. The academic articles used for this research are taken from the database named ulakbim.gov.tr. In this context, the key words "Organization Management, Educational Administration, Management Theories" were searched and published articles were found in 181 scientific journals and 20 of them were taken into the scope of the research. In this research, the numerical ratios of management theories used in organization management, the methods used in university, publication year and articles was investigated. Depending on the findings, it has been seen that the highest quality management theory, Total Quality Management, looks at the articles of responsibility and organization management and management theories exhibit. When we take a look at the publication year of the articles, we see that publication year 2009 and 2015 are the most. When we look at the Universities that the articles are produced, the most produced universities are Osmangazi and Selçuk Universities. Mostly quantitative research method was used as the method for producing the articles. In general terms, management theories are applied in every organization. Organizations need to establish a good management style in order to improve the productivity of the organization, to be adapted for the changing competition conditions, to ensure continuity of the organization and to provide better service, in accordance with the better and contemporary management approach. It seems that there is no single and best management style and understanding in the research conducted. It is necessary for organizations to determine the most suitable form of management according to internal and external factors and to apply the most suitable management techniques to them.

Keywords: Organizational Management, Educational Administration, Management Theories

## INTRODUCTION

Educational Management is one of most rapidly developing disciplines in the world. The future of states is closely related with the education generations receive and especially the education of young generations is critical as they are the ones to shape the future. The kind of education youngsters receive is decisive in the way any country would incline towards. Educational administration is a significant discipline not just for institutions in the education system but for all organizations and structures. Administering an educational institution, education system, or organization is only possible by using the up-to-date management theory and technique which suits the organization the most. The word "up-to-date" is of utmost importance because changes and developments never cease throughout the world and only organizations which can keep up with these can survive. Naturally, no management theory may be suitable for each organization or structure [28]. One issue that should be taken into consideration is that factors which make a school or an organization successful cannot be a criterion for other schools or organizations. For, schools have environmental conditions different from each other [29] [35].

## LITERATURE REVIEW

### Educational management

It is a field of study which contributes to the formation of public policies related to education. In recent years, the field of educational management has gained importance globally and in Turkey in terms of theory and practice. Without doubt, educational administrators have significant responsibilities in meeting educational needs and solving educational problems arising as a result of the social, political and economic processes which emerge globally and in Turkey. In that context, various academic studies aimed at defining this field in a global sense and finding out the accumulation of knowledge are in progress primarily in the USA, England, Australia and Canada [11] [12]. Educational administration is the collaborative process of meeting educational needs efficiently [30].

Education is an essential factor to construct progress that would lead to capacity development of a country. Therefore, educational management is an important issue in order to ensure the development of the country so that it will keep it up with the changing world [1].

### Management

It is the overall works aimed at ensuring collaboration and coordination in a group of people in order for the aims to be fulfilled in an effective and efficient way. It can be defined as cooperating with others to

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attain a goal, the act of making others perform a task, reaching a particular target with others, and the arrangement of activities in an organization in pursuit of meeting the target. In this process, there have always been those who give and who take orders. Historian Daniel A.Wren dates back the beginning of the ideas of organization and management to 5000 BC [4] [38].

## Education

It seems quite difficult to make a satisfactory definition of education which we frequently make use of in daily life because it is impossible to see it as an unchangeable reality. Despite the difficulty, it is possible to make various definitions of education. According to a definition, education is the activity of developing physical, intellectual and ethical abilities [22]. It is the overall purposeful influences made on the inherent physical and intellectual abilities of an individual as well as on the sense of decency which is acquired later on. It is a line of activity where applied information directly increases the degree of efficiency of individuals in their own areas [23]. Whatever its definition may be, education and training has been the basic element which created the civilization mankind has attained today. Thus, at present, education is one the fundamental rights individuals have. The overall aim of education is assisting children and youngsters who are being raised to adapt to the society in a sound and efficient way. In order for this adaptation to take place, the abilities of individuals are developed through education. Education starts with the family, continues at school and lasts a lifetime. Therefore, a well-managed education process makes individuals successful and affects the entire life of individuals.

