CONTENT ANALYSIS OF RESEARCH ON LEADERSHIP AND MANAGEMENT ISSUES IN THE DEPARTMENT OF BUSINESS ADMINISTRATION

İŞLETME ANABİLİM DALINDA LİDERLİK VE YÖNETİM KONULARI ÜZERİNDE YAPILAN ARAŞTIRMALARIN İÇERİK ANALİZİ

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Abstract: *The aim of this research; It was evaluated by the content analysis of the publications on "Leadership and Management" prepared in the master's and doctoral theses prepared in the "Department of Business Administration" between 01.01.2020 and 29.10.2023 and named leadership and management. In this context, the second purpose of the research; The second purpose of the research is to determine the status of the researches on "Leadership and Management" in the literature, to reveal the deficiencies and to contribute to the researchers who want to work in this field. In order to achieve the goal of the research, YÖKTEZ (National Thesis Center) database was used. Some criteria have been determined regarding the selection of publications suitable for the purpose of the research, and as a result of the determined criteria, a total of 261 thesis publications, 180 of which are master's and 81 of which are doctoral theses, consist of theses. As a result of the analyzes made in the research, it was found that the most master's and doctoral thesis publications were made in 2022 with a total of 86 publications in the last five years, the most publications were made in the department of business administration (f=86; 47.8%), the quantitative research method (f= 173; 91.4%) was mostly used in the publications, and the questionnaire/scale (f=153; 91.4%) data collection tool was used depending on the choice of quantitative method. The data obtained in the study were distributed in terms of summary tables, frequency and percentage.*

Keywords: *Leadership, management, relationship between leadership and management, content analysis.*

Öz: *Bu araştırmanın amacı; 01.01.2020 - 29.10.2023 tarihleri arasında "İşletme Bölümü"nde hazırlanan ve liderlik ve yönetim isimli yüksek lisans ve doktora tezlerinde "Liderlik ve Yönetim" konulu yayınların içerik analizi ile değerlendirilmiştir. Bu bağlamda araştırmanın ikinci amacı; Araştırmanın ikinci amacı ise "Liderlik ve Yönetim" konulu araştırmaların literatürdeki durumunu belirlemek, eksiklikleri ortaya koymak ve bu alanda çalışmak isteyen araştırmacılara katkı sağlamaktır. Araştırmanın amacına ulaşabilmesi için YÖKTEZ (Ulusal Tez Merkezi) veri tabanından yararlanılmıştır. Araştırmanın amacına uygun yayınların seçimine ilişkin bazı kriterler belirlenmiş ve belirlenen kriterler sonucunda 180'i yüksek lisans, 81'i doktora tezi olmak üzere toplam 261 tez yayını tezlerden oluşmaktadır. . Araştırmada yapılan analizler sonucunda son beş yılda toplam 86 yayınla en fazla yüksek lisans ve doktora tezi yayınının 2022 yılında yapıldığı, en fazla yayının işletme bölümünde yapıldığı tespit edilmiştir. f=86; %47,8, yayınlarda çoğunlukla nicel araştırma yöntemi (f= 173; %91,4) kullanılmış olup, yayınlarda anket/ölçek (f=153; %91,4) veri toplama aracı kullanılmıştır. Sayısal metot. Araştırmada elde edilen veriler özet tablolar, frekans ve yüzde olarak dağıtılmıştır.*

Anahtar Kelimeler: *Liderlik, yönetim, liderlik ve yönetim ilişkisi, içerik analizi.*

1. INTRODUCTION

The concept of leader is a concept that stems from the need to lead groups in society due to the coexistence of people (Ercan and Sığrı, 2015: 96; İbicioğlu et al., 2009). A leader is someone who has the ability to solve various problems within an organization or among people (Zaccaro et al., 2000: 37; Mumford et al., 2000: 15), creates, manages, and sometimes changes organizational culture (Schein, 2004: 224) and brings people together. People collect information for a specific purpose and influence people due to their intrinsic motivations and personal characteristics (Dinçer and Bitirim, 2007: 61). Another definition of a leader is that he guides, enlightens, teaches, and takes individual needs and desires into consideration.(eril) (Yılmaz and Karahan, 2010: 146), and can significantly change and influence people's thoughts with its creative ability (Gedik, 2020). As can be understood from the definitions, the leader plays a very important role in achieving the goals and objectives of the organization. With the development of information and communication technology, the increase in competition and the increase in the human element in companies, the concept of leadership has gained more importance. Leadership is a very important concept in the field of management and behavioral sciences, and it is one of the most researched topics as well as the changes and developments that started in the world, especially in the 21st century (Telli et al., 2012: 135; Akyürek, 2020). Leadership is a process of what the leader does.

When we look at the definitions of leadership, it is seen that priority is given to basic elements such as determining the goals, objectives and achievements of an organization, influencing, motivating and directing individuals in organizational positions. Leaders have a variety of sources of power to guide groups or individuals toward goals. These can be evaluated in two basic categories (Draft, 2010). The first is the position power that the leader gets from the company. Status includes power, legal power, rewarding power, and coercive power. Legal power is the leader's ability to manage a business and is the formal power he derives from his position. The power of reward comes from the rewards that leaders give to their employees. These rewards can also be in the form of rewards such as promotion, recognition, salary increase. Coercive power is the opposite of reward power. The manager can

punish the employee if he or she wants, and if an employee does not perform as expected, they can be punished or fired by the manager. The power of the leader arises from these characteristics. The second is personal power, which derives from the personal characteristics of the leader. It includes personal power, expertise, and charismatic power. Expertise power is the power derived from the knowledge, expertise, and abilities of the leader. Charismatic power, on the other hand, is due to the power that a leader has, his personal characteristics (Öznacar et al., 2020). This authority is not tied to legal status (Daft, 2010: 426-427).

