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DOI: 10.2478/orga-2022-0013

Tracing Management Fashions in Selected Indices: A Descriptive Statistical Study

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Background and purpose: Although management fashions have been discussed for nearly 30 years, a certain amount of time had to pass before the discussions were based on factual data. This research mainly aims to trace management approaches in some selected international indices over nearly half a century. In this study, the basic question of how the historical course of management fashions has developed has been answered by following the development course.
Methods: The Descriptive Statistical method was preferred in the study because of its suitability to the subject's essence, the purpose of the research, and the research question's answer. The research was carried out based on the data collected about management trends by scanning the Web of Science and Scopus databases covering 1975-2020.
Results: Management fashions follow rapid adoption, implementation, disappointment, and abandonment. Research results; show that the lack of knowledge and awareness of management fashions poses a significant waste of time and intellectual capital. This determination is crucial, especially for young researchers and new generation managers.
Conclusion: In conclusion, it can be said that while new approaches that have tangible counterparts and can be grounded continue, approaches that do not have concrete counterparts disappear, causing a waste of time and mental effort.

Keywords: *Management trends, Management fashion, Management fads, New management, Management thinking*

1 Introduction

Management fashions are techniques and practices that are very popular; like all fashions, they are rapidly disappearing in popularity and are extremely popular when they appear but quickly cause disappointment (Miller et al., 2004). However, every effort made in scientific activity can continue its existence as long as it finds an application area and has an accurate response. The importance of scientific activities, especially in a technical and rational field such as management, is measured by their operational value (Abrahamson, 1996; Bondarouk et al., 2019; Klincewicz, 2017; Piazza and Abrahamson, 2020). If any scientific activity is not just for intellectual enthusiasm, the activity in question must have a corresponding response in practical life. In this study, fashion approaches are examined through some selected indexes. Although many kinds of research have been conducted on fashion approaches in management, it is seen that the analysis of these approach-

Received: 11th July 2021; revised: 19th July 2022; accepted: 1st August 2022

es is not included in this study for about half a century. In this respect, it can be argued that this research has the importance of filling the gap in the literature and contributing to practice and theory. It is important to follow the course of the interest shown in the subject to make a sound evaluation of management trends. For this purpose, it can be argued that answering how management trends have progressed in major international indexes in half a century and keeping a projection for future studies will contribute to the literature and practice.

Although some criticisms about management fashions parallel the emergence of fashion approaches, some indicators emerged based on factual data. This research is important in seeing the course of the management fashion process after meeting this requirement. It can be claimed that this aspect of the research will make a significant contribution to the literature and practice. Based on the half-century experience of management fashion, this study's results confirmed that fashion concepts progress in the form of continual adoption, application, insistence, disappointment, and abandonment despite the inaccuracies. There is still the risk of the emergence of fashionable approaches, which fashion industry makers have put forward and controversial management gurus as well-intentioned, resulting in disappointing time, labor, and cost losses in a relatively short period (Madsen et al., 2017; Madsen, 2020; Bondarouk et al., 2019; Zorn, 2017). It is necessary to carefully read the history of management theories against the said risk and look at the phenomenon of fashion approach with the possibilities of philosophy of science.

Recently, when the management literature is examined, we generally encounter a "New Management Approaches" jungle. When subjected to a deep analysis, rhetoric, expressed as new management approaches today, means nothing other than renaming the traditional conceptual framework with "metaphorical neologies." Discussing a rhetorical change in management approaches rather than innovation is better. About sixty years ago, Koontz expressed the result of his curiosity about being different as "The Theories of Management Changed" (Koontz, 1961). It is a manipulation, if not scientific, to highlight one of the features of the already known management approaches as if there were no precedents (Tutar & Sarkhanov, 2020). A management industry is revealed with new management approaches, CEOs, management gurus, and young academicians who are the actors of this industry, who are not able to analyze the subject in-depth, exploit this industry (Jackson, 2001; Huczynski, 2012; Jackson, 2001; Greatbatch & Clark, 2005). New management approaches are inadequate in science's philosophy (Abrahamson, 1996). New management fashions continue today as a tool of exploitation of "management gurus" who devoted themselves to producing new management knowledge.

Management fashions are embraced with great hope from the illusion that corporate performance and efficiency will increase (Spell, 2001; Piazza & Abrahamson, 2020; Klincewicz, 2017). When management fashion approaches are examined carefully, it is seen that two issues stand out. The first is "impermanence," and the other is "enthusiasm." According to Abrahamson (1996), attempting to apply "fashion" and "whim" in a technical and rational area such as management may cause various problems and then abandon it with disappointment. Management fashions, which find a living space for themselves due to rootlessness and lack of philosophy, continue as a tool of abuse. A "fashion approach industry" based on fashion approaches is an industry with great interest in its media, gurus, consultants, and business schools. Scientific methods and reliable scientific information are not easily encountered in the industry's so-called approaches in question. New management approaches or fashions rely on classical organizational theory concepts and principles, although their past has been denied under the postmodern paradigm's influence.