In the schools, principals are the critical factor for effective management and leadership; and also developing the organizations' vision, culture, and climate [18]. For that, a high job satisfaction of school principals is inevitably needed. Nevertheless, the job satisfaction is a complex structure and improving it entails better understanding this phenomenon [19].

## Management theories and processes

Classical Management and Organization Theory, Neo-Classical Management and Organization Theory, Modern Management and Organization Theory, Contemporary Management and Organization Theory.

## Classical management and organization theory

### Classical approach

Scientific Management Approach (USA, Frederick W. Taylor), Management Process Approach (France-Henry Fayol), Bureaucratic Approach (Germany-Max Weber). The two main views of the classical theory are enhancing organizational effectiveness and efficiency and also the arrangement of the formal organization structure and the managerial activities therein which will ensure it. While Taylor focused on the scientific management approach and how to increase human effectiveness and efficiency, Fayol concentrated on the management process approach, which dealt with what a number of interlinked activities in an establishment called the management process and how a proper formal organization could be formed. Weber, on the other hand, focused on bureaucracy, which he described as the most effective and productive work system while he dealt, in a sociological framework and contrary to the Marxist idea, with the bureaucratic approach and why and how people affect each other in a society and how they legalize it [5,16] Sisek, 1999, 45). Management theories were only interested in the way management activities in organizations are carried out. In the scientific, management process and bureaucratic approaches, the following have been the common views. In organizations, factors beyond the human element were emphasized and the human element was always addressed in the second place. Rationalism and mechanical processes were the starting points of the classical theory. Interpersonal relationships were ignored and the organizational structure seemed to be formal. Organizations were dealt with the understanding of a closed system. What changed the management concepts has been the management theories which were put forth. A theory is the most reliable tool which makes the administrator find about reality [7,17]. Some of the principles of Taylorism, which is a scientific management approach are as follows: a scientifically defined work system and not one defined by what employees know, not minimum but maximum efficiency, making the necessary definitions and establishing a system for selecting the most suitable employee for each task, training the employees for maximum efficiency, designating the standard duration and amount for each work and paying overtime to employees who exceed the standard. Taylorism focused on three variables as the capacity of the employee, designation of the time period during which each task will be completed and the strength and stamina of the employee. As a result of the perspective of Taylorism, studies on time and motion as well as on work and production standards, pay systems with incentives and business economics increased in number (Kocel, 2014.241). The classical theory is the approach which gives prominence to organizational anatomy [16]. The classical management concept centred everything on organizational structure, did not care about the individual or the organizational environment and considered the human being as a gearwheel of the machine [5] [7] [16]. The classical theory of organization analyses formal organizational structure in detail without taking into consideration the human factor and seeks to enhance effectiveness and efficiency through relations of authority [21,664] In line with this understanding, organizational tasks, methods of fulfilment, rules, competences and responsibilities are clearly identified. The prevalent view is that the efficiency in the establishment would increase if each and every employee is in conformity with these and no conflicts would occur.

## The management process approach

It is pioneered by Henry Fayol. While Taylor was interested in the work design and the methodology of performance of the works, Fayol focused on the entire organization and how a proper organizational structure should be formed. He also divided organizational activities into categories and dealt with management as a process. Fayol's management activities include planning, organizing, conducting (commanding), coordinating and controlling.

## The bureaucratic approach

Sociologist Max Weber argued that effectiveness and efficiency would increase if organizations had a bureaucratic structure. Weber, investigated the source of the authority used to influence the people in a society and dwelt on three types of authority as charismatic, conventional and bureaucratic authority. By charismatic authority, it is championed that certain individuals or leaders can manage others due to their charismatic traits. By conventional authority, on the other hand, it is championed that people may influence and manage others based on social traditions or familial reasons. The Bureaucratic authority, however, is the capability to manage employees on a legal basis, in a defined way and as subjected to certain rules. In this type of authority, everything is clear and nothing is vague. What will be done and by whom is obvious and impersonality is essential [20,264] The primary characteristics of the bureaucratic organizational structure include division of labour based on functional specialization, a clearly identified chain of command, management by principles and methods, detailed and concrete job definition and principles on how works will be carried out in each department, formal relationships, a recruitment and promotion system based on technical knowledge and skills, legal competence practices and formality.