In organizations where changes and developments take place rapidly; Management philosophy, leadership style, authority style, leader's work and personal attitude are important (Töremen and Çankaya, 2008: 40). The success of such organizations can be affected by the behavior of organizational leaders. Leadership aims to mobilize employees to achieve organizational goals and help them achieve common goals and values (Demircioğlu, 2015; 52). Otherwise, it may be difficult to achieve organizational goals and objectives with members of organizations who have nothing in common. Leadership is an important factor that contributes to business success and influences a company's organizational culture (McLaughlin and Porter, 2006: 560; Spisak et al., 2015: 291; Kostovski et al., 2015: 43; Nikčević, 2016: 191). The organizational performance of a company is associated with the effectiveness of managers at various levels within the company (O'Reilly et al., 2010: 105).

Management is an important element of organizational success. A healthy management approach enables organizations to achieve their goals and supports their continued success (Demir et al., 2010). Therefore, management plays an important role. Management is the process of planning, organizing, controlling, and directing the resources of an organization or institution. Management makes strategic decisions to improve employee productivity and performance while effectively using the resources needed to help the organization achieve its goals. Management is a function that is present at all levels of the organization and affects all departments, divisions, employees. Good management enables an organization to maintain its competitive advantage by determining the most appropriate strategies for effectiveness, efficiency and innovation in achieving its goals (Dogan et al., 2021). Management is the process of achieving set goals by using organizational resources effectively and efficiently (O'Connell, 2014). Management includes many functions such as planning, organizing, coordinating, leading, and controlling (Hitt et al., 2015). These functions include tasks such as determining the strategic goals of the company, organizing resources, motivating employees, and monitoring performance. The main goal of management is to encourage the participation of all employees by maintaining a balance between personal goals and company goals. This increases the motivation and performance of the employees and accordingly increases job satisfaction. The management process requires constant re-evaluation and improvement to ensure that the organization is successful and adapts to changing market conditions (Öz, 2020).

Management includes a number of basic functions. One of them is leadership. Leadership is the process of providing vision, motivation, and guidance to lead an organization. A good leader inspires, guides, and enables employees to work as a team to achieve organizational goals (Avilo et al., 2002). Planning is also the main function of management. Planning is the process of setting goals, developing

strategies, and creating action plans. Good planning ensures that the organization uses its resources correctly and achieves the set goals. Organization is the process of achieving goals through the effective use of resources. A good organization defines tasks and responsibilities correctly, ensures cooperation between employees and establishes communication channels. Coordination is also part of management. Coordination is the process of ensuring that various activities and functions that require cooperation are carried out in a harmonious manner. Good coordination ensures that the different departments of the organization and employees work together in harmony. Finally, control is also an important component of management. Control is the process of establishing appropriate performance standards and comparing these standards to actual performance to ensure that the organization achieves its goals. Well-performed controls evaluate corporate performance and, if necessary, take corrective measures.

Management efficiency determines organizational performance. Among these factors affecting performance, factors such as leadership, collaboration, employee motivation and performance, and customer relationship management are important. (Hitt et al., 2015; Tatar and Demir; 2021). Research shows that leadership style has a direct impact on organizational performance (Avolio and Bass, 1989). While participatory and supportive leadership styles increase the motivation of employees, autocratic leadership styles can negatively affect motivation (Kosar and Gürer, 2023; Öznacar et al., 2023). Therefore, the development of management capacity and the development of leadership skills are essential for organizational success (Luthans and Youssef, 2004). Training and development programs develop leadership skills, and mentoring and mentoring services provide support to new managers (Hitt et al., 2015; Danju et al., 2020).

In short, management is the main factor of organizational success. Management theories and approaches provide guidance to managers on how to behave and how to manage the organization. Factors such as leadership, employee motivation, collaboration, and customer relationship management affect management effectiveness and organizational success. Therefore, it is important to develop management skills and strengthen leadership abilities.

Leadership and management; Leadership is the process of influencing others around a specific vision to lead, motivate, and inspire a group or organization. Leadership is often based on personal qualities and skills and is considered an innate talent. Leaders aim to increase organizational success by sharing their vision and encouraging team members to take action towards common goals (Güvener, 2023). In addition, leaders often have characteristics such as risk-taking, innovation, and adaptation to change (Avolio, 2022).

Management is the process of planning, organizing, and effectively controlling an organization's resources to achieve set goals. The manager's role is to organize work, use resources effectively, and evaluate performance to achieve set goals. Managers are more confident in skills such as planning, organizing, decision-making, and controlling, and can develop these skills through learning (Hitt et al., 2015).

The relationship between management and leadership is one of the most important factors influencing success in a business environment. Management is a

subject that includes the processes of planning, organizing and controlling organizational resources, while leadership includes the processes of motivating, inspiring and influencing people. These two concepts interact closely with each other and should be used in concert for organizational success (Mintzberg, 2019; Bass et al., 2006).