The main purpose of this study, which examines the emergence, reasons for adoption, dissemination patterns, disappointment, and abandonment adventures, which are presented in the management literature and spreading especially among young academicians and practitioners, is to raise awareness about fashion approaches (Newell et al., 2001; Collins, 2013; Williams, 2004; Abrahamson, 1991). Spending time and intellectual capital for these approaches, sometimes expressed as guru discourse, metaphoric neologism, or "enthusiasm for management" because it has no scientific and factual counterpart, wastes time and mental labor. This study's main purpose is to draw attention to the factors that affect the emergence of management fashion literature and contribute to the purification of the so-called approaches to management fashion in the literature. For this purpose, 46 years of data on management trends obtained using Web of Science and Scopus databases were analyzed with a Descriptive Statistical study. With the findings obtained from the data mentioned above, it is aimed to answer the basic question of how management trends have followed a course for half a century and to answer the following sub-questions:

- What are the factors that cause management fashions to emerge?
- How is the course of management trends in the period under study?
- What measures can be taken against the management fashion approach?

2 Literature Review

2.1 Fashion Approaches in Management Literature

Management fashions have become very popular in recent years, both regarding the spread of fashion approaches and criticism of management fashions (Clark, 2004; Czarniawska, 2005; Newell et al., 2001; Sturdy, 1997; Swan, 2004). In these criticisms, researchers criticize management fashion approaches by seeing the futile effort of "reinventing the wheel." Some researchers defend these approaches to better wheel rotation (Sturdy, 1997; Newell et al., 2001). Management fashions are initially seen as the basic tool to be innovative, functional, effective, and efficient and increase organizational performance (Rossem & Veen, 2011). This approach tries to replace the traditional management paradigm with new management approaches for efficiency and performance. For example, management fashions deal with competitive conditions in turbulent environments, overcome problems encountered in entering the market, overcome economic crises, or prevent customer losses. However, although this intention has led to the rapid adoption of fashionable approaches, it is not enough to sustain it. This rapid adoption process, defined in the literature as "management fads and fashions," is soon abandoned, disappointingly, with various doubts about these approaches' validity (Carson et al., 1999; Ryan & Hurley, 2004; Christensen & Michael, 2003). Therefore, managers must be subjected to a more critical analysis of management fashions and be more cautious about new approaches to avoid disappointment.

The key determinant of whether any management approach is a "management fashion" is the number of articles published on that topic and the trend followed. If a management approach has been discussed over 3-5 years, and the number of articles produced on that subject has decreased significantly, this approach is most likely a management fashion (Ponzi & Koenig, 2002). Some management fashions and fads compiled by Furnham (2004) and arranged in rough chronological order from the 1950s to the 1990s are Management by Objectives, Matrix Management, Theory Z, One-Minute Management, Management By Wandering Around, Total Quality Management Business Process Reengineering, Delayering, Empowerment, 360-Degree Feedback, Reengineering, Reorganization, and Teamwork. In this study, some of the fashionable approaches were examined in line with the research's purpose. Especially in the 1980s and 1990s, analyzes were made on the main management fashions such as Quality Circles, Total Quality Management, and Restructuring of Business Processes to increase product quality. For example, Quality Circles were seen in the early 1980s as a means of competition in other industrialized countries to close the quality gap with Japan, and it spread rapidly like an epidemic, ignoring cultural and other factors in Japanese business systems. This management technique has been adopted without hesitation to achieve greater quality and labor productivity. For example, it is seen that between 1980 and 1982, 90% of Fortune 500 companies adopted the Quality Circle technique (Ponzi & Koenig, 2002; Lawler & Mohrman, 1985). However, more than 80% of Fortune 500 companies that adopted the Quality Circles approach in the early 1980s gave up the fashion approach by 1987 (Ponzi & Koenig, 2002).

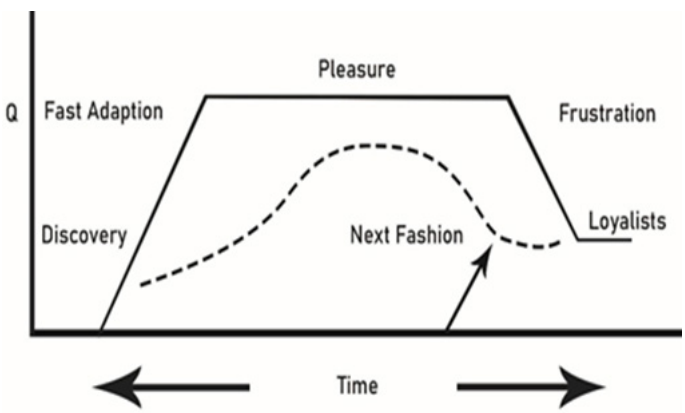


Figure 1: Life Cycle of Management Fashion. Source: Ettorre, 1997: 34

Abrahamson (1996) confirmed with his studies that the quality circle approach is a management fashion. Obtaining the article numbers from ABI Inform, Abrahamson drew a ten-year trend line representing articles that include "Quality Circles" in the title or abstract. Abrahamson's findings revealed that the Quality Circles movement had a bell-shaped pattern. The model shows a rapid growth starting in 1978 and returning in 1982 (Ponzi & Koenig, 2002). Abrahamson's (1996) study shows that publications on Quality Circles peaked in five years. Considering the life cycles of Total Quality Management (TQM) and Business Process Restructuring, it is understood that these are not different from other fashion approaches (Ponzi & Koenig, 2002). The debate is whether Total Quality Management is an approach with its essence, a systematic and theoretical framework like other contemporary management approaches. There is no consensus on whether total quality management is a program, a management tool, or a management approach.

