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Attitudes of Current Managers towards Hadiths on Management and Managers*

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ABSTRACT

The objective of this study is to observe the perception of Islam concerning the concept of management by revealing characteristics, the content of concepts of management and manager in fundamental Hadith resources and the relationship with other concepts and to observe the attitudes of current managers toward this perception. The study was finalized with a survey research carried out with 603 participants, being managers of public enterprises and non-governmental organization. It is observed that the expressions established according to Hadith contents studied as a result of analysis conducted show parallelism with contemporary ideal management principles. In this respect, managers show positive approach to the messages given in general. According to the results of survey research, meaningful attitude differences were detected in terms of features of managers, management applications and opinions about the behaviours of subordinates among public, enterprise and non-governmental organization managers.

Keywords:

Management, Manager, Attitude Survey, Hadith, Islam.

Introduction

It is observed that different attitudes are adopted related to the fact of management in all organizations formed by people gathered within the direction of a common objective. Fund of knowledge used by social systems in current life have become different together with global interaction and constant development and change have been experienced in several fields of life. Value-creating activities of humankind and life philosophies created during these activities are involved in the fact of culture. This matter of fact is closely in relation with the historical backgrounds and social relationships of the societies (Çağlar 2001:128). Philosophies stated as Eastern and Western Management Approaches are fed with characteristic differences of human communication where they were born. Although the concept of management contains some universal principles, the key of formation of more successful organizational structures is that cultural and social codes have integrating role in management implementations (Erdem and Kocabaş 2004: 188). It is observed that the concepts of management and manager differ from one another in social and cultural terms especially in terms of organizational management. It is seen that the conclusions desired are not achieved when theories and implementations fed from different cultures are applied to different societies. The thing to be done at this very point is to evaluate successful, objective and standard application results in terms of social culture and therefore to design a synthesis application method. When the elements of social culture are studied, it is seen that the elements mostly influencing social life are religion, language, history, manners, customs and traditions. In this context, the fact that Islamic religion contains practical provisions about social life especially in the countries with high Muslim population reveals the necessity of taking the belief effect on human behaviors into consideration. The influence of belief and values on culture has also influence on the types of application of management functions (Erdoğan 1975: 58).

What the features of managers are and what kind of management approach that managers should pursue are among the most important issues that management science discusses on. The results acquired in this respect are used by managers and thereby achievement at high rates in terms of efficiency and productivity is ensured. All those achievements have been formed with the effect of periods and conditions of the studies conducted, and cultural and technological environment.

After mentioning about concepts of management and manager in the study, manager attitude survey findings on Hadiths about manager and management were provided. Kütüb-i Sitte named work is accepted as main reference resource in creating survey statements about the attitudes of managers. The findings acquired as a result of content analysis directed on concepts of management and manager, were grouped under the group titles determined before. The Hadiths determined were divided into three main groups as features of manager, management applications and attitudes of subordinates. The Hadiths covering the concepts on these themes were evaluated and some principles were identified and therefore survey statements about these principles were created. These statements were designed basing on one or more Hadiths directly or indirectly. The questions of the survey were asked to public, enterprise and non-governmental organization managers and attitude similarities and differences were detected. Furthermore, some sets of suggestions were offered to managers and researchers on the ground that the findings acquired as a result of the research.

The aim of this study is to determine with which and how concepts of management and manager and other concepts are associated by determining the point of view of Hadiths, being the most basic reference sources of Islam, on management and manager concepts and to measure the attitudes of current managers towards the expressions obtained from Hadith resources. Another purpose of the study is to determine direct consideration of Hadiths about concepts of management and manager abstaining from philosophical discussions.

1. Management and Manager

The concept of management was used in a manner that it has had different meanings by being evaluated in different aspects from past till today. Sometimes, it was used in the meaning of an authority having hold of management and administration in the organization and sometimes of guidance activities required to be performed with the purpose of more efficient and effective work of organization (Robbins and Coulter 2011: 3). Management is the power of having others carry out work basing on a legal competence (Aydın 2010: 54). The purpose of management is to achieve predetermined objectives by

using effective and compatible use of resources (Turhan and Taşseven 2010: 149). The concept of management has also the meaning of cooperation and solidarity in achieving organizational purposes besides from action of “managing” (Aydın 2010: 25-26). Considering that these definitions are correct but missing, philosophers sought re-assessment of the elements apart from the aspect of humankind within the frame of their own perspectives and periods on time, condition, and process basis (Eren 2001: 5). According to Saruhan and Yıldız (2009: 22), management is a systematic process including planning, organizing, leadership, coordination and control functions in resource usage for performance of purposes efficiently and productively by a group of people. Even there are some differences in terms of application of general management functions, those are valid in every culture. When it is evaluated as process, all of the activities related to systematic and conscious application of concepts, principles, theories, models and techniques related to planning, organizing, execution, coordination and control functions with the aim of performance of objectives of human groups in most efficient manner by making least efforts are specified as the science of management (Baransel 1993: 25).