The relationship between management and leadership is essential to achieving good performance in an organization. Managers should use their leadership skills when organizing the organization's business processes. A good leader motivates team members, guides them, and guides them to success, using the management skills necessary to achieve organizational goals. Despite the differences between management and leadership, we believe that a good manager should also be a leader. These two skills are important factors for effective action in an organization. Managers should use their leadership skills to guide and motivate team members and set a good example. However, leaders need to use management skills to define the vision, mobilize team members, and manage change (Northouse, 2019).

The relationship between management and leadership is complex in terms of its ability to influence the business processes necessary to achieve organizational goals (Yukl, 2013). Management includes the processes of planning, implementing, and effectively controlling business processes, while leadership includes factors such as motivating people's behavior, innovation, and creativity. In other words, it is not possible to demonstrate good management qualities without leadership qualities (Kotter, 1990).

Managers influence team members by using their leadership qualities and motivating them towards common goals. Leadership promotes teamwork, maximizes opportunities, and unites team members through collaboration and communication skills (Bass, 2008). It is important for the success of the organization that managers have leadership qualities. Managers guide and motivate their teams through leadership, thereby increasing their chances of achieving high levels of performance and excellence (Avolio, 2002).

A good manager must also be a good leader because leadership skills are essential traits for effective team management (Buyrukoğlu and Şahin, 2022). The relationship between management and leadership is important for effective work in an organization. A manager is a good leader who trusts, supports and guides team members while using the necessary management skills to achieve organizational goals. In light of this, being a good leader as well as a good manager is essential for the success of an organization (Yukl, 2002). Leadership and management are considered as two important elements that complement each other. In order for an organization to be successful, it must use a combination of leadership and management skills. Leaders share their visions and mobilize their team members, while managers develop the necessary plans and use resources effectively to achieve this vision (Çilhoroz and Çakmak, 2020).

Therefore, the relationship between management and leadership is an important factor that affects the success of a business. Having leadership skills and motivating team members to use these skills will increase the chances of an organization achieving its goals. The relationship between management and leadership A good manager must also be a good leader because leadership skills are essential to work

effectively in an organization. The combination of management and leadership skills increases an organization's chances of adapting to internal and external factors and achieving success.

The research has two objectives. The first objective of this research is to employ a content analysis on the publications on "Leadership and Management" in the master's and doctoral theses prepared in the "Department of Business Administration" between 01.01.2020 and 29.10.2023 and named as leadership and management. The second objective of the research; is to determine the status of research on leadership and management in the literature, to reveal the deficiencies and to contribute to researchers who want to work in this field.

2. METHOD

2.1. Universe and Sample of the Research

In order to achieve the research objectives, YÖKTEZ (National Thesis Center) database was searched between 01.01.2020 and 29.10.2023. The universe of this research consists of studies on "Leadership and Management" conducted in the Department of Business Administration. Purposive sampling, which is one of the non-probability sampling methods, was used to achieve the goals of the research. Purposive sampling is a non-probability-based sampling approach. Purposive sampling, which allows in-depth research by selecting information-rich situations depending on the purpose of the research, is preferred when it is desired to study one or more special situations that meet certain criteria or have certain characteristics. The researcher tries to understand nature and social events or phenomena in the context of selected situations and to discover and explain the relationships between them (Büyüköztürk et al., 2012). The purpose of purposeful sampling is to select situations that contain rich information that will elucidate the problems studied in the research. In this sense, purposeful sampling methods are useful in many cases in discovering and explaining phenomena and events (Tarhan, 2015).

Some criteria regarding the selection criteria for the selection of publications suitable for the purpose of the research are given in Table-1.

Table 1: Publication Selection Criteria

Selection Categories	Criterias of choice
Database	▪ YÖKTEZ (National Thesis Center)
Screening Criteria	▪ Written within the scope of the Department of Business Administration, ▪ It includes the subject of Leadership and Management, ▪ Having a doctoral thesis publication, ▪ Having a master's thesis publication, ▪ Published between 01.01.2020-29.10.2023 ▪ The publication language is Turkish, ▪ The full text should be accessible ▪ To be accessible,

As a result of the selection criteria determined in Table-1, it consists of a total of 261 publications, 180 of which are master's and 81 of which are doctoral theses, which are suitable for the purpose of the research.

2.2. Analysis of Research Data

In this study, the publications on the subject of "Leadership and Management" prepared within the scope of the "Department of Business Administration" were evaluated by content analysis method. The main reason why content analysis method is preferred is that content analysis helps to organize and explain similar data in a way that the reader can understand by expressing them with certain concepts (Yıldırım and Şimşek, 2006; 227; Yücesoy et al., 2021).

Researchers publishing within the scope of content analysis;

Variables such as gender distribution, type of publication, distribution of publications by years, field distribution of publications, method distribution of publications, data collection tools of publications were examined. The data obtained during the research process were turned into summary tables. In this context, the distribution of each indicator examined in terms of frequency and percentage is given.

2.3. Limitations of the Study

- Limitations of the research; It is limited to broadcasts made between 01.01.2020 and 29.10.2023.

- It is limited to master's and doctoral thesis publications.

- Department of Business Administration; It is limited to the subject of leadership and management.