Management fashions are criticized for not paying attention to context and interpretation, approaching technical knowledge and science as if they approach commercial products, not defining human roles correctly in the management fashion market, and being an abused tool. For example, management fashions are criticized for offering a specific terminology or jargon instead of knowledge, having difficulties developing a common understanding of techniques, containing ambiguities and paradoxes, and lacking systematic and poor technical aspects (Carson et al., 1999; Dedeoğlu, 2008; Amount, 2009). Also, since management fashions are not based on a factual basis, it is seen that they usually do not have their concepts; instead, they try to express themselves with contentless rhetoric and metaphoric neologism. The management fashion market is so lively that it is approached with irony to the concept of management, a rational and technical field, by being influenced by postmodern thought approaching events with irony.

The absence of a philosophical tradition of management thought has a share in this. Today, neo-capitalism radically transforms work and business life, and the labor market is being restructured based on flexibility, temporality, fluidity, and adhocracy (Tutar & Sarkhanov, 2020a). The new understanding, embodied with features such as continuous and rapid change, being short-term, transient, and saving the day, substitutes short-term for being long-term in every field, and temporality for permanence (Bauman, 2005). This process rapidly dissolves the past into stable and stable structures, causing a comprehensive deformation in the social field. Flexibility and transience in business life create a suitable ground for the spread of fashion approaches.

While traditional management thought has mental-logical explanations and a philosophical basis, strange approaches can arise because the management fashions approach lacks a philosophical basis. Although management has an interdisciplinary character, the interdisciplinary feature of contemporary management approaches is weak. There is uncertainty about the limits of fashion approaches. However, it is not easy to think together with science and uncertainty. The main purpose of science is to eliminate uncertainties based on scientific data. That is to guide uncertainty. A scientific effort is made to describe, understand, explain, or preface. However, management fashions approaches are too vague to fall into these categories.

2.2 The Reasons for the Emergence of Management Fashion

The cultural, economic, and social changes that occurred during the transition from an agricultural society to an industrial society and an information society led to new techniques and management approaches. Shortly after Business Management thought they started to be handled with a scientific approach with F. Taylor, fashion approaches gradually emerged. Especially in the 1980s, the production conditions and the developments in the field of information technologies, shaped by globalization, contributed to creating a suitable environment for fashion approaches by rapidly changing traditional organizational structures. Although this rapid change led to a paradigm change in management approaches, this paradigm change also formed a suitable ground for developing fashion approaches (Uğurlu, İbrahimoğlu & Ayas, 2013; Bao & Tan, 2009; Spell, 2001). This radical change process was exploited by management gurus, young academics in business schools, and management consultants and paved the way for fashionable management approaches.

The adoption and spread of management fashions represent a radical deviation from the traditional understanding of management. It often creates a high motivation and excitement during the adoption phase. When this excitement is lost, it is criticized that management fashions mean nothing more than presenting existing approaches, management principles, and theories with new rhetoric. The promise will produce definitive solutions to management problems in management fashions, and the ambiguity of the language used causes these approaches to be adopted with great enthusiasm (Madsen et al., 2017; Madsen & Slatten, 2019). Simultaneously, the fact that it is based on descriptions of what to do with authoritarian and imperative expressions causes it to be quickly adopted by managers who seek practical solutions. The simple expression of the basic assumptions on which fashion discourse is based and its slogan-like style facilitate the adoption and spread of these approaches. The simple expression of the basic concepts on which fashion approaches are based, the excessive use of slogans (the snake that cannot change its skin dies) and abbreviations (TQM, HRM, CRM, MbO,

etc.) are other reasons that facilitate its adoption.

Ignoring Japanese business discipline and diligence, the illusion that Total Quality Management is behind Japanese success has led to the rapid spread of this approach to other countries and business schools around the world (Abrahamson & Fairchild, 1999) (Van Der Wiele et al., 2000; Longo & Cox, 1997). Although management fashions have not yet been sufficiently tested, they are still seen as an indicator of achieving a sustainable competitive advantage, extending the life of fashion approaches. On the other hand, the commercialization of management knowledge in management information markets is another compelling reason for the spread of fashionable approaches. Scientific activities require intense curiosity, patience, perseverance, great effort, and mental and intellectual capacity. On the other hand, management fashions are so-called scientific activities disguised as scientific. Unfortunately, management fashions prepared more theoretically oriented to practice various disappointments (Miller & Hartwick, 2002; Longo & Cox, 1997). Although management fashions do not have operational value and theoretical basis, they embellish the narrative with rhetoric and enrich it with a metaphorical neologism that creates an attraction and causes it to be adopted rapidly.

2.3 General Features of Management Fashions

Many factors play a role in the emergence and spread of fashion approaches. As shown in Figure 1 above, we can express the general characteristics of management fashions implemented in the form of rapid adoption, absorption, disappointment, and sustaining life with the support of loyal viewers and the factors that cause them to spread as follows:

They were produced with a simple and average intellectual capacity. Therefore, the emergence of fashion approaches is easy to understand and quick to spread, as they are produced with a limited intellectual capacity and low mental labor. It is generally adopted quickly, not requiring deep academic knowledge and mental proficiency. Although it contains many rhetorical and metaphorical neologisms, it applies few scientific and factual concepts.