In our day, the concept of manager has gained a different dimension with the fact of intellectual capital’s coming into prominence. Modern concepts as behavioral management, globalization, virtual platform, network organizations and participative management have led to fundamental changes in thought systems and have revealed the necessity of managers’ having the capability of using the knowledge in most efficient manner besides just having the knowledge. Managers’ knowing the personal structures of employees and behaving in compliance with this are of the most essential factors positively affecting success of manager (Baltaş 2011: 119). Three basic qualifications that managers with leadership features have are indicated; these are ability of walking in other people’s shoes (empathy), awareness and objectivity features (Boone and Kurtz 2013: 233). There are some missions (roles) that managers shall carry out as well as the features that managers shall have to provide effectiveness of the organization and achieving organizational purposes. The missions set forth by Mintzberg can be summarized as in the following (Koç and Topaloğlu 2010: 27):

Table 1 : Roles of Managers

| a) Interpersonal Roles | b) Knowledge Acquisition Role | c) Decision-Making Role |
|--|---------------------------------|---|
| Legal representation of the organization, | Research and acquire knowledge | Taking responsibility and initiative, |
| Supporting and leading the organization, | Reporting and sharing knowledge | Being reconciliation and solution oriented. |
| Encouraging cooperation by providing organizational communication. | | |

Despite the fact that managers define their work as execution of management functions, their job is quite complex and difficult particularly in terms of using time (Baltaş 2011: 184). As the decisions taken by a professional manager influence the future of whole organization and therefore the existence of the organization, they do not have the luxury for being unsuccessful. Professional managers have to be successful continuously as nature of their occupation and existence of the organization (Koçel 2011: 63). The reason for that is people have strengthen themselves in terms of education, knowledge, skills, accumulation and environmental elements (Aytürk 2007: 2).

2. Research of Managers Attitude

Statements compliant with Likert type scale by looking at the Hadiths on management and manager were formed within the frame of this study; and these statements were directed to public, enterprise and non-governmental organization managers by means of this survey form. In this scope, attendance of 603 manager were provided and the feedbacks acquired were statistically evaluated in terms of gender, marital status, sector and status of education variables. Demographic findings, mean analyses, T-test, Anova test, correlation and reliability tests were applied in this scope and findings were shared.

2.1. Scope and the Objective of the Research

The objective of the research is to measure how statement groups directed on attitudes of subordinates, management applications and features of managers created depending of the content of Hadiths are

perceived by managers and if there are any differences between the attitudes on these statements. The similarities and differences in terms of variables such as sector, gender, marital status and educational status of managers are tried to be detected in this perspective. The basic question of the research is the question of “are there any differences in the attitudes of managers about the statements concerning features of managers, management applications and attitudes of subordinates obtained by means of content analysis in terms of gender, sector, marital status and educational status variables?”.

2.2. Limitations of Research

The most important limitation in the nature of questionnaire method is included in the fact that participants' real, undirected and objective opinions cannot be reflected in the answers. Determination of research universe as managers results in some limitations in terms of accessing managers from different sectors. Most important ones of these limitations are time and cost limits. The fact that the numbers of enterprises and non-governmental organization are higher in developed provinces as in Marmara Region causes great differences in the distribution of managers. For that reason, convenience sampling method was selected in the research and opinions of the managers were asked. Research section of the study is limited with ready and appropriate survey data of public, enterprise and non-governmental organization managers.

2.3. Universe and Sampling of Research

According to TUIK data, the number of managers in Turkey is specified as 8% of active labor force. In other words, one thirteenth of active labor force takes duty in the position of manager. Therefore, in the event that universe size is accepted as two and half million with the effect of non-governmental organizations; the number of offered universe is calculated as 385 at 95% confidence level. Hence, it is observed that 603 sampling number is at 98% confidence level with 4,74% error margin. It is observed that the number of sampling is adequate in the research conducted. 689 managers were directly and indirectly contacted in this scope and survey data of 603 managers in full and usable for research were taken into account.