## Behavioural (neo-classical) management and organization theory

This is a movement of views which do not regard organizations as a fully calibrated machine and put forth that organizations are structures formed of human elements in addition to technical and material ones. The starting point of the theory is the analysis of human behaviour. Issues the behavioural (neo-classical) theory focuses on include understanding the human element at work within the organization; making maximum use of human skills; analyzing relationships between the organizational structure, job definitions, authority relationships and employee behaviours; and finally understanding the informal relationships formed by individuals within the organization as well as social groups. Human relations approach is the basis of the neo-classical organization theory. The overall views and researches complementing the missing points of the human behaviour approach and the classical organization theory form the "neo-classical organization theory" (Aydin, 1998.107).

## Hawthorne researches

The researches of Roethlisberger and Elton Mayo were the inception of behavioural approach. In these researches, the effect of physical work conditions in Hawthorne factory, that is, lighting, heating and layout as well as tiredness on the efficiency of employees was researched. While the research hypothesis was based on the view that changing these physical conditions would decrease efficiency and vice versa, the experiments conducted failed to confirm the hypothesis. For example, it was observed that in cases where the intensity of light decreased, efficiency did not decrease and the degree of efficiency increased on the contrary. Thus, researchers concentrated on social factors instead of physical ones and a second hypothesis was developed. In Hawthorne researches, it was put forth that an increase in efficiency was connected only with the factors of employee motivation, type of supervision applied, satisfaction and the relationships between employees, as per the second hypothesis. Consequent to Hawthorne researches, the second hypothesis was verified and it was ascertained that efficiency was influenced by social factors. It was found out that employees formed informal relationships between themselves, established norms among themselves as to what the production level should be and that those producing under this level was forced by the members of the other group to exceed this level. Also, the human element came to the foreground intensively as a subject of research.

## Behavioural approach

Contrary to the classical approach, various models dealing intensively with the human element in establishments and exploring how employees behave, why they are motivated in different ways and also group characteristics were devised. The "x" and "y" theory of Douglas McGregor and Likert's System 1 and System 4 models are examples thereof. According to McGregor's "x" theory, individuals do not like to work and avoid working and taking responsibilities. Their own security is always on the foreground. The theory champions that individuals should be forced, punished and kept under constant supervision to make them work. According to the "y" theory, working is as natural as playing and resting for a human being. The human being is generally not lazy and can enjoy working when provided with favorable conditions. When a suitable environment is provided, the human being does not refrain from learning and taking responsibilities. He provides benefits for organizational aims by controlling himself and managing.

## Modern organization theory

Systems approach denotes the consistent relationships between two or more human, biological, physical and intellectual entities. It is a way of thinking in the management process, which enables taking and analysing factors of the internal and external environment as a whole in order for the organization to succeed in management activities. Each system has subsystems and upper systems. The domestic education system, economic system, health system and social security system are all examples of a system. The idea of a system enables us to see all the links of an incident more clearly and helps us realize how we can change those in the most effective way [31]. Any system which interacts with its surroundings is called an open system whereas one which does not is called a closed system. In open systems, organizations should have a structure which can be adapted to their surroundings. On the other hand, entropy denotes an emerging tendency in the overall system, which involves ending of the system's activities as a result of the arising of hitches. While entropy is present in each system, the tendency towards entropy is stronger in closed systems. The system wishes to grow to become more powerful but ends up with loss of power in time [6,73]. Synergism is a system's being greater than the sum of its parts. If each part moves separately, then productivity decreases.