It is inspiring and descriptive. Managerial fashion approaches are not analytical thinking and logical inference, but they have been designed for the market rather than the scientific mind because they are produced with commercialization. The language of fashion approaches is not generally open to interpretation and expresses itself in strict propositions. It has a normative and imperative style, not questioning. Statements are simple and descriptive.

Assumptions are based on raw imagination, not creativity. Management trends promise high productivity, motivated and high-performance employees, and satisfied consumers for practitioners. Unfortunately, these expressions used in the adoption phase of fashionable approaches are not credible and soon disappoint. Their lifetimes depend not on their content's strength but the management gurus' status and reputation.

It claims to be suitable for every situation and every environment. Because management fashions are produced with ignorant courage, it claims to be a suitable recipe for any occasion and at any time. Fashion approvers claim that the approach they produce has precise solutions to every event and phenomenon. However, the "contingency approach," which assumes that there cannot be an appropriate approach for every situation and all times, claims that there can never be general management principles. Although many of these approaches are produced for a specific company, they believe they are valid for all businesses.

Lack of theoretical foundation. Scientific activities must be based on a principle, a model, a theory, or a scientific law. Since the fashion approaches are unfortunately not put forward on a theoretical basis, their assumptions are unfounded. The fact that they are not based on scientific principles or theory causes the illusion that they have a large operational possibility.

Conformity to the spirit of the times. Management fad approaches are often articulated in a style appropriate to the times' spirit to legitimize management's role. Fashionable approaches that give the impression that they are suitable for every environment and situation are unsuitable for a scientific test and an effective management practice.

Management trends are often produced and propagated by management gurus who do not know management's theoretical foundations. Gurus are highly manipulative people who believe they have the right recipe for every problem. Academics who are easy to follow are often disappointed when they see that fashion approaches have no real-world counterpart. However, young academicians and loyal followers who have not sufficiently digested management theories cause the prolongation of management fashions.

3 Material and Methods

3.1 Design

The theoretical basis of this research was made according to the critical literature review technique. The "descriptive statistics" technique was used in the research method. In such studies, it is very important to do the research in the form of a critical literature review in terms of contributing to the literature. A literature review is mostly used for investigation studies, estimations and statistical results. The scanning method can also be classified within itself.

These; can be in the form of scanning the existing literature through documents, archival analysis and scanning the literature on the web. Clear connections are established between the literature review and the research's purpose, questions or hypotheses (Hartley, 2008; Padem, Göksu, & Konaklı, 2012; Adams et al., 2007). It is critically examined that needs to be studied in a critical literature review. Critical literature review forms the basis of descriptive research. Descriptive research aims to portray an organization, individual, group, situation or phenomenon.

Descriptive statistics are concerned with collecting, interpreting and summarizing data. Descriptive statistics enable the data to be converted into information and used in the decision-making process using several numerical and (or) graphical methods, and descriptive statistical technique is used to analyze numerical data. The main purpose of descriptive statistics is to summarize the data with the help of tables and graphs and to reveal a data group consisting of many values. Since descriptive statistics summarize the information in a dataset using numerical and graphical methods, it is a suitable technique for the main purpose of this research (Özsoy, 2010; Spiegel & Stephens, 2013; Gürsakal, Oğuzlar, & Gürsakal, 2019). The descriptive statistics technique was used in this research because it is suitable for the research and easy to explain the problem.

3.2 Results and Discussion

This study analyzed the data on fashion approaches in Descriptive Statistical courses from 1975-2020. The course of fashion approaches since 1975 has been visualized and quantified with tables and graphics. It is important to follow the historical adventure of fashion approaches, frequently used in management today, to keep a future projection. Since it is impossible to examine many fashion approaches in one article in this study, only total quality management, reengineering, quality circles, and management by objectives, matrix management, and theory Z fashion approaches have been emphasized in the period examined here. In the study, 24,306 publications in the Web of Science (WoS) database indexed SCI-EXPANDED, SSCI, A & HCI, CPCI-S, CPCI-SSH, ESCI, and 36,697 scientific publications in the Scopus database between 1975 and 2020 were examined. The main fashion approaches were chosen in the study, and the number of publications by year was shown. The number of publications on management fashion approaches in Web of Science and Scopus databases is given in table 1.

Table 1: Number of Publications Regarding Fashion Approaches in Web of Science and Scopus Database (1975-2020)

Years	1975-1983		1984-1992		1993-2001		2002-2010		2011-2020		Total	
Approaches	WOS	Scopus	WOS	Scopus	WOS	Scopus	WOS	Scopus	WOS	Scopus	WOS	Scopus
Total Quality Management	0	0	224	296	645	977	190	361	354	624	**1413**	**2258**
Reengineering	2	0	60	57	1235	1511	654	993	815	1137	**2766**	**3698**
Quality Circles	71	129	149	237	29	102	26	66	18	57	**293**	**591**
Management by objectives	76	70	12	20	4	12	7	17	22	32	**121**	**151**
Matrix management	15	17	11	21	6	9	7	7	6	14	**45**	**68**
Theory Z	50	18	20	21	2	4	2	2	1	1	**75**	**46**

Total Quality Management

The Web of Science database on Total Quality Management, one of the fashionable approaches in the period examined, shows that the first publication on this fashionable concept was in 1985. In the first phase of the period under consideration (1975-1983), no publication was made on TQM. As shown in Table 1, the number of publications in the following periods increased rapidly in line with the rapid adoption of fashion approaches and began to decline. By 2020, a total of 1413 publications will be made. In the same period, the total number of publications made in Scopus on TQM is 2258. The data from the databases show that in the 1993-2001 period, TQM was the peak of the approach. During this period, 645 publications were made in WoS and 977 in Scopus. Between 2002 and 2010, 190 publications were made in WoS and 361 in Scopus. From 2002-2010, 354 publications were made in WoS and 624 in Scopus.