2.4. Method of Research

Survey method was used in attitude survey section of the study. Surveys were applied to managers who had given appointment by means of phone and face to face and through electronic mail and hand-delivery to the managers who had not given appointment. In the beginning phase of the research, a pilot study was conducted in Karaman and Konya provinces and feedbacks related to survey design and application process were taken and edits were made on the survey. The level of agreement with the sentences of the managers answering the survey was scaled as: “1-Strongly disagree, 2- Disagree, 3- Neutral, 4-Agree, 5-Strongly agree”. Survey form was comprised of two sections. There were 9 (nine) questions including demographic information in the first section and 30 (thirty) Likert type statements related to features of managers, management applications and attitudes of subordinates in the second section. “Content Analysis” method expressing the assessment of a text in systematic, objective and quantitative manner in formation of these statements was used (Wimmer and Dominick 2000: 135-136). Content analysis is a research method covering a set of systematic applications conducted to draw conclusions from a text. As well as the results wanted to be obtained can be related to the message itself, it can be related to the sender of the message or the addresses of the message. Content analysis can be used within the direction of several purposes (Weber 1990: 9). To implement content analysis method, it is required that texts shall be coded or categorized in manageable manner. A fore mentioned coding can be the words, meanings of the words, sentences or themes that is to say the subject matters. One of three types of content analysis method (1. Theme Analysis; 2. Semantic Analysis and 3. Network Analysis) can be used in the process after this coding (Leblebici and Kılıç 2004: 7). Theme Analysis method was used in the content analysis section of the study. Theme can be expressed as the subject of a discussion or document.

The resource based on in creation of the statements used in attitude survey and being subject to content analysis is Turkish Hadith Encyclopedia Kütüb-i Sitte named work. There are 7335 Hadiths in total in the translation of the work dealt. Hadith Encyclopedia Kütüb-i Sitte named work is comprised of 18 volumes in total. Turkish Kütüb-i Sitte work of Prof. Dr. İbrahim Canan is based on Buhârî 9-Volume, Müslim 4-Volume, Nesâî 8-Volume, Tirmizî 10 -Volume, Ebu Dâvud 5-Volume, İbnu Mâce 2-

Volume works. Canan also translated and explained the Hadiths that were not included there but included in the book of İbn Mâce in addition to this resource and created Hadith Encyclopedia Kütüb-i Sitte named work (Özçelik 2009: 224).

To reveal the method of content analysis performed in clearer and more obvious way, it is possible to summarize the scope of content analysis and how Hadiths and concepts were determined as follows; at first it was determined which concepts related to management and manager in Hadiths given in Kütüb-i Sitte could be used. Concepts of imam, amir, caliph, commander, vizier, chief, sultan, leader, vizier and governorate were scanned under the theme of manager; concepts of management, administration, planning, coordination, harmony, audit, obedience, council and position were scanned under the theme of management by means of computer aided Kütüb-i Sitte software program. For instance; it was observed that concept of “Imam” determined in association with the concept of manager was used for 1646 times in total in Kütüb-i Sitte in annotations, Hadith explanations, opinions of author, discourses of Companions and in different meanings. It was detected in the detailed analysis carried out that only 6 of 1646 usage was used in the meaning of manager in Hadith contents, therefore only this six (6) Hadith was used as resource of the statements to be reference for manager attitude survey. Reference statements were applied to attitude survey by following the same process in Kütüb-i Sitte for each concept determined. Each statement given in the following table was formed by basing on at least one Hadith

Table 2 : Statement Groups Directed on Features of Managers, Management Applications and Attitudes of Subordinates

| | Statements created by looking at management and manager themed hadiths |
|-------------------------|--|
| Features of managers | Managers shall be honest, reliable and respectable. |
| | Managers shall be responsible. |
| | Managers shall treat fairly among organization members. |
| | Managers shall be sensible towards the problems of organization members. |
| | Managers shall give importance to knowledge and make decisions basing on knowledge. |
| | Managers shall be helpful against organization members. |
| | Managers shall be liked by organization members. |
| | Managers shall not be addicted to material benefits apart from ordinary conditions. |
| | Managers shall not defend organization members against outer effects any time and under all conditions. |
| | Managers shall not always and under all circumstances tell the truth. |
| | Managers shall be religious. |
| | Managers shall not be modest and humble. |
| Management applications | Management activities shall always be managed honestly and fairly in the decisions related to organization members and stakeholders. |
| | Management philosophy of organization shall respect to religious rituals of organization members. |
| | Management activities shall always be clearly and transparently managed about the issues related to organization members and stakeholders. |
| | Management activities shall be executed in a manner that cooperation is encouraged. |
| | Management applications shall be adopted by organization members. |
| | There shall be a manager of each group formed within the organization. |
| | There shall be a hierarchical structure in the organization established. |
| | Pre-determined career plans shall be formed against the changes in the hierarchy of organization. |
| | Manager shall not consider friendship (social) relations in appointments. |
| | Manager shall not consider proximity (kindred ship) relations in appointments. |

| | |
|---------------------------|--|
| Attitudes of subordinates | Organization members shall not abstain from telling the truth to manager. |
| | Organization members shall always be in cooperation with managers. |
| | Organization members shall react against injustices and unfairness. |
| | Organization members shall be insensitive to material benefits except for ordinary conditions. |
| | Organization members shall have an edge in the relationship with manager. |
| | Organization members shall obey all orders and instructions given. |
| | Organization members shall have positive opinion about managers. |
| | Organization members shall not willing (demanding) about management positions. |

Whether there were attitude differences or not were assessed by applying T-test through averages about the statements related to features of managers, management applications and attitudes of subordinates among managers in terms of gender and marital status and. While it is analyzed if there is any meaningful difference at confidence level among the averages of two different variables independent from one another through T-test; the purpose of anova test is to reveal whether there is any meaningful difference among averages of more than two groups. Anova test is defined as comparison of the average of more than one group at the same time (Özdemir 2013: 271).

