International Review of Management and Marketing
Vol. 3, No. 4, 2013, pp.164-183
ISSN: 2146-4405
www.econjournals.com

A Content Analysis on Management Fashions in Turkish Manufacturing Companies

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ABSTRACT: Recently many scholars have paid attention to the concept of management fashions as a new field in organization studies. This research aims to emphasize the awareness of organizations about management fashions and how strongly organizations adopt new management approaches. As a qualitative research a content analysis was applied. Data was obtained from web sites of 79 companies based on the first 500 businesses according to the data of Istanbul Chamber of Industry (2011) and also were listed in Exchange Istanbul's Industrial index (XUSIN). The findings have shown that strategic management, HRM and TQM are practiced more than organizational learning, innovation and ethics/social responsibility. Theoretical and practical implications are also discussed.

Keywords: Management fashions; new management approaches; content analysis
JEL Classifications: M10

1. Introduction

Intellectual, scientific, economic and social changes which occurred during the transition from agrarian society to industrial society and from industrial society to information society have caused new techniques and methods to be adopted in management area, and have changed the current ones according to their importance and priority order. Especially factors such as the new work environment shaped by globalization, a highly competitional environment and diffusion of communication/IT technologies have caused traditional organization structures to become inadequate in responding to the changes in the environment. All these advances have brought about a paradigm-shift in management theories by reopening the debate on organization structures and the concept of capital.

In the literature, this fast and complicated process of change, which can be defined as "management fads and fashions" (Ryan and Hurley, 2004:42), tends to occurthrough several actors (Abrahamson, 1996). Abrahamson (1996) has described these actors as mass media tools, business schools, gurus and consulting firms (Kurt and Görmüş, 2010:69).

As a result of the radical changes experienced and new needs emerged; scientists studying on management, organization theoreticians and management consultants have put forward various views intended to understand these concepts better. Oral or written approaches raised and discussed about management are being investigated, and methods and techniques are being developed regarding how

to better manage organizations and employees. Thus, new management techniques are transformed into institutional norms, delivered to shareholders/stakeholders, and organizational synergy is created. On the other hand, when intense competition appearing with fast change in managerial conditions is taken into consideration, the topic becomes more salient. Since, organizations assume that their competitors may act in a similar way when they adopt a particular technique and benefit from it as they act accordingly. For instance, although total quality management has emerged in Japan, it has provided an important competitive advantage for organizations and has been accepted a management technique influencing the whole world (Abrahamson and Fairchild, 1999:708). Although management fashions have not yet been tested enough and have been expressed as fad/fancy or have been accepted as temporary,they still are seen as an indicator of obtaining a sustainable competitive advantage (Abrahamson and Fairchild, 1999:709). Therefore, as Rossem and Veen (2011:206) have stated, the emergence of new management concepts in management information markets have attracted the interest of management scientists, and the process of spreading and "commercialization" of management information have gained speed.

Management fashions are used as a kind of managerial intervention, in order to be more innovative, functional, effective and efficient, and to increase organizational performance. Management fashions, which come into question as efforts of change or paradigm shifts, also arise as a premise of searches in the organization's environment. For instance, tough competitioncondition in turbulent environments, problems encountered in entrance to and exit from the market, possible economic crises or customer loses are accepted as indicators for the need of organizations to management fashions (Carson et al., 1999:321).

Management fashions are handled in different types, also in terms of characteristic properties. These are (1) diffusion of management fashions, (2) internal and external conditions triggering management fashions, and (3) lifecycle. Diffusion is the adoption of a management fashion by other organizations as a tool to increase their performances. Internal and external conditions triggering management fashions are normative believes that are kept for effectiveness and improvement to organizational productivity. Life cycle of management fashions on the other hand consist of four phases, which are intervention to process, acceptance, disenchantment that is also called plato phase and in which general negativities are identified by drawing a scientific framework for the technique emerged, and finally decline phase in which the new management application becomes impossible to use (Carson et al., 1999:326; Abrahamson and Fairchild, 1999:711–713).

Management fashions are being criticized because of not paying attention to effects of contextuality and interpretation, approaching to knowledge in a similar way with commercial products, not correctly defining the roles of people in management fashion 'market', and many other similar aspects. For example, it is claimed that management fashions are weak in the skill of self-criticism, present an effort of forming a certain terminology or jargon rather than knowledge, experience difficulties in developing a common understanding about the techniques, and holds uncertainties and paradoxes in a way other disciplines will not tolerate (Carson et al., 1999:320; Dedeoğlu, 2008:36; Tutar, 2009).

However, acceptance and application processes of management fashions by organizations have attracted attention of many researchers, and these new techniques in management thought have been analyzed from very different perspectives (Bloom and Reenen, 2010; Mol and Birkinshaw, 2009; Chalhoub, 2009; Daniel et al., 2012:231; Rossem and Veen, 2011:260). Because, from the point of businesses, it is believed that these new techniques have importance for increasing productivity, enabling customer satisfaction and maintaining the competition power (Mol and Birkinshaw, 2009:1269).

Because of this reason, it is argued that organizations accept new management approaches in order to gain high competition power, handle pressures coming from cognitive, normative and social effects, take risks, differentiate and innovate, and deal with elements like downsizing and renovation (Carson, et al., 1999; Gibson and Tesone, 2001).

As the literature is examined, attention is attracted to the fact that management fashions are usually handled with supply dimension, whereas awareness levels of managers and organizations are researched less. In short, explication of the demand dimension of approaches has remained vicious (Rossem and Veen, 2011:206; Benders and Bijsterveld, 2000:50). This research aims to emphasize the awareness of organizations, which are shown in the first 500 businesses (ISO500) according to the

data of Istanbul Chamber of Industry (2012), about management fashions, how strongly they adopt new management approaches. In the research, management fashions are handled as strategic management, human resources management, total quality management, organizational learning, innovation management andinstitutional social responsibility and ethics. The main reason for the selection of these techniques is their existence as the most explicated management techniques in both application and literature (Carson et al., 1999; Abrahamson and Fairchild, 1999; Gibson and Tesone, 2001; Dedeoğlu 2008; Chalhoub, 2009; Bloom and Reenen, 2010; Perkmann and Spicer, 2008:822).

Within this context, the research is assumed to contribute to literature in two aspects. The first one is the evaluation of management fashions in terms of demand dimension; the second one is the existence of very few studies on this topic in literature and non-existence of similar studies in Turkey.

2. Theoretical Framework of the Research

From late 1800s, when scientific management approach emerged together with industrial revolution to our day, and especially since 80s and 90s, a large number of new management techniques have been discussed in management literature. According to this, Carson et al (1999) approaches management fashions development process as five phases. 1. Phase is 1950s a) management by objectives, b) program evaluation and review technique (PERT), c) employee aid programs (EAPs). 2. Phase is 1960s: a) sensitivity training and T-groups. 3. Phase is 1970s: a) quality of work life programs, b) period of quality circles. 4. Phase is 1980s: a) organization culture, b) total quality management (TQM), c) international organizational standards (IOS), d) benchmarking. 5.Phase is 1990s: a) empowerment, b) horizontal structures, c) vision, d) change engineering, e) agile strategies, f) core competencies (Carson et al., 1999:327).