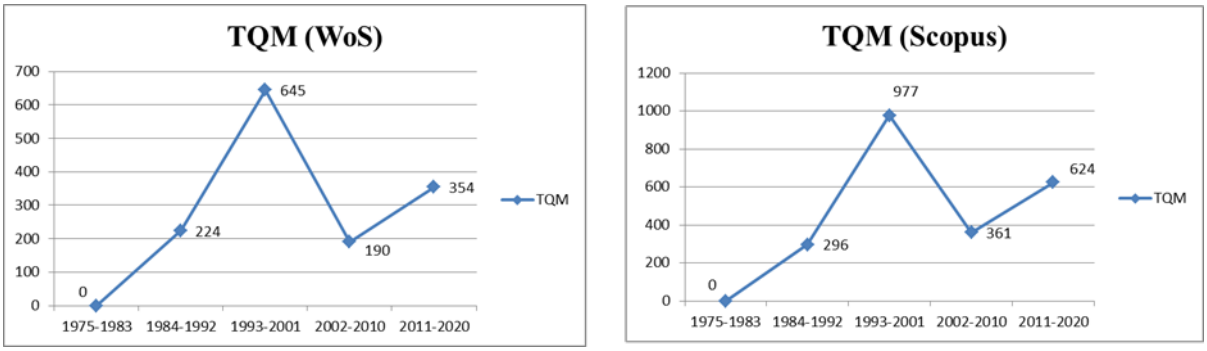


Figure 2: TQM development course in WoS and Scopus databases between 1975-2020

In Figure1, there was a rapid increase in publications on Total Quality Management from 1993-2001. It is seen that there is a rapid decline in TQM for the period of 2002-2010 as well as other fashionable approaches. However, it has been observed that there has been a low-slope rise since 2010. It is understood that similar trends are followed in both Webs of Science and Scopus. It can be argued that the increase here may have resulted from the insistence of those with a high level of loyalty to fashion approaches.

Reengineering

As with other management fashions, reengineering has emerged with great promise that innovation and process reengineering will contribute to sustainable development. Due to global environmental changes and increasingly stringent environmental legislation and competition, reengineering has become the primary goal of enterprises (Verbič et al., 2009). However, it did not go from being a management fashion to a new one after a short time. Reengineering, the findings obtained from the Web of Science and Scopus database data show that the situation is not different from other fashion approaches. Two reengineering publications were published in the first phase of the period under consideration (1975-1983). In the following periods, the number of publications increased rapidly in line with the rapid adoption of fashion approaches, and by 2020, 2766 publications were published on the Web of Science and 3698 in Scopus. The peak point of the publications on the reengineering fashion approach is the period 1993-2001. During this period, 1235 publications were published on the Web of Science and 654 in Scopus. From 2002-2010, publications decreased by about fifty percent, becoming 654 on the Web of Science and 993 on Scopus.

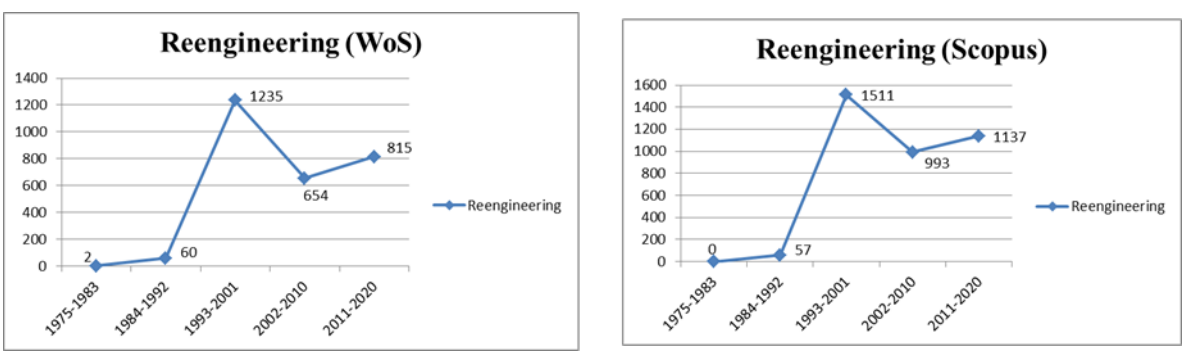


Figure 3: Reengineering development progress in WoS and Scopus databases between 1975-2020

While the reengineering fashion approach followed a horizontal course from 1975 to 1992, there was a rapid adoption process in line with fashion trends. There appears to be a rapid decline from 2001 to 2100 and then a slight increase in interest.