- It is limited to the YÖKTEZ (National Thesis Center) database. As a result of the scan, publications whose full text could not be accessed and were closed to access were not included.
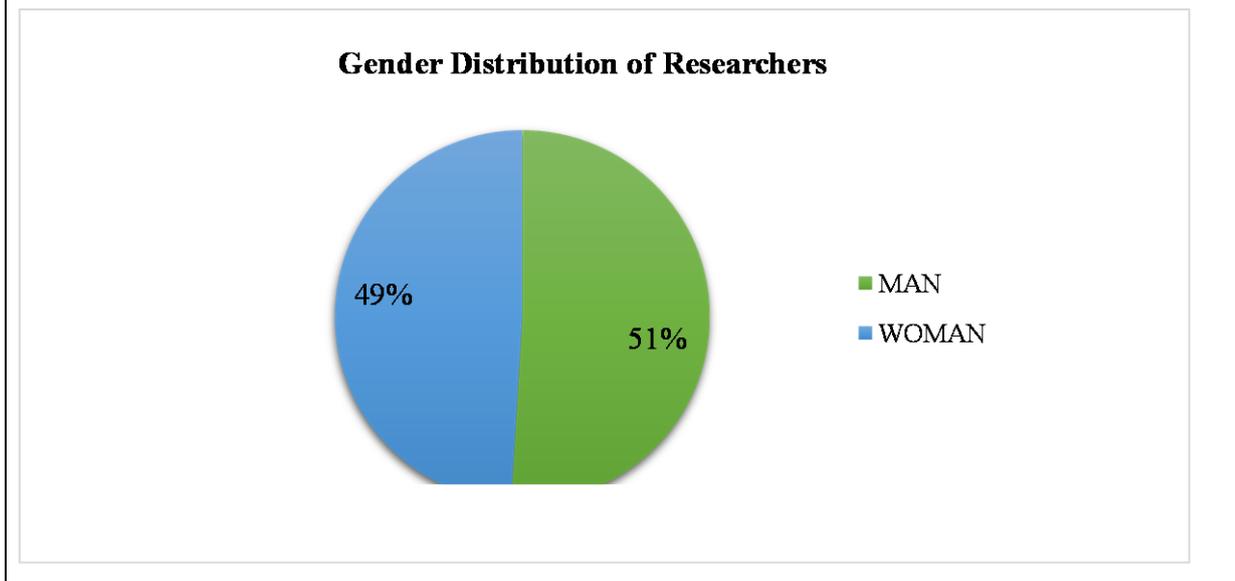
3. FINDINGS

As can be seen in Table-2, the researchers who published master's and doctoral theses on "Leadership and Management" prepared within the scope of the "Department of Business Administration" between 2020-2023 (f=133; 50.9%) were male, and (f=128; 49.1%) were female.

Table 2: Gender Distribution of Researchers

| Gender	Frequency (F)	Percentage (%)
Male	133	% 50.9
Woman	128	% 49.1
Sum	**261**	**% 100**

Figure 1: Graph of Gender Distribution of Researchers

As can be seen in Table-3, it consists of a total of 261 master's and doctoral theses obtained, published and included in the study after the literature review on "Leadership and Management" prepared within the scope of the "Department of Business Administration" between 2020-2023. As can be seen in Table-3, it is seen that the majority of the publication types (f=180; 68.9%) consist of master's thesis and (f=81; 31.1%) doctoral thesis.

Table 3: Research Publication Type

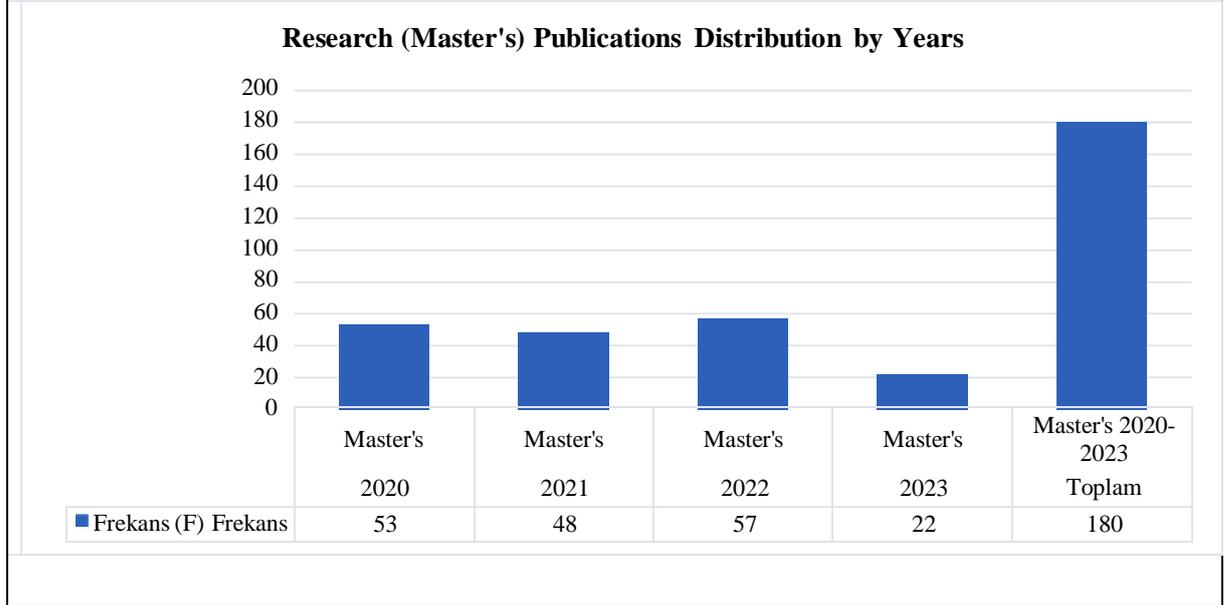| Publication Type	Frequency (F)	Percentage (%)
Master's Thesis	180	% 68.9
Ph.D. Thesis	81	% 31.1
Sum	**261**	**% 100**