Today however some of the “fashions” or “new” concepts and techniques used in management literature and partially in public administration are as follows: strategic management, human resource management, total quality management, organizational learning, innovation management, ethics and social responsibility (Tutar, 2009:4; Perkmann and Spicer, 2008:820-23).

2.1. Strategic Management

Dealing with chaotic environment conditions such as continuously widening market borders, intense co-operation agreements, increasing consumer demands and expectations, technology transformations, and political and economic riots and making their existence sustainable are among the main purposes of today’s businesses (Panagiotou, 2003). Strategic management understanding has been seen especially after 1980s as a management style that is necessary for the business to adopt to changing environmental conditions and reaching a sustainable growth progress (Dess and Lumpkin, 2003; Camillus, 1997). Formulating successful strategies under risk and uncertain environmental conditions by using environment and market analysis techniques, using resources effectively and efficiently have a critical importance for businesses. Businesses guide their behaviors by reflecting the values and principles they adapt to their mission and vision statements (Collins and Porras, 1991; Bart and Baetz, 1998) and determine their strategic tendencies (Bonn and Christodoulou, 1996:547). Effective and right strategies that were determined within the framework of the strategic tendencies come back to businesses as high performance, sustainable growth, opportunity to shape the environment and competitive advantage (Ağca and Yaşar Uğurlu, 2008; Morgan and Strong, 2003).

2.2. Human Resource Management

Today, with the influence of the proofs obtained from the scientific studies, businesses see human resource management as the baseline point of the policies they put forward in order to select their employees in a more efficient way, increase their personal development, evaluate their performances, provide the compatibility of employees with organizational goals and etc. In this respect, while human resource management has been seen as a management fashion in recent years, it actually is not a new concept. Because whether human resource management understanding has emerged as a result of a temporary fashion or fad, or a continuously going on change depends on specific factors affecting businesses directly. For instance, making better marketing activities in order to gain competitive advantage, constructing financial control systems or using technology more efficiently are assumed to be possible only by organizational design and human resource management (Guest, 1987:503–504). On the other hand, when the supplement of the space, which occurred with the ground loss experienced in the union movements together with the changing times, by human resource management and the changes that raised in the nature of tasks and labor force quality are taken into

consideration; HRM shows itself as an indispensable element (Baird and Meshoulam, 1988:116; Guest, 1991:150; Clark 1993:18; Delery and Doty, 1996:803).

2.3. Total Quality Management

Total quality management is a method used by businesses that want to continuously provide quality product and service for meeting the needs of their customers (Samson and Terziovski, 1999). According to TQM, employees, top management, suppliers and customers who are involved in all the processes from product/service production to consumption, are responsible of the production quality (Ahire, 1997). Thus, customer-oriented firms that include all employees for continuous improvement have arised (Samson and Terziovski, 1999). In addition, different TQM strategies, such as 6 sigma, zero defects and kaizen, have been developed for maximizing customer satisfaction and expectations (Zu et al., 2008; Anand et al., 2010; Halpin, 1966; Crosby, 1979; Imai, 1986). According to the previous studies, financial and non-financial performances of firms applying TQM have been observed to increase (Hendricks and Singhal, 1996; Grandzol and Gershon, 1997; Easton and Jarrell, 1998; Douglas and Judge; 2001; Kaynak, 2003).

2.4. Organizational Learning

Roots of the interest from both academic and business world towards organizational learning concept go back to total quality management movement that occurred in 70s and 80s, and to the citation of this movement for continuous improvement and increased learning (Dibella and Nevis, 1998:2).Organizational learning, which has been defined by Argyris and Schön (1996) as the detection and correction of errors of the organization, answers the need of organizations to reach efficiency, change and be competitive. Organizational learning process has been assessed as a four staged information processing process, which was separated into categories as obtaining information, diffusion, interpretation, and memory for reuse and evaluation (Huber, 1991:90; Garavan, 1997:25; Dibella and Nevis, 1998:28–29; Ke and Wei, 2006:3). Researches done in the context of organizational learning in the recent years express that organizational learning has a positive effect on organizational performance (Bell et al., 2010), strategic supply process (Hult, Ketchen and Slater, 2009), product and service quality (Tucker et al., 2007), innovation (Akgün et al., 2006), co-operation outputs (Liu et al., 2010), strategic flexibility and competitive advantage (Santos-Vijande et al., 2012) and human resources performance (Bhatnagar, 2007).

2.5. Innovation Management

Innovation management, which is perceived as a tool providing competitive advantage, is one of the most researched topics in the literature (Betz, 2011). As first suggested by Schumpeter in 1920s, innovation concept is defined as applications including differentiations such as producing a new product, adding a new attribution to an existing product, developing new production techniques, creating a new market, and building a new organization structure (Hansen and Wakonen, 1997). In addition to this, one of the topics that head the discussions in the literature is the innovation to be done to include the following factors: to be necessary and compatible (Pittaway et al., 2004), to be done by purpose (Lansisalmi et al., 2006), to be useful (Camison-Zornoza et al., 2004), to be applied in a successful way (Klein and Knight, 2005). When previous studies are viewed, it is seen that there is a direct relationship between how much organizations apply innovation and how they use these processes, and how competition success and performance are gained (Lengnick-Hall, 1992; McGrat et al., 1996; Drucker, 1985; Jansen et al., 2006; Darroch, 2005). Moreover, it has been identified that innovation, which is very effective on performance, is closely related to topics such as R&D, product development, entrepreneurship, intrapreneurship (Quinn, 1985), creativity (Zhou and George, 2001), being open to change (Zhao and Seibert, 2006), flexibility (Murovec and Prodan, 2009), information sharing (Spencer, 2003), and participation (De Dreu and West, 2001).

2.6. Ethics and Social Responsibility

Since businesses influence societies both by the economic power they have and by the products and services they produce; they have obligations to each other, their employees, customers, government, society and other societies, that is to their stakeholders (Goodpaster, 1991:53). On the other hand in order for the businesses to be successful in long term, they need to be trustable and act ethically within this framework. Unethical acts will prevent the development of competitive economy, will provide opportunity to unregistered structures and will cause resources to be used ineffectively by influencing market system in a bad way. The society expects the managers to have an attitude that is ethical about their behaviors. Managers should act sensitive to the expectations of the society and their

stakeholders, if they want to sustain the legitimacy of their power. An organization harming the society with its acts will not be allowed to exist in the future. From this respect, ethics arise as an essentiality for the firms (Donaldson and Dunfee, 1994:253; Ali and Al-Owaihan, 2008:5).