Quality Circles

The WoS database on Quality Circles, one of the fashionable approaches examined, shows that this fashionable concept is not different. From 1975-1983, 71 publications were made on Quality Circles. In later periods, less attention was paid to this fashion approach, and by 2020, 18 publications were published on the Web of Science and 57 in Scopus. Interest in this fashion approach decreased expense; by 2002-2010, it decreased to 26 publications on the Web of Science and 66 in Scopus.

Unlike other fashion approaches, the Quality Circles fashion approach seems to be disappointing in an earlier period. Looking at the Web of Science and Scopus databases, it is understood that the Quality circles fashion approach was adopted in 10 years and then abandoned quickly with disappointment when the expected benefit could not be obtained.

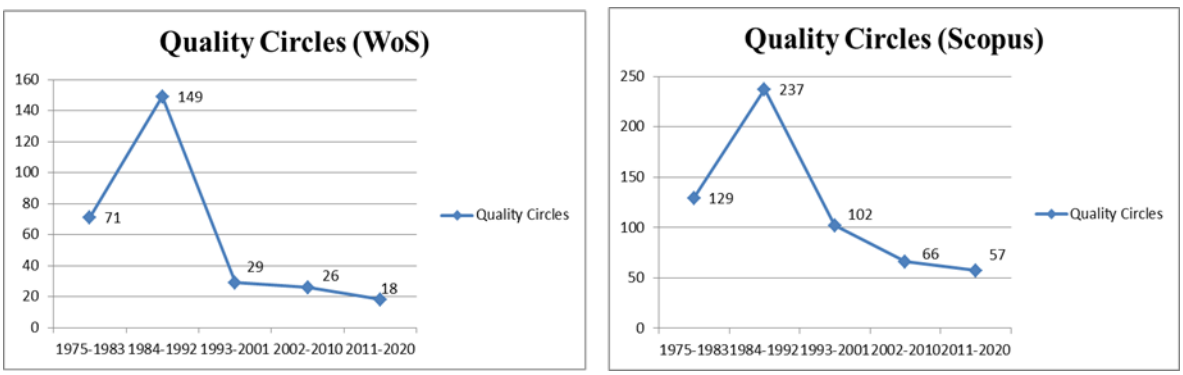


Figure 4: Quality circles development course in WoS and Scopus databases between 1975-2020

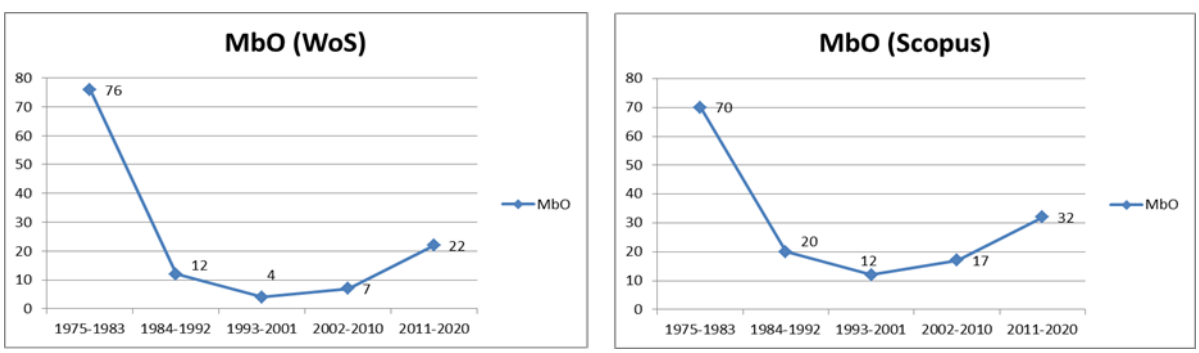


Figure 5: MbO development progress in WoS and Scopus databases between 1975-2020

Management by objectives

Regarding the Management by Objective fashion approach, the Web of Science and Scopus databases and Scopus databases show that this fashion concept's situation is not different from other fashion approaches. From 1975-1983, 76 publications were published on Management by Objectives in Web of Science and Scopus, and 70 in Scopus. In the following periods, the number of publications decreased rapidly, and by 2020, 22 were published in Web of Science and Scopus and 32 in Scopus, resulting in disappointment.

Looking at the graphs above, researchers have not shown much interest in the MbO fashion approach since its emergence. It appears disappointing before it can go through a rapid adoption phase, as observed in other fashion approaches. In the MbO fashion approach, it is understood that similar trends are followed in both WoS and Scopus.

Matrix management

In the period examined, 15 publications were published in Web of Science and Scopus, and 17 in Scopus on Matrix Management, one fashion approach. This approach has not observed the rapid adoption of many publications' fashion approaches. Interest in this approach has been decreasing steadily, with 6 Web of Science publications and 14 publications in Scopus in 2020. In this fashion approach, 1984-1992 is the peak point of the number of publications. After this period, the number of publications decreased rapidly, and by the year 2002-2010, it went down to seven publications on the Web of Science and Scopus and Scopus. From 2011 to 2020, the interest in six Scopus in Web of Science and Scopus increased slightly and reached 14.

It is understood that researchers approach matrix management with this fashionable approach with some hesitation. However, the Scopus database has shown slight interest in this fashion approach after 2010.