2.5. Findings

Gender, marital status, sector and educational status information of the managers participated in the research are shown in Table 3. 69% of the managers participated in the research is male and 31% is female. The reason for high participation of females to research although female managers are few in our country is that female managers have more positive approach towards scientific researches and cooperation compared to male managers. 73,6% of respondents is married and 26,4% is single in terms of marital status. When participants are evaluated in terms of sector, it is observed that private sector representative managers have 67% share with 404 frequency, public managers have 19,4% with 117 frequency and non-governmental organization managers have 13,6% with 82 frequency.

Table 3 : Gender, Marital Status, Sector and Educational Status Features

| Variables | % | N | Variables | % | N |
|----------------|-------|-----|--------------------|-------|-----|
| Gender | | | Educational status | | |
| Male | 69 | 416 | Primary school | 3 | 18 |
| Female | 31 | 187 | Secondary school | 1,50 | 9 |
| Marital status | | | High school | 14,30 | 86 |
| Married | 73,60 | 444 | Two-year degree | 11,60 | 70 |
| Single | 26,40 | 159 | Bachelor's degree | 53,70 | 324 |
| Sector | | | Post graduate | 14,10 | 85 |
| Private sector | 67 | 404 | Doctor's degree | 1,80 | 11 |
| Public | 19,40 | 117 | | | |
| NGO | 13,60 | 82 | | | |
| TOTAL | 100 | 603 | TOTAL | 100% | 603 |

When the education status of our participants are analyzed, it is observed that the highest rate belongs to Bachelor's degree graduates with 53,7%. When cumulative total of university graduation is analyzed, it is seen that 81,2% of the managers participated in the research has any one of two-year degree, Bachelor's degree, post graduate and doctor's degree.

Table 4 : Bachelor's Degree Graduation Status Distribution

| Variables | % | N | Variables | % | N |
|-------------------------|------|-----|-------------------------|------|-----|
| Health Management | 3,3 | 20 | Business Administration | 26,7 | 161 |
| Labor Economics | 3,3 | 20 | Economics | 8,7 | 52 |
| Public Administration | 11,4 | 69 | Finance | 4,6 | 28 |
| Educational Sciences | 13,7 | 83 | Law | 2,3 | 14 |
| International Relations | 1,9 | 12 | Tourism | 7,5 | 45 |
| Science of Religion | 1 | 6 | Medicine | 1,4 | 8 |
| Econometrics | 0,2 | 1 | Engineering | 13,7 | 83 |
| TOTAL | 100 | 603 | TOTAL | 100 | 603 |

Departments of Bachelor's degree graduation of managers participated in the research and % of them are shown in Table 4. Although 81,2% of managers are university graduates, the rate of the ones having at least Bachelor's degree graduation is 69,4%. That is to say, 69,4% of our participants graduated from any Bachelor's degree department. When Bachelor's degree graduates participated in the research are evaluated among themselves, it is observed that the department having highest manager rates with 26,7% is department of Business Administration. Besides this, Public Administration with 11,4%; department of economics with 8,7%and Finance with 4,6%are other Economics and Administrative Sciences departments having high rates. 13,7% of our participants is graduated from faculty of Educational Sciences and 13,7% of the participants are engineers. Furthermore, it is a striking finding that 7,5% of the managers participated in research is graduated from department of tourism.

2.5.1. Reliability Analysis Findings

Besides the fact that reliability analysis is an analysis required to be studied in terms of all variables, it is seen that its being interpreted in terms of different and separate factors reaches healthier conclusions. Scale alpha reliability coefficient is required to be bigger than 0,70. It is stated that the more the coefficient closes to 1, the higher the reliability is (Özdemir 2013: 323-324). It is observed that Cronbach's Alpha value of our scale comprised of thirty (30) statements is 0,706, therefore, reliability is provided in general in terms of all factors.

Table 5 : Reliability Analysis for all Factors

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| ,706 | 30 |

2.5.2. Attitude differences in gender and marital status terms

Whether there are differences in the opinions of participants towards features of managers, management applications and attitudes of subordinates in terms of gender and marital status or not is determined by conducting T-Test. As for this two-variable independent T-Test, there is not any significant difference among attitude averages related to features of managers, management applications and attitudes of subordinates.