Figure 2: Research Publication Type Scatter Chart
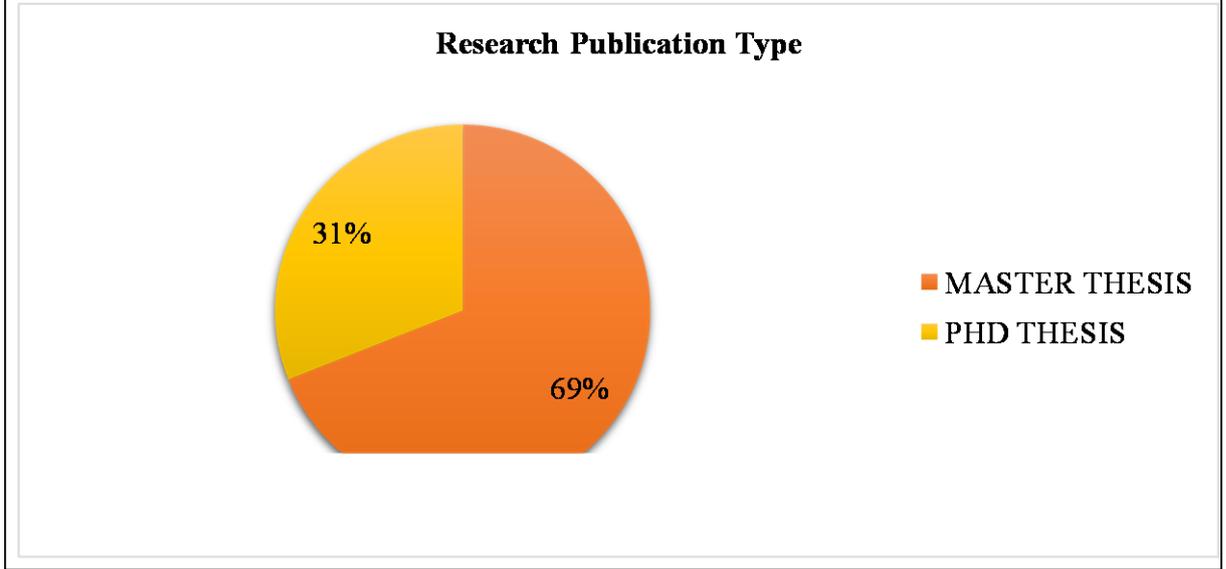
As can be seen in Table-4, the most graduate publications on "Leadership and Management" prepared within the scope of the "Department of Business Administration" between 2020-2023 were made in 2022 (f=53; 31.7%), followed by 2020 (f=53; 29.4) and 2021 (f=48; 26.7), respectively. In 2023 (f=22; 12.3%), publications were made. The reason for this is that it is in the fourth quarter of 2023 and fewer publications were reached due to the fact that these evaluations were made between January and October. Between 2020 and 2023, a total of 180 master's thesis publications were made on "Leadership and Management".

Table 4: Distribution of Research (Master) Publications by Years

Year of Release	Research Publication Type	Frequency (F)	Percentage (%)
2020	Master	**53**	**%29.4**
2021	Master	48	%26.7
2022	Master	**57**	**%31.7**
2023	Master	22	%12.2
Sum	-	**180**	**%100**

Figure 3: Distribution Graph of Research (Master) Publications by Years

Research (Master's) Publications Distribution by Years

	Master's 2020	Master's 2021	Master's 2022	Master's 2023	Master's 2020-2023 Toplam
■ Frekans (F) Frekans	53	48	57	22	180

As can be seen in Table-5, between 2020-2023, the most doctoral thesis publications on "Leadership and Management" prepared within the scope of the "Department of Business Administration" were published in 2022 (f=29;35.7%) followed by 2021 (f=24; 29.6) and 2023 (f=18; 22.2%), respectively. Although it is in the fourth quarter of 2023 and these evaluations were made between January and October, more doctoral thesis publications were made than in 2020 (f=10; 12.5%). Between 2020 and 2023, a total of 81 doctoral dissertations were published on "Leadership and Management".