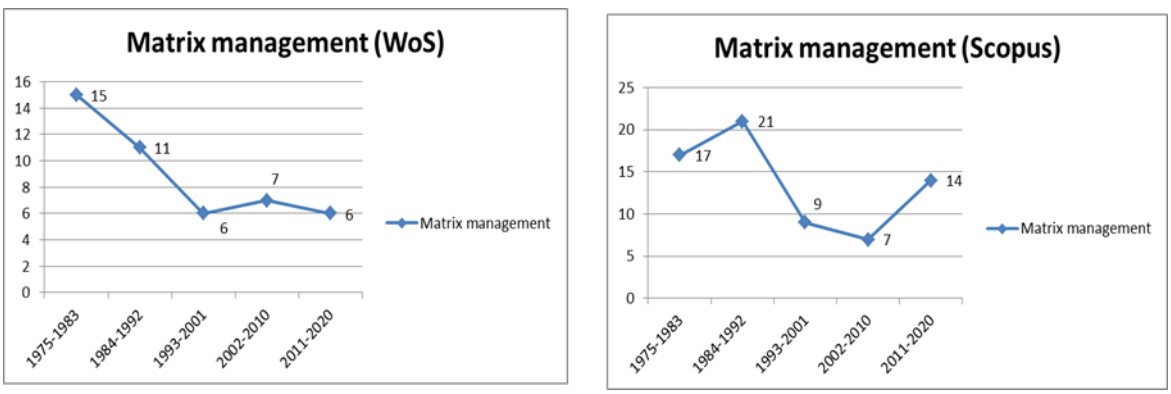


Figure 6: The development course of matrix management in WoS and Scopus databases between 1975-2020

Theory Z

Data on Theory Z in Web of Science and Scopus and Scopus database show that this fashionable concept is not different. Between 1975 and 1983, 50 publications on Theory Z were published in Web of Science and Scopus, and 18 in Scopus. In later periods, the number of publications in SCOPUS followed the same trend in Theory Z in line with the rapid adoption of fashion approaches, and by 2020, it decreased to one publication in Web of Science and Scopus and one publication in Scopus. 1984-1992 is the peak point of the Theory Z fashion approach publications. Twenty-one publications were made in Scopus during this period, and in 2002-2010, 2 publications were made in WoS and Scopus.

It is seen from both Webs of Science and Scopus and Scopus databases that people's interest in the fashion approach developed by William Ouchi is weak from the beginning. However, this so-called approach continues to occupy students' agenda in business schools today, as included in management books.

Table 2 below shows the data obtained from the Web of Science and Scopus and Scopus databases regarding the not fashionable approaches described as "new management approaches." In the period examined in the table, human resources instead of personnel management concept draw attention to the scarcity of publications on personnel management. However, it is observed that human resources management publications are increasing daily. Unlike fashion approaches, it is seen that non-fashion approaches tend to increase regularly in Web of Science and Scopus and Scopus databases. It is observed that there is a regular increase in publications on strategic human resources man-

agement, which is one of the new management approaches, and talent management. The 360-degree feedback approach, on the other hand, has shown a steady increase, especially due to the increasing interest in organizational democracy. Personnel empowerment, which has risen as a requirement of human-oriented approaches, stems from the expectation of higher performance in human resources.

Since teamwork is an important management technique applied in all periods of history with the expectation of synergy, it is understood that the interest shown in teamwork continues. Since teamwork is necessary for jobs people cannot do alone, it is expected to increase interest in this subject. The strategic management approach continues to be important in administering states and managing institutions and organizations throughout history. With the globalization trend and the opportunities provided by the developments in information and communication technologies, the necessity of doing business in different parts of the world and benefiting from external resources (outsourcing) is increasing. Outsourcing has content close to the concept of "supply" in terms of meaning. Unlike fashion approaches, new management approaches present traditional management approaches as a new management approach with minor differences. Interest in such approaches continues today, as new management approaches have traditional roots.

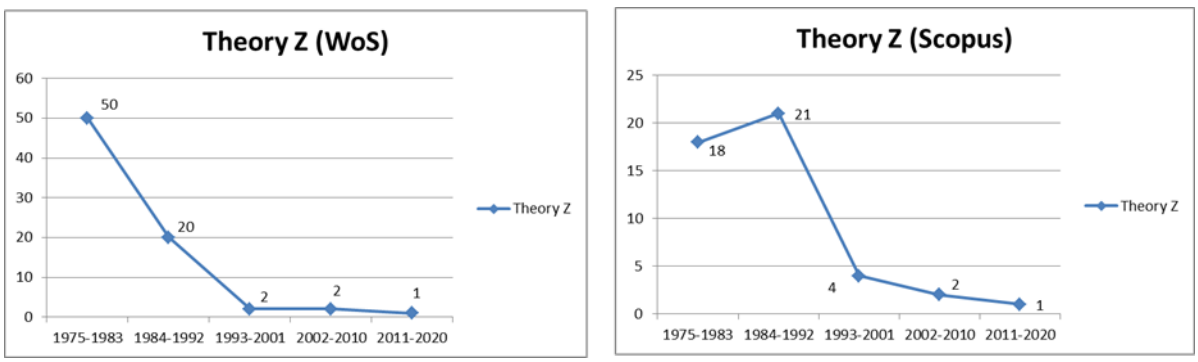


Figure 7: The development course of theory Z in WoS and Scopus databases between 1975-2020

Table 1: Number of Publications Regarding Fashion Approaches in Web of Science and Scopus Database (1975-2020)