Table 6 : Averages of Attitudes as per Gender and Marital Status

| Manager Attitude Averages | | | | |
|---------------------------|-----|----------------------|-------------------------|---------------------------|
| Variable | N | Features of managers | Management applications | Attitudes of subordinates |
| Male | 416 | 3,7366 | 3,8183 | 4,0012 |
| Female | 187 | 3,7598 | 3,8845 | 4,0053 |
| Married | 444 | 3,7539 | 3,8356 | 4,000 |
| Single | 159 | 3,7154 | 3,8478 | 4,0094 |

Following hypothesis are formed to control attitude difference in the opinions of participant managers about features of managers, management applications and attitudes of subordinates depending on gender and marital status.

H_{0.1}=There is not any meaningful difference in the opinions of managers about features of managers, management applications and attitudes of subordinates according to gender and marital status.

H_{0.2}=There is a meaningful difference in the opinions of managers about features of managers as per gender.

H_{0.3}=There is a meaningful difference in the opinions of managers about management applications as per gender.

H_{0.4}=There is a meaningful difference in the opinions of managers about attitudes of subordinates as per gender.

H_{0.5}=There is a meaningful difference in the opinions of participants about features of managers as per marital status.

H_{0.6}=There is a meaningful difference in the opinions of participants about management applications as per marital status.

H_{0.7}=There is a meaningful difference in the opinions of participants about attitudes of subordinates as per marital status.

Table 7 : T-Test Results about Manager Attitudes of Factor Groups in Terms of Gender and Marital Status

| T-Test Findings | | | |
|---|--|---|---|
| H _{0.1} =There is not any meaningful difference in the opinions of managers about (X) as per (Y) case. | | | |
| H _{0.n} = There is a meaningful difference in the opinions of managers about (X) as per (Y) case | | | |
| X\Y | Levene Equality Test | (1)Gender | (2)Marital status |
| Features of managers | (1)(0,450 > 0,05) (2)(0,227 > 0,05) | Sig. (2-tailed) 0,450 > 0,05 | Sig. (2-tailed) 0,232 > 0,05 |
| | Variances are equal. | H _{0.2} Rejected, no difference. | H _{0.5} Rejected, no difference. |
| Management applications | (1)(0,472 > 0,05) (2)(0,980 > 0,05) | Sig. (2-tailed) 0,053 > 0,05 | Sig. (2-tailed) 0,734 > 0,05 |
| | Variances are equal. | H _{0.3} Rejected, No difference. | H _{0.6} Rejected, No difference. |
| Attitudes of subordinates | (1)(0,371 > 0,05) (2)(0,878 > 0,05) | Sig. (2-tailed) 0,925 > 0,05 | Sig. (2-tailed) 0,839 > 0,05 |
| | Variances are equal. | H _{0.4} Rejected, No difference. | H _{0.7} Rejected, No difference. |
| X: Factor groups Y: Gender and Marital Status Variables | | | |

As a result of the tests conducted, as details are specified in Table 7, it is observed that there is not any meaningful difference at 95% confidence interval in terms of gender and marital status variables by accepting H_{0.1}. Hypothesis in all opinions of managers towards features of managers, management applications and attitudes of subordinates.

2.5.3. Attitude Differences in Terms of Sectoral Connection

It will be tried to be determined whether there is not attitude difference of public, private and non-governmental organization managers towards manager features, management applications and attitudes of subordinates by means of Anova test. Public, private and non-governmental organization managers' attitude averages on features of managers are shown in Table 8. According to the Table, it is seen that the attitudes of private sector managers about features of managers have the highest value with 3,7818 value.

Table 8 : Averages of Attitudes by Sector Status

| Manager Attitude Averages | | | | |
|---------------------------|-----|----------------------|-------------------------|---------------------------|
| Variable | N | Features of managers | Management applications | Attitudes of subordinates |
| Public | 117 | 3,6959 | 3,7590 | 3,9113 |
| Private | 404 | 3,7818 | 3,8740 | 4,0455 |
| NGO | 82 | 3,6250 | 3,7793 | 3,9207 |

For the performance of appropriate Anova test for hypotheses, the homogeneity of variances among groups is analyzed. The homogeneity of variances test is applied for this procedure. As a result of the homogeneity of variances conducted, it is accepted that variances of group are homogeneous if $p > 0,05$, and Tukey or Bonferroni test is applied according to the quantity of data number. When test result is $p < 0,05$, it is accepted that variances of group are not homogeneous and Tamhane's T2 test is applied.

Following hypothesis are formed to control attitude difference in the opinions of participant managers about features of managers, management applications and attitudes of subordinates depending on sectoral difference.