Table 5: Distribution of Research (PhD) Publications by Years

Year of Release	Research Publication Type	Frequency (F)	Percentage (%)
2020	Doctorate	10	%12.5
2021	Doctorate	**24**	**%29.6**
2022	Doctorate	**29**	**%35.7**
2023	Doctorate	18	%22.2
Sum	**--**	**81**	**%100**

Figure 4: Distribution Graph of Research (PhD) Publications by Years

Distribution of Research (PhD) Publications by Years

	PHD 2020	PHD 2021	PHD 2022	PHD 2023	PHD 2020-2023 Toplam
Frekans (F) Frekans	10	24	29	18	81
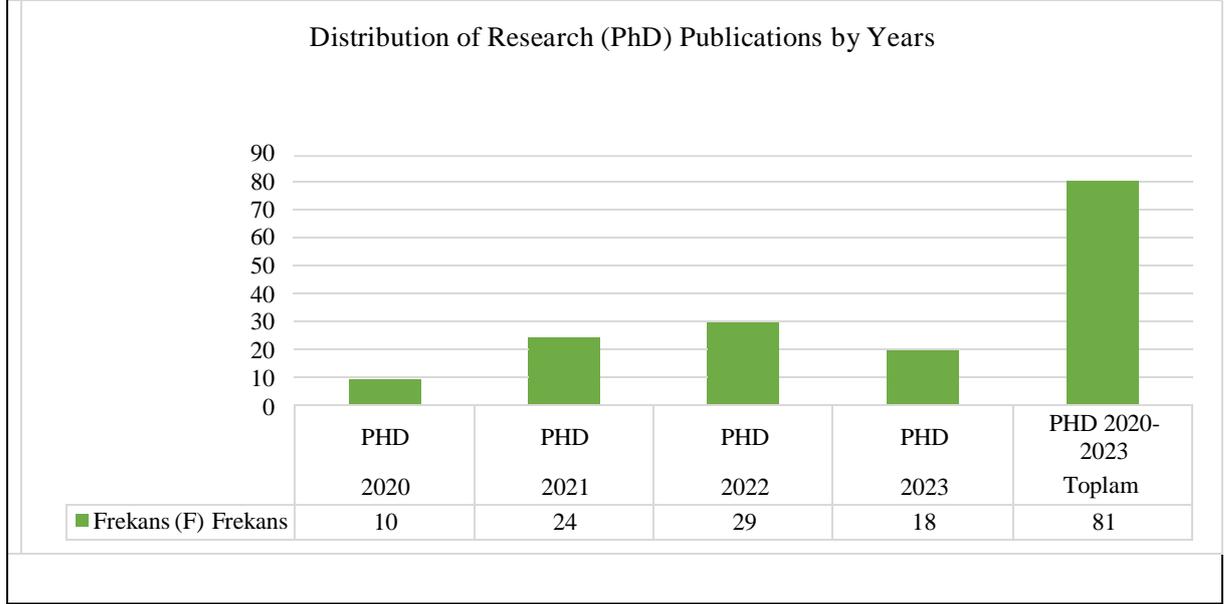
As can be seen in Table-6, between 2020-2023, the highest number of thesis publications on "Leadership and Management" prepared within the scope of the "Department of Business Administration"; It was followed by management and organization (f=44; 24.4%) and human resources (f=20; 11.1%). In doctoral thesis publications; It was conducted in business administration (f=86; 47.8%), followed by management and organization (f=15; 18.5%) and business administration (f=7; 8.6%).

Table 6: Area Distribution of Publications

Area	Master		Doctorate	
	Frequency (F)	Percentage (%)	Frequency (F)	Percentage (%)
Management and Organization Discipline	44	% 24.4	15	% 18.5
Department of Business Administration	**86**	% 47.8	**57**	**% 70.4**
Business Management	18	% 11	7	% 8.6
Department of Human Resources	20	% 11.1	-	-
Other	12	% 6.7	2	% 2.5
Sum	**180**	**% 100**	**81**	**% 100**

Figure 5: Area Distribution Graph of Publications

Area Distribution of Publications

	Department of Management and Organization	Department of Business Administration	Business Management	Department of Human Resources	Others	Total
Yüksek Lisans Frekans (F)	44	86	18	20	12	180
Doktora Frekans (F)	15	57	7	0	2	81
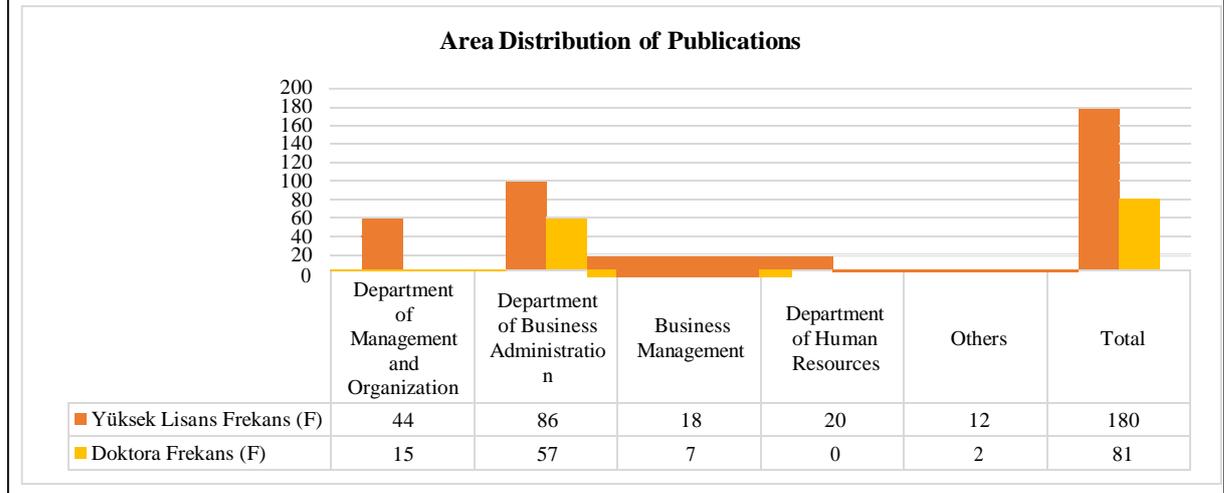
As can be seen in Table-7, the majority of the master's thesis publications on "Leadership and Management" prepared within the scope of the "Department of Business Administration" between 2020-2023 are quantitative (f=173; 91.4%) research methods. Qualitative (f=7; 8.6%) research method was used in small amounts and mixed research methods were not used. In doctoral thesis publications; Mostly quantitative (f=67; 82.8%) research method was used. Qualitative (f=7; 8.6%) and mixed (f=7; 8.6%) research methods were less preferred.