2.7. Code Definition Table

Table 1 below has shown codes, sub-codes, code definitions about the new management approaches used in this research according to literature review.

Table 1. Code Definition Table

STRATEGIC MANAGEMENT	DEFINITION
Organizational Policies	Is defined generally as a conceptual guide that shows how activities and tasks will be done and how behaviors will be in the organization (Mirze, 2010:126).
Strategy	Is the long-termed plans done by effectively integrating the resources, skills and experiences owned by the organization, in order to meet the need of the stakeholders, have success in relationships with the environment and also is the way identified in this direction (Johnson and Whittington, 2009:3).
Vision	Is the situation firms desire to happen in the future (Akgemci, 2007:21).
Mission	Is a statement that differentiates a business from others, defines operation scales, formalizes firm philosophies and reflections (Akgemci, 2007:23).
Goals-Purposes	Goals are generally conceptual results that the firm identifies and wants to achieve; purposes are more specific and measurable sub-goals (Mirze, 2010:120).
Values	Basic principles or believes that most of the members of a firm believes to be true in order to sustain the unique existence, unity and continuity of an organization, which reflect this organization's thoughts, goals and feelings (Demirci and Aydemir, 2006:312).
HRM	**DEFINITION**
Job and Employee Health and Security	Is to take measures against the dangers that might be faced by employeesin the workplace, via health and security policies and programs, to prevent health problems caused by working conditions, to take medical and psychological measures for this, to continuously improve hygiene conditions of the workplace (Armstrong, 2006:829).
HR Policies	Are decision making scales that have organizational values in the center, identifying how people should behave when managing or in the organization, and guides organizational rules and principles that should be obeyed (Armstrong, 2006:147).
Training and Development	Making employees gain knowledge skills and attitudes necessary for the organization, gaining higher performance in organizational activities, activities that increase competence and experience (DeCenzo and Robbins, 2005:203)
Core Competences	Is selecting, placing, awarding the employees, and doing skills analysis in terms of attitude, behavior, motivation and technical knowledge of the performance evaluation, and the using these results (Armstrong, 2006:159).
Performance Evaluation	Is to obtain organizational needs by measurement and evaluation activities that will enable the organization to remain competitive and profitable, employees to do their tasks more productive and in better quality, and employees to contribute to themselves and the organization more (Mathis and Jackson, 2010:320).
Career Management	Is meeting the needs of the employees, putting forward their potentials and enabling organizational competence, improvement and development, in the process of planning and managing professional activities (Armstrong, 2006:551).
Salary Management	Ordering jobs by forming a salary spine, determining salary ranges according to the ordered jobs, or forming a salary scale for the grouped jobs according to specific grades (Armstrong, 2006:617).
Employee Motivation	If motive is accepted as a reason to do something; motivation are the factors that affect people for showing a specific effort in a certain direction and a persistently desired behavior (Armstrong, 2006:106)
TQM	**DEFINITION**
Customer Satisfaction	It is the perception that occurs in customers after purchase about a product or a service's quality, performance, and etc. (Tikici and Türk, 2003:30).
Continuous Improvement	It is to develop fast and with pace by doing future oriented planning and application studies from the lowest level process to the management system that includes the whole business (Develioğlu, Haşit and Bağcı, 2006:194).

Team Work	It is to integrate thought and application for all individuals at all levels in the business, and to provide participation of all employees to development activities (Özdaşlı, 2006:5).
Kaizen/ Process Development	It is to be in search for finding better methods and applying them continuously in small steps in managerial and technical applications of the organization (Özdaşlı, 2006:6).
6 Sigma	It is to use the information of all employees and quantitative methods effectively now and in the future, in order to evaluate and improve the basic processes of the organization and customer needs (Bircan and Köse, 2012:108).
ZeroDefects	It is to reach error free production as a result of identifying defects and factors causing defects, and assurance for preventing defects to occur (Bircan & Köse, 2012:109; Özdaşlı, 2006:6).
Quality security/control	It is the systems to prevent the defects to re-occur and the participation of employees (Özdaşlı, 2006:5).
ORGANIZATIONAL LEARNING	**DEFINITION**
Environment Analysis	It is a type of analysis that the organization does intermittently for enabling information about the organization's external environment, and detecting environmental opportunities and threats (Daft and Weick, 1984:290).
Openness to Change	Organizations face a level of resistance when they trend to strategies such as downsizing, reorganization and using new technologies as a result of obtaining competition power and continuing it. Levels of employees' being ready and adaptation skills to change that is irresistible at this point is accepted as an indicator to the organization's openness to change (Wanberg and Banas, 2000:132).
System Thinking	Systems thinking have been defined as an approach to problem solving. This approach does not react to specific parts, outcomes and events of an overall system, but rather perceives problems as parts of the overall system. Thus, it does not potentially contribute to further development of unintended consequences (Bayraktaroğlu and Kutanis, 2002:56).
Participation	It is the situation, in which organizational effectiveness and efficiency are increased, enabling special knowledge, skills and abilities employees own into the process and management, and this way employee to obtain self-trust with the consciousness of authority and responsibility, as a result of co-operation (Dindaroğlu, 2007:6).
Training and Development	They are the activities which increase experience and adaptation for making employees gain knowledge, skills and attitudes necessary for the organization, and obtaining higher performance in organizational activities (DeCenzo and Robbins, 2005:203)
Organizational Memory	It is defined as storing information caused by past experiences that guided current decisions of organizations, and institutional information (Kızıldağ et al., 2011:194).
Team Work	It is integrating thought and application for individuals in every level of the organization, and making all employees work as a group in a collaborative process, in order to achieve a goal (Özdaşlı, 2006:5).
Information Collection-Dissemination	It is the transfer of information about the examination of internal (learning from past experiences, process improvement and critical approach) and external (participating to conferences, using consultants, following customers and competitors, and co-operations) environments, and environmental changes, and the delivery of knowledge to where it is needed in the organization (Akgün and Keskin, 2003:181).
Principles	They are the standards that are about the members and activities of an organization, and which is shared by organization's members (Koçel, 2011:610).
Leadership	It is defined as the process of affecting and guiding the activities of others by one person under certain conditions, and for achieving certain personal or group goals (Koçel, 2011:569).
Market Analyses	They are the systematic information collection activities for determining the strong and weak dimensions, and opportunities and threats of the market, and coping most effectively with the possible changes in the market, in order to increase the value of what the firm has different than its competitors (Porter, 2008:47).