H_{0.1}= There is not any meaningful difference in the opinions of managers about features of managers, management applications and attitudes of subordinates according to sectoral difference.

H_{0.2}= There is a meaningful difference in the opinions of managers about features of managers as per sectoral difference.

H_{0.3}= There is a meaningful difference in the opinions of managers about management applications as per sectoral difference.

H_{0.4}= There is a meaningful difference in the opinions of managers about attitudes of subordinates as per sectoral difference.

Table 9 : Anova Test Results on Manager Attitudes in terms of Sector

| Anova Test Findings | | | |
|---|---------------------------------|---|---|
| H _{0.1} =There is not any meaningful difference in the opinions of managers about (X) as per sector. | | | |
| H _{0.n} = There is a meaningful difference in the opinions of managers about (X) as per sector. | | | |
| X Factor groups | Homogeneity test | Anova Test | Factor groups having differences (Tamhane's T2 Test) |
| Features of managers | (0,001<0,05) | Sig.=0,000<0,05 | It is observed that there is a meaningful attitude difference between private sector managers and non-governmental organization managers(sig.=0,000<0,05) at 95%confidence interval. |
| | Variations are not homogeneous. | H _{0.2} . Acceptance, There is difference. | |
| Management applications | (0,000<0,05) | Sig.=0,006<0,05 | It is observed that there is a meaningful attitude difference between private sector managers and public sector managers(sig.=0,001<0,05) and between private sector managers and non-governmental organization managers(sig.=0,027<0,05) at 95% confidence interval in terms of management applications. |
| | Variations are not homogeneous. | H _{0.3} . Acceptance, No difference. | |

| | | | |
|---------------------------|--------------------------------|---|---|
| Attitudes of subordinates | 0,000<0,05 | Sig.=0,011<0,05 | It is observed that there is a meaningful attitude difference between private sector managers and public sector managers(sig.=0,013<0,05) and private sector managers and non-governmental organization managers(sig.=0,024<0,05) at 95% confidence interval in terms of attitudes of subordinates. |
| | Variances are not homogeneous. | H _{0.4} . Acceptance, No difference. | |
| X: Factor groups | | | |

2.5.4. Attitude Differences in Terms of Educational Status

It will be tried to be determined whether there is not attitude difference of public, enterprise and non-governmental organization managers towards manager features, management applications and attitudes of subordinates in terms of educational status by means of Anova test. Public, enterprise and non-governmental organization managers' attitude averages on features of managers are shown in Table 10. According to the Table, level of agreement to the statements related to features of managers who are post graduate is 3,8637, level of agreement to the statements related to management applications of managers who are primary school graduates is 4,0056, level of agreement to the statements related to attitudes of subordinates of managers who are secondary school graduates is 4,2222 average.

Table 10 : Attitude Averages as per Educational status

| Manager Attitude Averages | | | | |
|---------------------------|-----|----------------------|-------------------------|---------------------------|
| Variable | N | Features of managers | Management applications | Attitudes of subordinates |
| Primary school | 18 | 3,6806 | 4,0056 | 4,1806 |
| Secondary school | 9 | 3,7037 | 3,8667 | 4,2222 |
| High school | 70 | 3,6917 | 3,8233 | 4,0959 |
| Two-year degree | 67 | 3,6741 | 3,8129 | 3,9000 |
| Bachelor's degree | 343 | 3,7473 | 3,8148 | 3,9711 |
| Post graduate | 85 | 3,8637 | 3,9365 | 4,0544 |
| Doctor's degree | 11 | 3,5985 | 3,7818 | 3,9773 |
| Total | 603 | 3,7438 | 3,8388 | 4,0025 |

Following hypothesis are formed to control attitude difference in the opinions of participant managers about features of managers, management applications and attitudes of subordinates depending on educational status.

H_{0.1}=There is not any meaningful difference in the opinions of managers about features of managers, management applications and attitudes of subordinates according to educational status.

H_{0.2}=There is a meaningful difference in the opinions of managers about features of managers as per educational status.

H_{0.3}=There is a meaningful difference in the opinions of managers about management applications as per educational status.

H_{0.4}=There is a meaningful difference in the opinions of managers about attitudes of subordinates as per educational status.

Tukey test is used when the variances among groups are homogeneous, H_{0.1} hypothesis is rejected and data is in great numbers.