Table 7: Method Distribution of Publications

Method	Master		Doctorate	
	Frequency (F)	Percentage (%)	Frequency (F)	Percentage (%)
Quantitative	**173**	**% 91.4**	**67**	**% 82.8**
Qualitative	7	% 8.6	7	% 8.6
Hash	-	-	7	% 8.6
Sum	**180**	**% 100**	**81**	**% 100**

Figure 6: Management Distribution Chart of Publications

Method Distribution of Publications

	Quantitative	Qualitative	Mix Type	Total
■ Master's	173	7	0	180
■ PhD	67	7	7	81
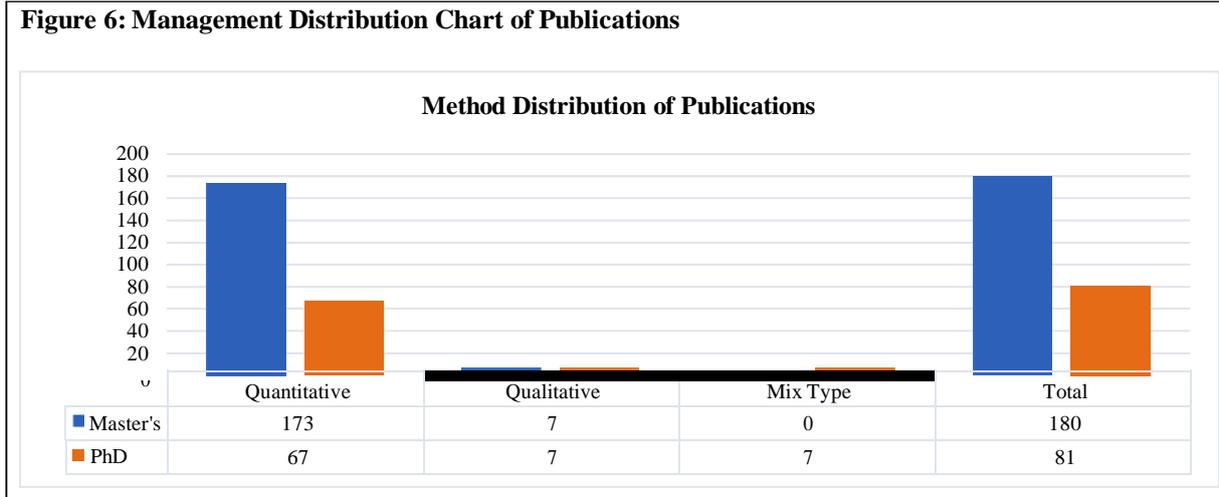
As can be seen in Table-8, quantitative (f=173; 91.4%) questionnaire/scale (f=173; 91.4%) data collection tool was used in the majority of the master's thesis publications on "Leadership and Management" prepared within the scope of the "Department of Business Administration" between 2020-2023. Interview/interview (f=7; 8.6%) data collection tool was less preferred. In doctoral thesis publications; Questionnaire/scale (f=75; 86.2%) was mostly used. Data collection tools such as interviews/interviews (f=10; 11.4%) and document analysis (f=2; 2.3%) were less preferred.

Table 8: Distribution of Data Collection Tools of Publications

Data Collection Tools	Master		Doctorate	
	Frequency (F)	**Percentage (%)**	**Frequency (F)**	**Percentage (%)**
Questionnaire (Scale)	**173**	**% 91.4**	**75**	**% 86.2**
Interview (Interview)	7	% 8.6	10	% 11.4
Document Analysis	-	-	2	% 2.3
Sum	**180**	**% 100**	**87**	**% 100**