INNOVATION	DEFINITION
R&D	R&D activities have been defined as the discovery of novel knowledge about products, processes and services; then the application of this knowledge for new and advanced products, processes and services to fulfill the needs of the market (Fleisher and Bensoussan, 2007:72).
Product Development	It is the set of activities beginni ng with the perception of a market opportunity and ending in the production, sale and delivery of a product (Ulrich and Eppinger, 1995:2).
Technology	Technology is the transfer of information to application (Betz, 2011:3).
Participation	It is the situation of enabling employees' special knowledge, skills and abilities to be included in the process and to participate in management within the framework of co-operation that appear as a result of doing business together, and this way employees to gain self-trust with the consciousness of authority and responsibility, and thus increasing organizational efficiency and effectiveness (Dindaroğlu, 2007:6).
Information Collection-Dissemination	It is the transfer of information about the examination of internal (learning from past experiences, process improvement and critical approach) and external (participating to conferences, using consultants, following customers and competitors, and co-operations) environments, and environmental changes, and the delivery of information to where it is needed in the organization (Akgün and Keskin, 2003:181).
Know How	They are the knowledge that define the expert skill, experience and intelligence for the design, production and use of technological systems; and which are intended to problem solving gained by the way of learning by doing (Akgün et al., 2010:231).
Patent/Registry/ Discovery	It is the registration of an authorized agency that gives the right to use or produce a new product, apparatus or service only to the inventor, and not any other to have right to use or circle (Griliches, 1998:288).
Flexibility	It is the ability of organizations to respond to unpredicted situations in a turbulent and fast changing environment (Tienari and Tainio, 1999:351).
Creativity	It is putting forward a useful process, product thought, service and creating value in a complicated social system (Woodman et al., 1993:293)
Entrepreneurship	It is being proactive in assessing the opportunities in the market, taking risks, volunteer for innovation, and presenting autonomous behaviors (Lumpkin and Dess, 1996:137).
Openness to change	Organizations face a level of resistance when they trend to strategies such as downsizing, reorganization and using new technologies as a result of obtaining competition power and continuing it. Levels of employees' being ready and adaptation skills to change that is irresistible at this point is accepted as an indicator to the organization's openness to change (Wanberg and Banas, 2000:132).
Intrapreneurship	It is the process of employees to have activities that result in product, service and process innovation, following opportunities besides controlling current resources, taking risks voluntarily in any process of the business (Nielsen et al., 1985:184).
ETHICS/SOCIAL RESPONSBILITY	**DEFINITION**
Ethics Codes	Ethics codes are composed of policies, principles, rules and statements that guide employees to have correct behaviors by stating what to do and not to do, in order to prevent uncertainty and increase ethical awareness (Collins, 2009:59).
Differentiation Management	Enabling people to harmoniously live, work and produce together, by considering their different characteristics such as gender, race, religion, language, age, physiological skills, education level, growth style, and coming from different social and cultural environments; and thus adding value to the organization (Hellriegel and Slocum, 2010:44–15).
Social Responsibility Projects	They are activities and behaviors that provide trust to employees and society in a tacit or open way, increase societal welfare by creating employment and etc., considers the benefits of society and its stakeholders out of the context of laws, pays attention to environmental problems out of the context of profit making activities (Matten and Moon, 2008:9).

Shareholders	Mostly financial responsibilities of the business to its employees, customers and investors, who are directly or indirectly affected from the activities of the firm (Arslan, 2012:50)
Stakeholders	Person or groups that are influenced by the activities of the firm, since they directly or indirectly affect inward, political, ecological and social wealth, besides financial activities (Arslan, 2012:50–51).

3. Methodology of the Research

3.1. Purpose and the Research Question

The main purpose of this research is to determine if management fashions are applied or not in firms, which take place in Turkey and are accepted as big scale firms.Also, if these fashions are applied, in what level are new management approaches adopted by firms, and if there is a difference between sectors are aimed to be analyzed. In this context, questions of the research can be listed as follows:

- Are management fashions used by businesses?
- At what level are management fashions/new management approaches used by the firms?
- What is/are the most adopted new management approach/approaches?
- Is there a sectorial difference in terms of the application of new management approaches?
- What is/are the least applied new management approach/approaches?

The research has been designed in a way to answer the above questions.

3.2. Sample of the Study

In order to evaluate big-scaled manufacturing firms operating in Turkey in terms of management fashions and to determine the current situation; firms that take place in the first 500 list of Istanbul Chamber of Industry and trade on the stock market are identified as the sample of this research. For determining the sample of the research, first the 500 firms list published by Istanbul Chamber of Industry in 2011 was reviewed. Then 79 firms were identified that both take place in this list and were listed in Istanbul stock market index (XUSIN). Websites of the 79 firms that were listed by categorizing firm name, activity area and web addresses were scanned one by one, and were recorded to Word files. The reason for these firms to be chosen is because they take place among the most successful businesses of Turkey and trade on the stock market.

3.3. Research Method

Research has been designed as a qualitative research.Literature review has been completed first related to the purpose of the study, and widely used new management approaches have been identified. After appointing the new management approaches, sub-codes have been formed for each approach according to information taking place in literature. Later, literature has been reviewed again and an operational definition has been written for each code. Code definition table is submitted in Table 1. Data gathered from the research have been analyzed according to existing codes with deduction method (Patton, 2002: 453-457). The following procedures have been done for gathering research data. Initially, first 500 firms determined annually according to Istanbul Chamber of Industry data have been selected based on 2011 list; then 79 firms have been appointed that take place in this list and were listed in Exchange Istanbul's Industrial index (XUSIN). Web addresses of the 79 firms have been scanned and recorded in Word files. According to pre-identified code definition table, web pages have been examined and recorded to an Excel file. When studying the 79 firms has been completed, researchers have come together and revised code definition tables and data. Later, in determining the reliability of codes, three different researchers independently have re-coded data according to definition table and these codes have been compared with the ones obtained as the result of the research. While calculating code reliability, reliability formula of Miles and Huberman (1994) has been used as basis. According to this, code reliability has been calculated as the division of consistent number of codes and the sum of consistent and non-consistent codes. As a result of the calculation, code reliability has been found as 85%. This result shows high coding reliability (Miles and Huberman, 1994: 69). Businesses have been separated into sectors to be used in the analysis of research findings, according to NACE, which is used by European Union and is the statistical classification system of economic activities. Table 2 shows businesses and sectorial distributions *(*Turkpatent, 2008).

Table 2. Distribution of Sectors According to 31 Nace Codes and Number of Firms

NACE CODE	NACE Explanation	Number of Firms in the Sector
DA	Food, beverages and tobacco manufacturing	10
DB	Textile and textile products manufacturing	7
DC	Leather and leather products manufacturing	-
DD	Wood products manufacturing	-
DE	Paper pulp, paper and paper products manufacturing; Printing and publishing	6
DF	Coal, refined oil products and nuclear fuel production	2
DG	Chemical substances and products, and man-made fibers manufacturing	9
DH	Plastic and rubber products manufacturing	1
DI	Other non-metallic mineral products manufacturing	17
DJ	Main metal and fabrication metal products manufacturing	13
DK	Machinery and equipment manufacturing	6
DL	Electrical and optical hardware manufacturing	2
DM	Vehicle manufacturing	6
DN	Manufacturing not classified in other places	-
	TOTAL	79

Before analyzing research data, an evaluation rubric has been formed for the codes used in the research. Four levels (level 0,1,2,3) have been determined for each code. Levels have been based on the coincidence frequency of sub-codes. For instance, if 4 of the 8 sub-codes taking place in human resources management code definition are encountered, this firm's human resources management activities show level 2. Table 3 demonstrates the evaluation rubrics, which are formed for each code and indicate the number of sub-codes (Forbes, 2011:951; Ryu and Sandoval 2012:499). Level 0 expresses the situation, in which any codes are not seen in the firms taking place in the sample regarding the management applications in the context of the research. Level 1 states the situation, in which minimum codes are seen in the sample firms regarding the management applications in the context of the research. Level 2 describes the situation, in which codes are seen in medium frequency, or management applications are applied in mid-level. Level 3 expresses the situation, in which activities related to management applications in the context of the research are used highly.