Table 11 : Anova Test Results on Manager Attitudes in terms of Educational Status

| ANOVA TEST FINDINGS | | | |
|---|--|---|---|
| $H_{0.1}$ = There is not any meaningful difference in the opinions of managers about (X) as per educational status. | | | |
| $H_{0.n}$ = There is a meaningful difference in the opinions of managers about (X) as per educational status. | | | |
| Factor groups | Homogeneity test | Anova Test | Factor groups having differences (Tukey Test and Tamhane's T2 Test) |
| Features of managers | (0,097>0,05) | Sig.=0,018<0,05 | It is observed that there is a meaningful attitude difference between the managers with two-year degree and post graduate (sig.=0,021<0,05) and between managers having Bachelor's degree and post graduate as per educational status (sig.=0,034<0,05) at 95% confidence interval. |
| | Variances are homogeneous. (Tukey Test) | $H_{0.2}$.Acceptance, There is difference. | |
| Management applications | (0,175>0,05) | Sig.=0,100>0,05 | It is observed that there is not any meaningful attitude difference in the opinions of managers related to statements on management applications as per educational status. |
| | Variances are homogeneous. (Tukey Test) | $H_{0.1}$.Acceptance, No difference. | |
| Attitudes of subordinates | 0,023<0,05 | Sig.=0,059>0,05 | It is observed that there is not any meaningful attitude difference in the opinions of managers related to statements on attitudes of subordinates as per educational status. |
| | Variances are not homogeneous. (Tamhane's T2 Test) | $H_{0.1}$.Acceptance, No difference. | |
| X: Factor groups | | | |

2.5.5. Correlation Analysis

Correlation analysis is a technique of analysis directed on determining the intensity, relation and direction among variables. Correlation coefficient acquired as a result of correlation analysis is shown by r symbol having value between -1 and +1 (Altunışık et. Al. 2010: 226). Correlation is not an indicator of cause and effect relation.

Following hypothesis are formed to test whether there is any relationship among variables as features of managers, management applications and attitudes of subordinates about the attitudes of managers.

H_0 : There is not any relationship between features of managers, management applications and attitudes of subordinates values. ($r = 0$)

H_1 : There is a relationship between features of managers, management applications and attitudes of subordinates values. ($r \neq 0$)

Table 12 : Correlation of Factor Groups

| Correlation | | | | |
|---------------------------|---------------------|---------------------|-------------------------|---------------------------|
| | | Features of Manager | Management Applications | Attitudes of subordinates |
| Features of managers | Pearson Correlation | 1 | ,286** | ,274** |
| | Sig. (2-tailed) | | ,000 | ,000 |
| | N | 603 | 603 | 603 |
| Management applications | Pearson Correlation | ,286** | 1 | ,465** |
| | Sig. (2-tailed) | ,000 | | ,000 |
| | N | 603 | 603 | 603 |
| Attitudes of subordinates | Pearson Correlation | ,274** | ,465** | 1 |
| | Sig. (2-tailed) | ,000 | ,000 | |
| | N | 603 | 603 | 603 |

As $r=0,286$ between features of managers and management applications, $r=0,274$ between features of managers and attitudes of subordinates, $r=0,465$ between management applications and attitudes of subordinates, $H_{0.1}$ is rejected and $H_{0.2}$ is accepted. It is observed that there is positive relationship among variables of features of managers, management applications and attitudes of subordinates, being the super-group of factors. When the table is studied, it is seen that there is positive correlative relationship at the rate features of 28,6% between managers and management applications. There is positive correlative relationship at the rate of 27,4% between features of managers and attitudes of subordinates. It is also observed that there is positive correlative relationship at the rate 46,5%, which is stronger compared to other relationships, between features of management applications and attitudes of subordinates.

3. Conclusion and Implementation

When the findings and comments reached as a result of survey research are evaluated, it is clear that remarkable conclusions are got. In general sense, when integrative tendency on features of managers, management applications and attitudes of subordinates is analyzed; the factors of “managers shall be honest, reliable and respectful” among features of managers; “being honest and fair” among management applications and “being truthful” among attitudes of subordinates are the statements having the highest agreement level.

It is observed that some parallel features are focused on with the research conducted in the qualifications sought or required to be had by current managers. Robbins (2013: 10-11) put the emphasize on studies in which characteristics as determinism, responsibility, honesty, tolerance, harmony and communication, being the elements of qualifications of managers are included in detail, while analyzing the qualifications that managers use under the title of conceptual, interpersonal, technique and political skills. For example, in the article of Demirel (2014), in which he studies Kutadgu Bilig named work written by Yusuf Has Hacıp, it is seen that he emphasized the issued paid importance by managers as reached in research results such as being knowledgeable, fair, tolerant, defending equality etc. and characteristics of manager.

When average of opinions of managers are studied in terms of marital status, it is observed that there is not a remarkable difference between the means of statements on features of managers, management applications and attitudes of subordinates, however, female managers agreed in stronger manner about the principles on cooperation, helpfulness, adaptation of management applications, honest and fair management than male managers. In the opinions of managers about the statement on 'being willing about management positions', they had indecisive attitude in general. That is to say that there is not a clear consensus on whether manager candidates' being willing in promotions and appointments is a desired case in terms of managers manager. The reason for that is an assessment criterion depending on different priorities in current education, business world and social community. For instance, point of views of enterprises being active in free market conditions and public organizations having formal structure on human resources reveal the reason for the objective approach on this issue.