Figure 7: Data Collection Tools Scatter Chart of Publications

Distribution of Data Collection Tools of Publicatio

	Survey (Scale)	Meeting (Interview)	Document Analysis	Total
Master's	173	7	0	180
Phd	75	10	2	87
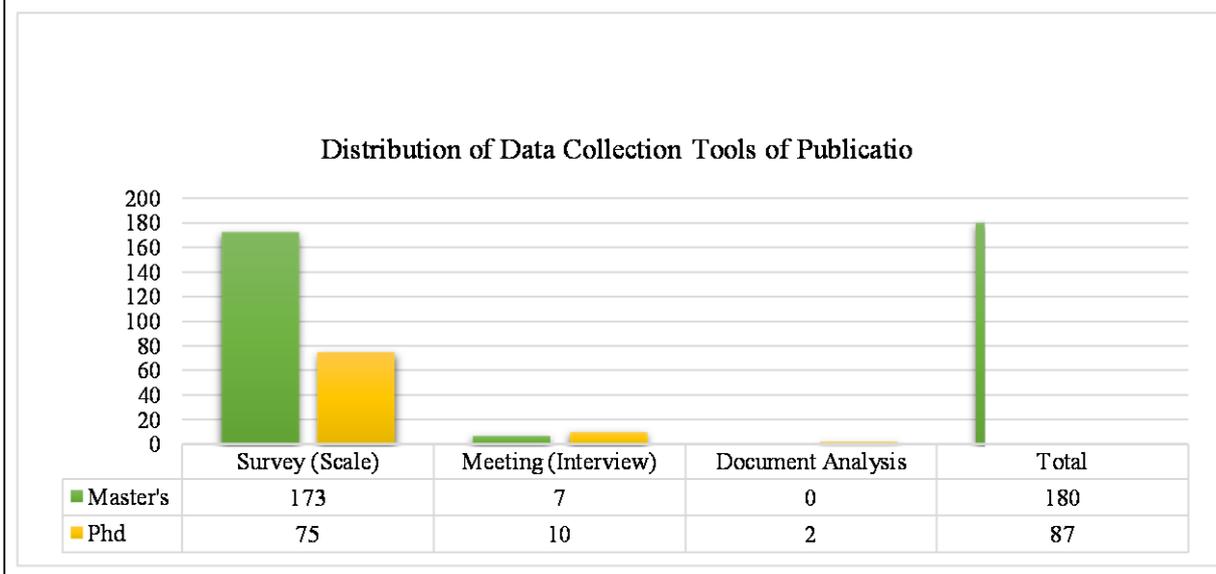
4. CONCLUSIONS, EVALUATIONS AND RECOMMENDATIONS

In this research; it was evaluated by the content analysis of the publications on "Leadership and Management" prepared in the master's and doctoral theses prepared in the "Department of Business Administration" between 01.01.2020 and 29.10.2023 and named Leadership and Management. In this context, the second purpose of the research; The second purpose of the research is to determine the status of the research on "Leadership and Management" in the literature, to reveal the deficiencies and to contribute to the researchers who want to work in this field.

Researchers publishing within the scope of content analysis; Variables such as gender distribution, type of publication, distribution of publications by years, field distribution of publications, method distribution of publications, data collection tools of publications were examined. The data obtained in the study were turned into summary tables and the distribution of each indicator examined in terms of frequency and percentage was given.

In this study, as a result of the national (domestic) literature review, there are studies on "Leadership" in the field of "Education", but there is no study in the "Department of Business Administration". For this reason, it is thought that this research will contribute to literature. It is also important in terms of supporting similar studies in the literature. In this context, some criteria have been determined regarding the selection of publications suitable for the purpose of this research, and as a result of the determined criteria, a total of 261 thesis publications, 180 of which are master's theses and 81 of which are doctoral theses, are formed. As a result of the analyzes made in the research, it was found that the researches that published master's and doctoral theses in the last four years (f=133; 50.9%) consisted of men and (f= 128; 49.1%) women, and the most master's and doctoral thesis publications were made in 2022 with a total of 86 publications, the most publications were made in the department of business administration (f=86; 47.8%), the quantitative research method (f= 173; 91.4%) was mostly used in the publications, and the

questionnaire/scale (f=153; 91.4%) depending on the choice of quantitative method A collection tool was used.

This study focuses on studies investigating the relationship and interaction between leadership and management. In the thesis publications examined; It shows that the distinction between leadership and management is important and meaningful for the performance of organizations. The research shows that leadership is a very important factor in organizations. Visionary leaders who take on a motivating role and use collaboration and communication skills have a positive impact on organizational success and performance, and these results confirm that leadership is an indispensable feature in the business world and that leaders have strategic importance in organizations. However, debates continue in the leadership literature. In particular, topics such as leadership style, leadership skills and leadership interaction are still in the focus of research. The publications examined within the scope of the research examined the leadership styles and interaction skills of the leaders, but it should be noted that our inferences about these issues are limited. For this reason, it is important that future research takes a more comprehensive view of topics such as leadership style, leadership and management interactions. On the other hand, the relationship between leadership and management should continue to be the subject of research. Although the publications examined within the scope of our research focus on the interaction between the concepts of leadership and management in organizations, questions such as how this interaction is managed and how its effects are optimized deserve a more detailed analysis. It is believed that these issues will guide future research. Therefore, research on the relationship and interaction between leadership and management shows that the concepts of leadership and management have an effect on organizational success and performance. Leaders who have a vision, have good communication, and use motivational skills can add value to the organization. However, more research is needed to conduct deeper research and to better understand the relationship between leadership and management.

The recommendations developed based on the results of this study are presented below:

1. It is necessary to increase the number and scope of research on leadership and management.

2. Quantitative research methods were used in most of the master's and doctoral publications examined. The most important feature of quantitative research is that it enables generalizations to be made on averages. However, it is recommended to use qualitative data method more in order to provide a more detailed and in-depth analysis of leadership and management.

3. In advanced research (doctoral thesis), it is recommended to use mixed research methods including both quantitative and qualitative methods.

4. It is recommended that the studies in the field of leadership and management, which are planned to be carried out in the future, should be integrated not only in leadership and management, but also in leadership and management (competitors, environmental factors, strategies, education and management, etc.).

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