A tendency to safeguard pre-determined targets is negative feedback while the continuation of this tendency in the case of development of these targets is positive feedback. Negative feedback is the situation where it is ascertained that the pre-determined goals have been exceeded following the evaluation of organizational outputs and the results are withdrawn to the initially set standards and targets after ending the situation. Positive feedback is the case when results increase the tendency of exceeding the initially set standards and targets in an organization. Accordingly, a change in the system is encouraged. For example, it is the case where the marketing manager of an organization observes a situation where the sales volume targeted for the first five months of the year exceeds the pre-determined level by 30% yet does not stop it and maintains this tendency.

Contingency Approach: It denotes applying the model which suits the structure of each organization, the situation it is in and environmental conditions instead of adopting a single management and organizational approach which can be valid for organizations anywhere and anytime. There is not a single best organizational structure which is valid anywhere and under any circumstance. In contingency, there is not a single plan or model. Variables which are fit for the purpose are determined and the most pertinent decision for the organization is taken by taking into account the period and environmental conditions [14,133].

## Post-modern contemporary management approaches

These are contemporary and up-to-date notions and approaches which aim to render either a process which directly concern or is used within the whole organization or organizational activities more effective and highly-competitive in harmony with the surroundings [20,437]. Organizations where contemporary management techniques are applied are in communication with open system surroundings and are structures which are open to transfer of information and technology. The contemporary manager is democratic, values his employees, shares his power and has an understanding of governance [8, 11-12] [34].

## Total quality management approach

Presently, the notion of quality has gone beyond quality products or services and has been transformed into quality in all organizational activities. All employees have been regarded as people having responsibility on quality and customer satisfaction has become the basic criteria in the evaluation of organizational activities. Beginning with 1980s, the notions of quality circle, quality assurance, quality management and zero-defect production appeared on the agenda of organizations [24, 318] It has also become a requirement to apply total quality management in all educational institutions in order to be able to create an education system which meets the requirements of the present time [33] [25].

## Core competences

What differentiates an organization from others is merely the knowledge, competences and skills peculiar to that organization. These features are at a level which cannot be copied easily by other organizations.

## Benefiting from external sources

This means that organizations merely carry out what they do best and outsource the others from other organizations in the form of products and services. The reason for organizations to opt for this method is either the cost or the technology and quality provided by other organizations.

## Organizational restructuring and network organizations

These are organizational structures formed when tasks, activities and necessary resources needed to create goods or services are attributed to different organizations instead of collecting those under one

roof. These structures are composed of units with horizontal relations which communicate intensively and where the hierarchical division is at maximum.

**Business process reengineering**

Radical changes are made in organizational structures, which lead to a customer-oriented organizational structure where customer satisfaction comes first. In such organizations, the prevalent idea is that there will be no organizations or employees if there are no customers since the salaries of employees are paid by them.

#### **Benchmarking**

It encompasses the overall activities of an organization which include the organization's consistently and consciously investigating how organizations which are the best in their sector run their businesses, comparing it with its own procedures to reach a conclusion and attaining a higher level of production and achievement by its implementation under a plan.

#### **Employee empowerment**

It is the process where the organization provides the employees facilities to develop their knowledge and skills irrespective of their level and increases the responsibilities and competences of organizational members through teamwork with a view to work more efficiently and productively.

#### **Forming strategic partnerships (mergers)**

In the globalized world, organizational structures undergo changes. These involve mergers where common interests are pursued and which also include informal sharing of knowledge, materials, technology and financing either due to competitive conditions or to realize big projects.

#### **Downsizing and delayering**

These are activities aimed at decreasing the layers and staff between the highest and lowest level with a view to increase organizational efficiency, become more effective in management activities, enhance synergy and provide solutions to financial problems.

#### **Learning organizations**

It involves an organizational structure which is based on organizational members' sharing the information they generate with other organizational members and using of the generated information efficiently in solving the problems as the information pertaining to the organization.