In Turkey, one of the most important problems of business administrations' and public authority's is favoritism and nepotism applications. It is observed that managers disagree with the statements

supporting these issues by specifying negative opinions. It is seen that representatives of non-governmental organization are more sensitive about these issues among managers. Attributing a special meaning to family and friend relations, social understanding accepts this kind of applications legal despite being wrong. Therefore, being most important representatives of the society, managers' being conscious about the fact that these implementations are undesired cases is white hoping improvement for future. When the statements about features of managers, management applications and attitudes of subordinates are assessed in terms of male and female opinion averages; it is found out that there is not any significant meaningful difference between the averages in the opinions of managers on features of managers and management applications.

There are attitude differences in the opinions of public, private and non-governmental organization managers about features of managers, management applications and attitudes of subordinates. There is meaningful attitude difference between private sector managers and non-governmental organization managers and private sector managers and public sector managers in the opinions directed on each three groups. The reasons for these attitude differences among sectors can be listed as different human resources policies, different social targets and different ultimate aims.

There is not any meaningful attitude difference detected among managers directed on the statements concerning features of managers, management applications and attitudes of subordinates in terms of gender and marital status. The fact that there is not any meaningful attitude difference between these variables and factor groups can be said to be arouse from the fact that there is not any considerable difference in the distribution of the variables such as gender and marital status in social and cultural perspective.

When the statements related to features of managers, management applications and attitudes of subordinates are assessed in educational status respect, not any attitude difference could be found between two-year degree graduate managers and post graduates and Bachelor's degree graduates managers and post graduates in the statements on features of managers. There is not any attitude difference in the opinions concerning the statements about management applications and attitudes of subordinates in the sense of educational status.

The most concrete example of how cultural features are important in management applications is the success of Japan society. Considering the societies making their presence felt in twentieth century, it is obvious that the human communities adopting values being resources for social life into business world and applying the principles compliant with social structure are far more successful (Özdaşlı and Aytar 2013: 441). The element which has the most substantial influence on social life philosophy among cultural characteristics is the element of belief. The underlying element for success of Japan society is socially accepted belief and life principles. When the innovations in the field of science and thought are interpreted by being synthesized with cultural values adhering to these principles, synergy effect arises. The assessment criterion that the individuals from different societies will use in application and interpretation is the social culture characteristics that individual possesses. Behavior, attitude and perception differences are fed from this resource and create different thinking systems and life philosophies.

The potential of original cultural values, entrepreneurship, participant management and other current management applications' performing change and transformation depends on the philosophy those based on. When Islam geographies and societies are analyzed in terms of organizational management, it is observed that they adopt the consumption, production and management approaches of dominant culture as is and conduct an imitator and follower strategy. Objective, correct and reliable principles fed from social culture resources are needed not to transform these opinions into benefit and interest oriented superficial, imitation and personal applications.

Without entering into any theoretical discussion, it is considered that this study carried out on Hadiths about the themes of management and manager and the findings of this study will constitute a reference resource or the succeeding studies. In conclusion, with the study which is performed by taking Hadith resources as reference, principles and applications presenting opinions at the same direction with the current understanding of management are reached, ideal principles of the point of view of Hadith resources towards the fact of management are tried to be revealed out. At the same time, attitude

differences of the managers from different sectors and having different variables directed on these principles are determined. According to the results of the study, the suggestions specified in below can be listed about the current researches and managers:

- As mainly the attitudes of managers are put emphasized within the scope of the research, active managers were determined as universe. Within this scope, researches more specific to certain fields and certain subject matters can be conducted by drawing clearer lines in terms of universe and sampling.
- Research scale was designed with the purpose of measuring the attitudes of managers within the direction of the objectives determined. Different studies can be conducted by creating scales in different fields related to the subject.
- Within the scope of the research, attitude analysis was conducted according to the variables that managers have in general. A study on the attitudes of the ones who are managed can be performed by creating a scale directed on the employees within this scope.
- Hadith resources that are accepted as authority in terms of reliability were benefitted in the design of survey statements. Researchers can provide new expansions on the fields by taking different resources related to the issue as reference.
- By taking positive and affirmative responses of managers to implicit questions into account; levels of agreement related to management principles determined according to Hadith resources shall be taken into consideration and prejudices and bias on the issues such as Islamic Management, Islamic Management Principles shall be ended.
- Current managers shall act according to cultural and moral values of the society not according to imitation methods specific to foreign cultures about the management issues related to organizational activities and shall concentrate of original behavior models.

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