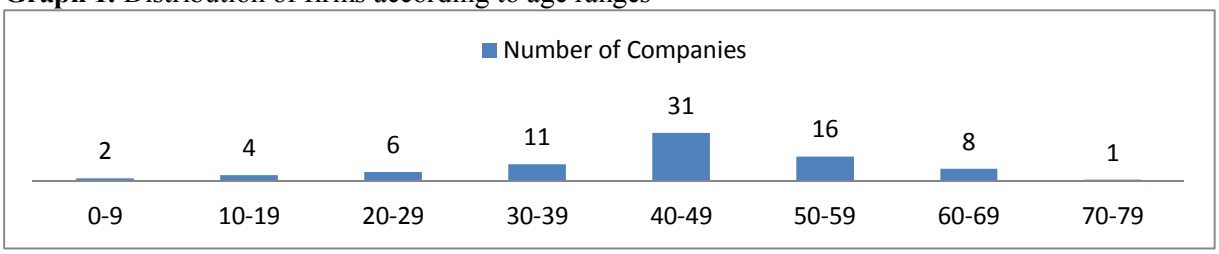
Table 3. Evaluation Rubrics

Code Name	Total Number of Sub-codes	Levels			
		Level 0	Level 1	Level 2	Level 3
Strategic Management	**9**	No codes were found	At least 1 code	At least 4 codes	At least 7 codes
HRM	**8**	No codes were found	At least 1 code	At least 3 codes	At least 7 codes
TQM	**7**	No codes were found	At least 1 code	At least 3 codes	At least 6 codes
Organizational Learning	**8**	No codes were found	At least 1 code	At least 3 codes	At least 7 codes
Innovation Management	**12**	No codes were found	At least 1 code	At least 5 codes	At least 9 codes
Ethics/Social Responsibility	**5**	No codes were found	At least 1 code	At least 2 codes	At least 5 codes

3.4. Research Findings

Findings obtained by reviewing web pages of 79 firms, which has been obtained from ICI first 500 and also have been listed on the stock exchange in Istanbul stock exchange, are shown in tables and graphics below.

Graph 1. Distribution of firms according to age ranges



In Graph 1, distribution of firms in the context of the research, according to the settlement years of the firms has been presented. Average age of the firms is 44. 39% (31) of the businesses are in the 40-49 ages range.

Table 4. Code frequencies

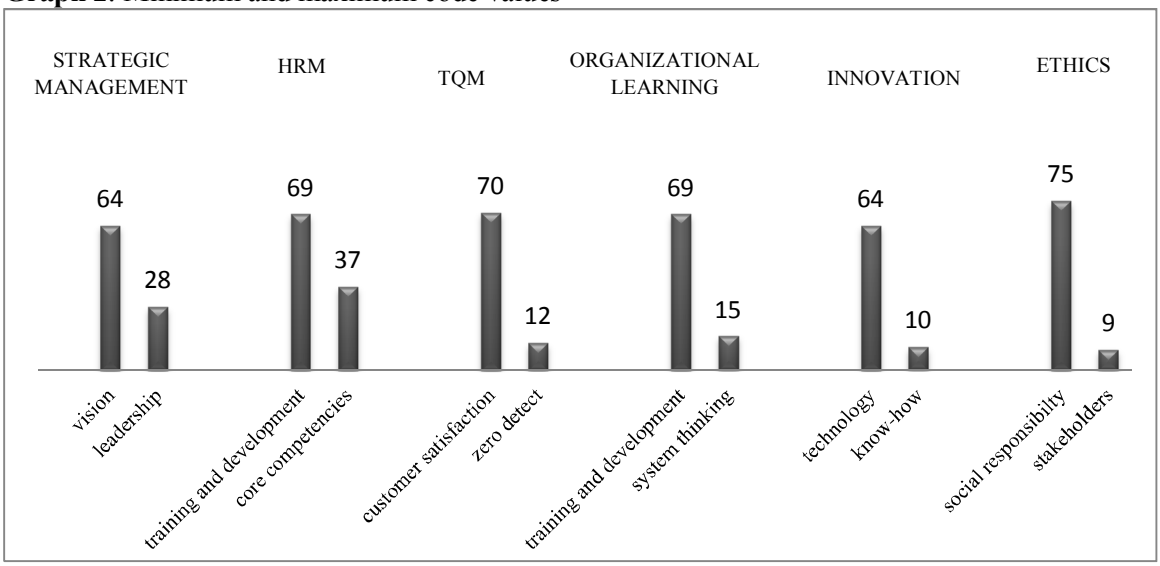
STRATEGIC MANAGEMENT	Frequency	%	HRM	Frequency	%
Organizational Policies	49	62	Job and Employee Health and Safety	55	70
Strategy	40	51	HR Policies	51	65
Vision	64	81	Training and Development	69	87
Mission	62	79	Core Competences	37	47
Goals-Purposes	50	63	Performance Evaluation	42	53
Values	47	60	Career Management	43	54
Principles	32	41	Salary Management	43	54
Leadership	28	36	Employee Motivation	42	53
Market Analysis	51	65			
TQM	Frequency		ORGANIZATIONAL LEARNING	Frequency	%
Customer Satisfaction	70	89	Environmental Analysis	20	25
Continuous Improvement	67	85	Openness to Change	37	47
Team Work	36	46	System Thought	15	19
Kaizen/Process Development	26	33	Participation	48	61
6 Sigma	14	18	Training and Development	52	66
0 Defects	12	15	Organizational Memory	17	22
Quality security/control	70	89	Team Work	36	46
			Information Collection-Dissemination	31	39
INNOVATION	Frequency	%	ETHICS/SOCIAL RESPONSIBILITY	Frequency	%
R&D	42	53	Ethics codes	39	49
PD	17	22	Differentiation management	21	27
Technology	64	81	Social responsibility projects	75	95
Participation	48	61	Shareholders	36	46
Information collection sharing	30	38	Stakeholders	9	11
Know How	10	13			
Patent/Registry/Discovery	19	24			
Flexibility	16	20			
Creativity	56	71			
Entrepreneurship	26	33			
Openness to change	37	47			
Intrapreneurship	17	22			

Frequency values of codes used in the research have been shown in Table 4. Values express numerically, in how many of the firms the codes have been encountered. For example, 40 of the 79 firms have provided the sub-code of strategy under strategic management code in their web pages.