#### **Virtuality and virtual organizations**

These are organizations in different geographical locations working like a single organization for the purpose of producing goods and services. They get connected and adapted to each other via communication and information technologies and use these technologies effectively and intensively.

#### **Serial adaptation**

It involves organizations where a spontaneous and flexible mode of production is adopted in accordance with customer requests. In such organizations, the full time production method, which calls for zero stock and long-time business relations with few and reliable firms is applied.

#### **Management with total balanced success indicator**

It is both a measurement and evaluation tool using various performance indicators, an integrated management tool and also a management style employed as an institutional learning tool [20,515]

#### **New economy**

It involves organizations where information, Internet and technology are used intensively.

#### **Governance**

**Institutional Corporate Management:** It relates to organizational structures which act transparently and give accurate information to the lower and upper systems within the economic system they pertain to.

**Educational administration** is an ever-developing discipline. Thus, investigating the ways management theories applied in the field of educational management change the latter as well as making a systematic analysis of the studies made in this field will contribute greatly to the development of the field.

## Aim

The aim of this study has been determined as the investigation of management theories applied in the field of educational management through content analysis.

## Limitations

This research is limited with 20 articles on educational management and management theories published between 1999-2015 and indexed in www.ulakbib.gov.tr social area database.

## MATERIALS AND METHODS

### Research model

The research was conducted by means of content analysis technique in connection with document analysis, which is one of the qualitative research methods. Content analysis is one of the most frequently used types of qualitative data analysis. It is a deductive method used largely in the analysis of written and visual data. In content analysis, the researcher primarily devises categories related to the subject matter of the research. He subsequently counts the words, sentences or pictures which fall into these categories in the data set he examined. The qualitative research is a method where the subjects are thoroughly investigated and the researcher also includes his interpretations. The qualitative research is based on the assumption that the reality should be comprehended through a perspective of the subjective values of the researcher and that the latter should use a personal language in his research report [9].

### Data collection

As the data collection tool, 181 articles in www.ulakbim.gov.tr database which were written in Turkish language and published in scientific journals were examined and it has been decided to analyse 20 articles for research purposes.

### Evaluation of data

The data were analyzed by the content analysis method using the SPSS 20 program. The initial version of SPSS computer program was released in 1968 for statistical analyses and its last version is SPSS 22. Content analysis is the systematic analysis of data obtained from the archives, documents and articles by social scientists with a view to attach meaning thereto. It is a research technique which enables the realization of communication content generally through pre-determined classifications (categories). The content may be anything varying from newspaper reports or articles to television news reports, films, radio programs and movies. In short, any textual, visual, auditory content can be analyzed by the content analysis technique [15,133]. Content analysis is defined as an empirical method describing the contextual and formal characteristics of statements [17,18].

### Findings

181 articles retrieved by using the keywords of Educational Management and Management Theories were examined and 20 of them were decided to be used based on the analysis of the relationship between Educational Management and Management Theories.

**Table 1:** Distribution of Articles by Years

Years	Distribution of Articles	f	by	Years	%
2015		5			25
2009		5			25
2007		2			10
2003		2			10
2002		2			10
2011		1			5
2010		1			5
2008		1			5
1999		1			5
	20		1	5	Total:
					100

As indicated in [Table 1], years 2015 and 2009 rank first in the distribution of articles by years.

**Table 2 :** Distribution of the Theories Used in the Articles

Theories	Distribution of the Theories Used in the Articles	f	in the	Articles	%
Total Quality Management		8			40
Management Theories (General)		5			25
Modern Management Theories		2			10
Classical Management Approach		1			5
Weber's Bureaucracy Approach		1			5
Systems Approach		1			5
X and Y Approach		1			5
Restructuring Theory		1			5
Total :		20			100

As per [Table 2], it was concluded that the Total Quality Management Theory is the subject dealt with the most with a percentage of 40%.

**Table 3:** Distribution of Articles by the Universities They Were Produced In

<b>Table 3: Distribution of Articles by the Universities They Were Produced In</b>			
University :	f	%	
Osmangazi University	3		15
Selçuk University	3		15
Near East University	1		5
Marmara University	1		5
Atatürk University	1		5
Anadolu University	1		5
Afyon Kocatepe University	1		5
Nevşehir University	1		5
Sakarya University	1		5
Çanakkale On Sekiz Mart University	1		5
University of Turkish Aeronautical Association	1		5
İnönü University	1		5
Abant İzzet Baysal University	1		5
Dicle University	1		5
Gazi University	1		5
Gaziosmanpaşa University	1		5
Total:	20		100

As per [Table 3], the universities which produced the highest number of publications are Osmangazi and Selçuk Universities with a percentage of 15%.

**Table 4:** Distribution of Articles by the Method Used

<b>Table 4: Distribution of Articles by the Method Used</b>			
Method	f	%	Quantitative
:	11		55
Qualitative :	6		30
Literature Review :	3		15
Total:	20		100

The examination of [Table 4] reveals that the Quantitative Method is the most widely used method with a percentage of 55% and it is followed by the Qualitative Method with a percentage of 30%. The method used the least, however, was found out to be the literature review.

#### Other studies conducted in the field

According to Mustafa Yavuz (2009), when the views and practices of school principals with respect to management are evaluated in terms of management theories, it is seen that these views and practices are in parallel mostly with the assumptions of classical theories.

According to Basaran [6], as recited by Yıldırım, the organization is regarded as an instrument of management. The management forms and runs the organization in order to accomplish its goals. Bursalioğlu [7], on the other hand, defines school management as the implementation of educational management in a limited area and states that the school management sustains the school in line with defined aims.

Ozgan and Summak [32] conclude that certain social, emotional and spiritual abilities of primary school principals are influential on their mastery of using management processes. Researchers have thus reached the following conclusions.

1-The perceptions of teachers on school principals' ability to use management processes are positive and above the average.

2-It has been observed that certain social, emotional and spiritual abilities of primary school principals are linked with the efficiency of their using management processes.

3-It has been concluded that the overall management skills and characteristics (certain social, emotional and spiritual competencies) of primary school principals may be predictive of their competency to use management processes.

According to Ozturk, educational theories and applications cannot be fully comprehended without being evaluated as based on the background of the political economy of the time. Recently, neo-liberal policies make their presence felt rapidly in the area of education, the ramifications of which can be seen in the network-based education.

## DISCUSSION AND CONCLUSION

In the articles analyzed under the study in the context of the relationship between educational management and management theories in educational institutions, it is seen that the biggest number of articles was generated in 2009 and 2015. Total quality management, on the other hand, has been the subject matter which was dealt with the most in the articles. As for other studies made in the field of educational management, it is seen that the most widely addressed subject matter is again total quality management. The quantitative method was the most widely used method and it was followed by the qualitative and literature review methods respectively. It is also seen that the majority of the articles in this field were written in Osmangazi and Selçuk universities.

As for other studies in this field, it is seen that they largely involved the classical, neo-classical and management theories. While the articles analyzed under the study dealt with the same theories, it is seen that very few studies addressed contemporary management techniques in both the articles under the study and other studies in the field. The most widely used method in the other studies in the field was the quantitative method followed by the qualitative method.

### Suggestions

Suggestions for the researchers: In the articles, the classical, neo-classical and modern management theories as well as contemporary management techniques and educational management issues were investigated. However, apart from certain management techniques pertaining to the contemporary management techniques, the number of researches and articles on these techniques in general is little if any. It is thus believed that making researches on contemporary management techniques will contribute greatly to educational management and the researchers.

Suggestions for educational administrators: In the globalized world, the emergence of new concepts of administration as well as competition conditions have led to contemporary management techniques. While designating the forms of management for educational administrators, it is suggested to implement the management theory which is most suitable for the organization in line with internal and external factors and the prevailing environmental conditions. This is of utmost importance for the survival of organizations presently.

### CONFLICT OF INTEREST

There is no conflict of interest.

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None

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