In Graph 2, minimum and maximum values of sub-codes according to their frequencies have been presented. When an evaluation is done in terms of strategic management, it is observed that leadership concept, in which mission and vision statements take the lead, is given relatively less importance. Attention is attracted to the fact that in human resources management training and development function is stressed more, and the least encountered code is core competencies. When

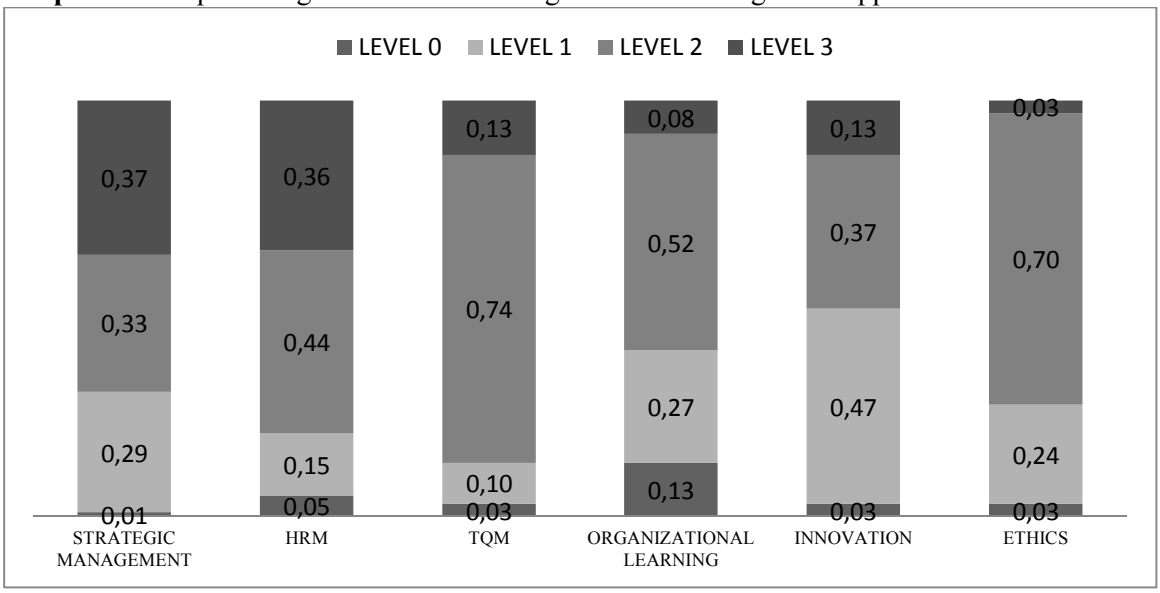
viewed from the perspective of total quality, it is seen that the firms emphasize customer satisfaction and zero defects concepts the most. While training and development activities have more place in organizational learning applications; it is observed that system thought remains vicious.It is identified that in innovation code, technology sub-code is emphasized more and know-how sub-code is emphasized very few. Almost all of the firms are observed to apply social responsibility projects, however very few firms stress stakeholders concept.

Graph 2. Minimum and maximum code values



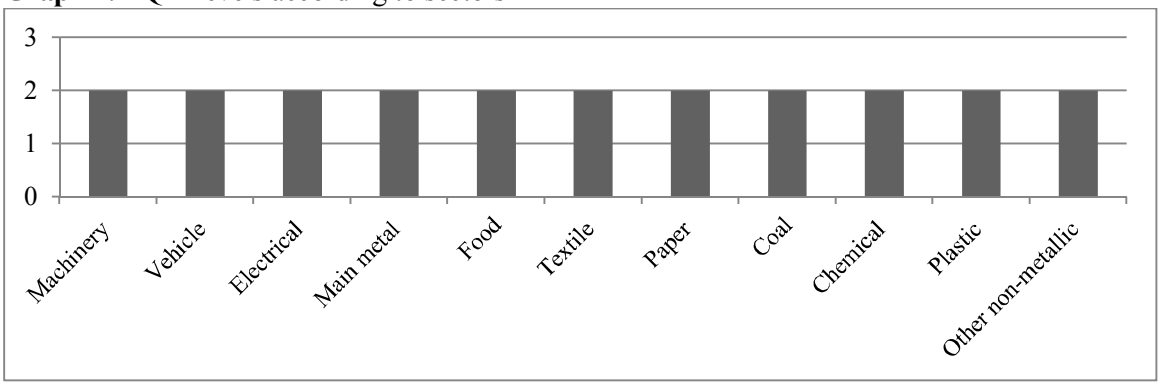
In Graph 3, levels related to each code and rates belonging to levels have been demonstrated. When the graphic is viewed and the firm is evaluated in terms of strategic management; the fact that rates increase as the levels increase attracts attention. It can also be claimed that the ethics and human resources management applications of the firms condense in level 2. As an assessment is made considering total quality management, it is observed that number of firms concentrate on level 2 (74%). When an evaluation in terms of organizational learning is made, it has been observed that 13% of the firms took place in level 0, that is, they have not done any applications. It is seen that applications of firms regarding innovation are accumulated in level 1.

Graph 3. Level percentages of firms according to current management applications



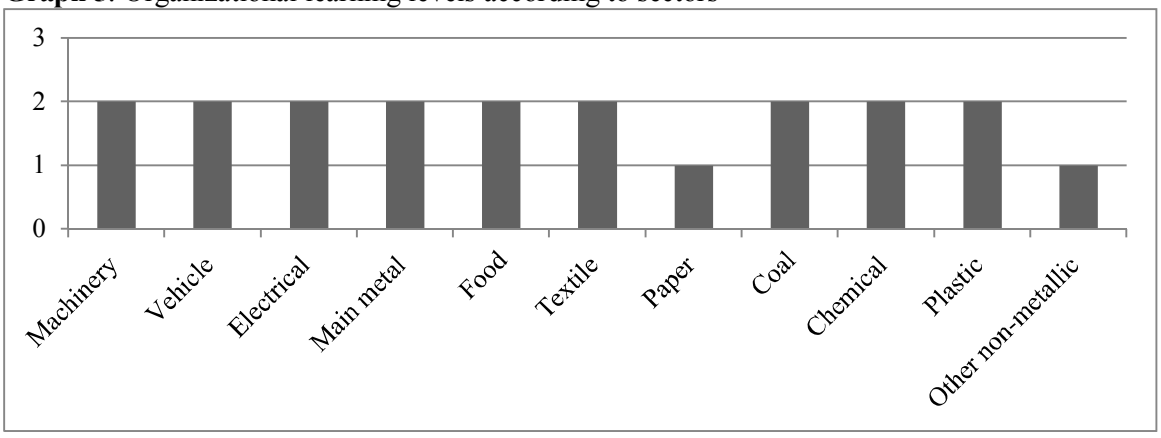
In Graph 4, distribution of total quality management application levels according to sectors has been presented. While level 3 is seen to include no firms, TQM applications of all sector groups take place in level 2.

Graph 4. TQM levels according to sectors



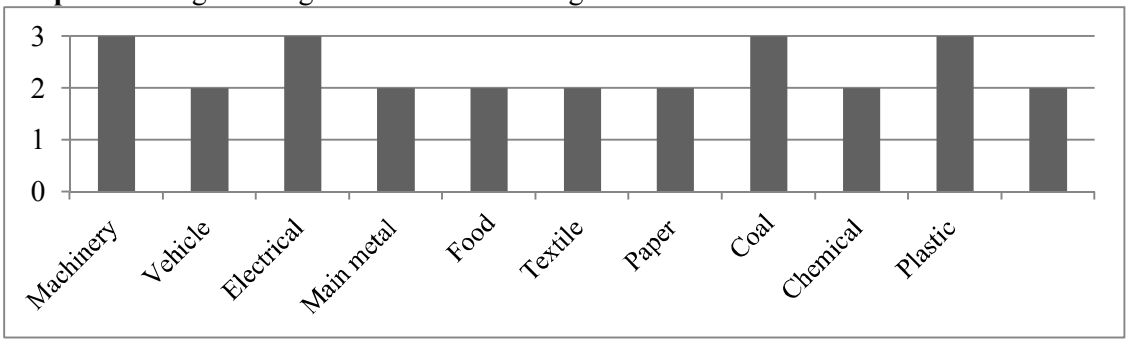
In Graph 5, distribution of organizational learning levels according to sectors of the firms in the context of the research has been submitted. Paper and non-metal industry can be claimed to have lower levels of organizational learning applications compared to other sectors.

Graph 5. Organizational learning levels according to sectors



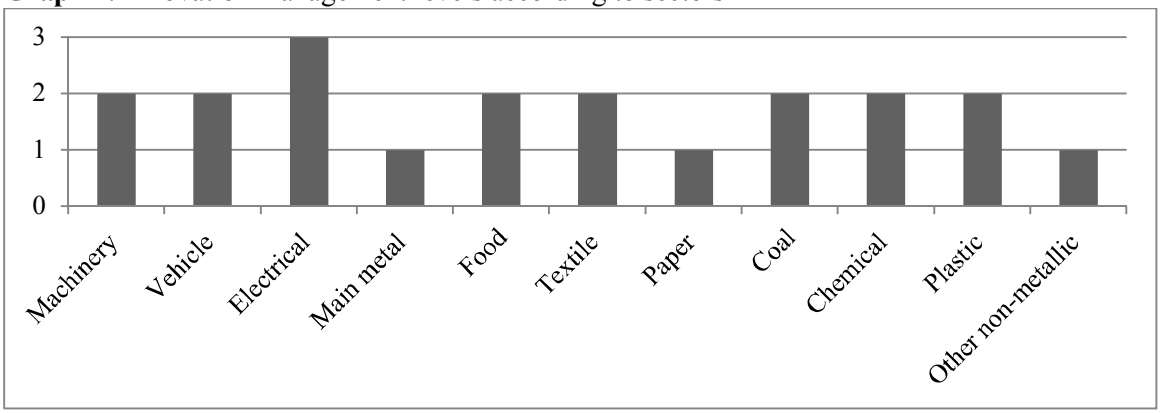
Graph 6 presents the distribution information of strategic management applications according to sectors. It is seen that firms operating in machinery, electric, coal and plastic sectors give quite importance to strategic management applications. When the graphic is viewed, attention is paid to the fact that sectors in the context of strategic management do not take place in levels 0 and 1.

Graph 6. Strategic management levels according to sectors



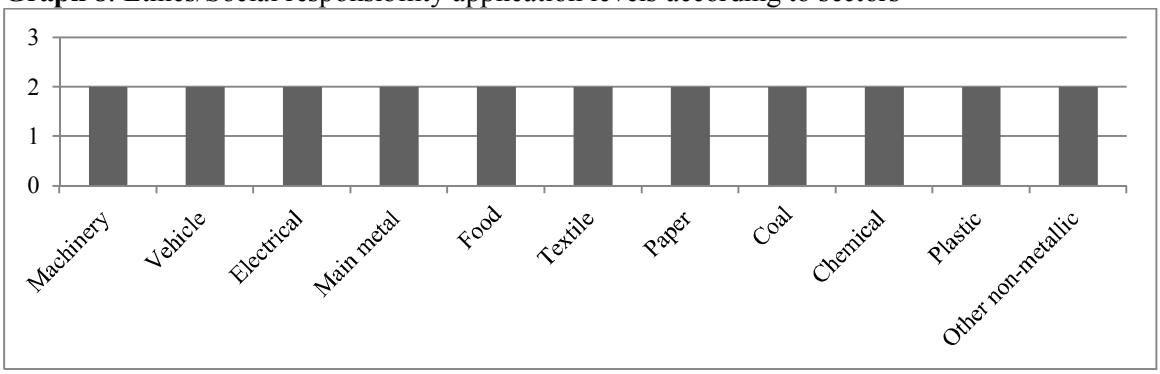
Graph 7 consists of level information of innovation applications of firms in the context of the research. As the graphic is analyzed, only electricity sector is seen to have 3. level innovation management applications. Main metal, paper and non-metal industries attract attention as the relatively least innovation management applying firms.

Graph 7. Innovation management levels according to sectors



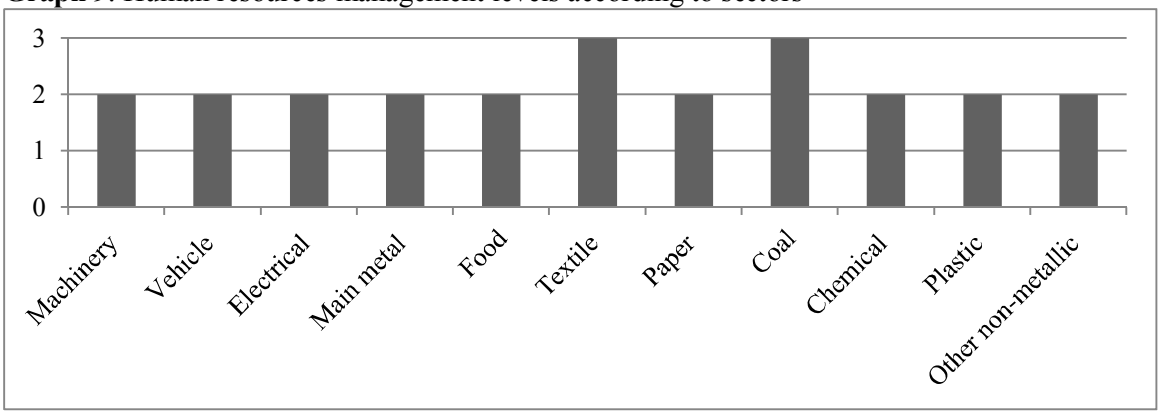
In Graph 8 sectorial distributions of firms' ethical and social responsibility application levels have been shown. An analysis of the graph shows that applications related to ethics and social responsibility can reach level 2 by sector.

Graph 8. Ethics/Social responsibility application levels according to sectors



Sectorial distributions of human resources management practices of firms in the context of the research have been shown in Graph 9. It is seen that coal and textile industries give a relatively larger share to human resources management applications, compared to other sectors.

Graph 9. Human resources management levels according to sectors



4. Discussion and Conclusions

Data in the web pages of 79 firms, which take place in ICI 500 and are listed in Istanbul stock exchange, have been done content analysis via deduction method, in terms of management fashions. As the research findings are reviewed, various conclusions are reached. When the firms in the context of the research are viewed from the perspective of strategic management, it is seen that almost 70% of the firms widely use strategic management applications.Despite this, the judgment that nearly 30% of the firms could not understand the strategic management concept wholly and they applied it defective or superficially has been reached (Graph 3). On the other hand, it is observed that frequency percentages of vision and mission statements are relatively high, however sub-codes like leadership, strategy, principles that are accepted as main elements of strategic management are relatively low (Table 4). When the firms are analyzed in terms of human resources management, it has been seen that firms are highly located in levels 2 and 3 in HR (Graph 3). Accordingly, it has been observed that generally all sub-codes are above 50% (Table 4). This situation shows that firms have a higher consciousness level on the topic of HR policies. HR concept provides a strong infrastructure in both theory and practice, together with tough competition conditions. These strong infrastructure and tough competition conditions are thought to be effective in this approach.

As the firms taking place in the research sample are evaluated in terms of total quality management, it is seen that a large part of TQM applications (74%) are accumulated in level 2 (Graph 3). Despite this, when the frequency percentages of sub-codes are viewed, it is seen that main elements of TQM such as zero defects, 6 sigma and kaizen are observedless frequent than others (Table 4). This situation may show that total quality philosophy has not been settled in firms yet, however quality improvement and development efforts are not ignored.

As the firms in the research sample have been assessed in terms of organizational learning practices, it has been seen that while 60% of the firms are accumulated in levels 2 and 3, 40% of them take place in levels 1 or 0 (Graph 3). Depending on research findings, it may be claimed that firms progress based on TQM and HRM. Furthermore, organizational learning alone is less adopted as a management practice by itself. If it was adopted, basic organizational learning elements such as institutional memory and system thought could be expected to occur in high frequency (Table 4).

When checked in terms of innovation management, while 50% of the firms do innovation management practices at high levels; other 50% do them at low levels or not at all. On the other hand, when sub-codes of innovation management are checked, it is observed that technology frequency rate is 81% and creativity frequency rate is 71%, which are relatively high (Table 4). Nonetheless, attention is paid to the fact that frequency rates of know-how, patent-registry-discovery, entrepreneurship, intrapreneurship, flexibility sub-codes are relatively low. This situation arises the opinionthat firms prefer to transfer technology, instead of producing it. Considering sub-codes such as entrepreneurship, openness to change, flexibility from a managerial perspective may hint that firms mostly prefer a hierarchical managerial and organizational structure.

When the application levels of firms in terms of ethics and social responsibility are viewed, it is observed that firms reaching level 3 are relatively very few in number (3%) (Graph 3).As an assessment of the firms in the context of the research is completed in terms of their ethics and social responsibility activities; the fact that almost all of the firms give importance to social responsibility projects call attention. This situation may be an indicator that firms are more sensitive about social, cultural and legal effects. However, other sub-codes such as elements that are perceived important from the perspective of ethical attitude and differentiation management are seen in a relatively lower frequency. It can be thought that this situation creates a contradiction in terms of the importance and consistency of ethics and social responsibility.

There are a number of striking points that need to be considered when the firms' application levels of management fashions are compared on a sectorial basis. Namely; it is observed that TQM and ethics/social responsibility practices progress at same levels; although strategic management, HRM, organizational learning and innovation management application levels show differences. For instance, when TQM and ethics/social responsibility codes are viewed, it is observed that all sectors take place in level 2. Conversely, while only electricity sector is at 3. Level in innovation management; main metal, food and nonmetal sectors are at level 1.When analyzed in terms of organizational learning, all sectors apart from paper and non-metal sectors at level 1 are at level 2. In the strategic management code, which is observed to be applied the most, while four sectors (machinery, electricity, coal, plastic) reached level 3, the rest seven sectors stayed at level 2. Finally, all sectors except from textile and coal sectors that climbed to 3. level in HR management are at level 2. It can be claimed that these differences between sectors may occur because of factors such as sector dynamics, entrepreneur and investor qualities, legal, technical, financial and cultural infrastructure, and market conditions.

As a result, new management approaches are used by the firms in the context of the research, although their application levels differ.According to this, strategic management, human resources management and total quality management are the most practiced management techniques. On the other hand, the least practiced new management approaches are organizational learning and innovation management. In summary, it is thought that firms in the context of the study approach to management fashions application with a tendency around isomorphic, opportunist and competitive attitudes, customer expectations, pressure to overcome difficulties and legal obligations; rather than being scientific, technical and totalitarian, participative, questioning, analyzer and synthesizer. Numerical inconsistency between the frequency values of sub-codes belonging to main codes can be proposed as a cause for this. For instance, while the frequency value of customer satisfaction sub-code is 89%, zero defects code frequency value remains at 15%.

In the light of the findings obtained at the end of the research, the need of the firms in the context of the research to tend more to improve elements like learning skill, core competencies, analysis skill and know-how do emerge. This is believed to make the firms more competitive and unique.

5. Limitations and Contribution of the Research

This research puts forward a due diligence related to the levels of firms about new management applications with deduction method and a content analysis. In this respect, the research examines the demand dimension of management fashions in the context of Turkish manufacturing firms, and aims to fill the gap in the literature on this topic.The most important contribution of the research for practitioners is to make them gain awareness in terms of new management approaches. A comparison between firms that obtained awareness and their competitors can better be enabled and gaps can more effectively be filled in this way. The limitation of the research is to analyzethe information only in the web pages of the firms in the context of the research sample. Because of this reason, research data are information taking place in the web pages of the firms and this information were reached between 07-06.2012 and 05.07.2012. Therefore, information belonging to firms analyzed in the content analysis is limited to information that was presented in their web pages between those dates.

6. Recommendations for Future

In a similar way as the analyses that have been conducted in the research, national and international sectorial comparisons can be done about the firms with a larger sample. Main reasons for the difference between the practice levels of new management techniques can be handled by in-depth analysis. In studies that will be conducted in the future about this topic, relationship between practice

levels of firms for new management techniques and firm performance can be examined with different methods.

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