Years	1975-1983		1984-1992		1993-2001		2002-2010		2011-2020		Total	
Approaches	**WOS**	**Scopus**	**WOS**	**Scopus**	**WOS**	**Scopus**	**WOS**	**Scopus**	**WOS**	**Scopus**	**WOS**	**Scopus**
Personnel Management	195	89	124	113	58	74	39	73	116	175	**532**	**524**
HRM	36	42	213	226	379	460	644	1150	1595	2438	**2867**	**4316**
Strategic HRM	1	1	19	25	43	39	51	97	131	164	**245**	**326**
Talent Management	0	0	0	0	0	2	45	120	471	694	**516**	**816**
360-degree feedback	0	0	0	0	31	35	29	40	30	38	**90**	**113**
Employee Empowerment	0	0	9	12	26	33	15	36	56	102	**106**	**183**
Teamwork	137	192	251	313	519	778	751	1430	2201	2726	**3859**	**5439**
Strategic Management	69	51	286	212	331	348	448	700	1012	1381	**2146**	**2692**
Outsourcing	0	0	29	27	641	892	1972	3888	3183	4644	**5825**	**9451**

4 Discussion and Conclusion

While the criticism of management fashion and fashions has continued for about 30 years, the production of new management fashion continues. It can be said that the increasing criticism of management fashion in the international literature has reduced the interest shown in fashion approaches. Approaches without tangible and operational value are quickly abandoned due to disappointment. These results also answer the research question of how the historical course of management trends has developed. As has been said, new approaches are not based on objective reality and a scientific basis. Objects subject to sense experience determine the subject of knowledge. Human knowledge is limited to visible and directly experienced objects. If there is human knowledge, there is a reality to which this knowledge corresponds. However, in management fashions, the situation is not bye. For this reason, management fashions, mostly produced with neological expressions and concepts that do not have a counterpart in nature, emerge as approaches that can be grounded and do not have concrete counterparts. Management fashion approaches that have no scientific and operational value, management fashions that only waste time and mental effort; Organizational Silence continues with trendy concepts such as organizational citizenship, Job Burnout, Anti-productive Work Behaviors, Psychological Contract, Organizational Commitment and Organizational Trust (Under & Gerede, 2021; Al-Madadha et al., 2021; Lubbadeh, 2021; Huy et al., 2020; http://organizacija.fov.uni-mb.si/index.php/organizacija/article/view/1388Akkaya, 2020).

Theoretical implications. A critical approach to management fashion approaches will contribute to a better understanding of this approach. It can be argued that this will benefit from contributing to which area the intellectual and scientific mind and labor should focus. Otherwise, approaches with no operational value and equivalent fields cannot go beyond intellectual enthusiasm. It is seen that there are generally constructive, destructive, and understanding-oriented criticisms about fashion approaches. For example, criticisms made under Abrahamson and his influence often use derogatory or even insulting language towards fashion approaches (Abrahamson & Eisenman, 2001; Ramsay, 1996; Kieser, 1997; Benders & Van Veen, 2001; Jackson, 2001). It is the confusion between the concept of management fashions and the concept of "management ideology." This situation causes the criticism of management ideologies to be directed to management fashions. Another aspect is that while management ideologies are based on the claim that they have social concerns, management fashions are more directed towards individual benefit (Parush, 2008; Chiapello & Fairclough, 2002; Anthony, 2005). This situation hinders studies from understanding management modes. The main rationale for constructive approaches to management fashions is that what has been done is not "reinventing the wheel" but making it turn better.

Over the past three decades, new management approaches and management fashions have attracted great attention in management circles worldwide. Quality circles, TQM, restructuring of business processes, learning organizations, and many other fashionable concepts were eagerly addressed and implemented by academics and practitioners. However, disappointingly, these approaches were soon abandoned due to their low operational value (Parush, 2008). Management fashions spread by academia, consultants, and management gurus quickly disappeared as they spread. It should be noted that many researchers, especially Abrahamson, played a role in this (Abrahamson, 1996; Benders & Veen, 2001; Czarniawska, 2005; Czarniawska & Joerges, 1995; Huczynski, 1993; Jackson, 2001; Kieser, 1997; Micklethwait & Wooldridge, 1996; Røvik, 1996). The criticisms made by these researchers have been effective in keeping young researchers away from management fashions. When Abrahamson (1996) classified the management fashion process as "management fashion setters" and "management fashion users," this situation led to a cautious view of management fashions and a move away from fashion approaches after a short time.

Management fashions were not justified during the examined period, causing disappointment in these approaches. Management fashions could not confirm the scientific assumption that the best approach or theory should be verified by practice. For example, in 2002, Harvard Business Review magazine announced that approximately 60% of companies implementing thousands of customer relationship management systems do not meet their customers' expectations. Although the management fashion approach was presented as a solution by the "fashion setting organizations" (consultancy firms, management gurus, academicians) under uncertain conditions, it was understood that this was not valid in the end. Also, cultural and social-psychological factors have led to prudent behavior in adopting and using a management innovation. Fashion approaches that appeal to emotions rather than the mind quickly caused disappointment in such a technical and rational area as management.

Practical implications. On the one hand, impatient managers who want to overcome the uncertainties of business life and, on the other hand, sloppy and scientific researchers who want to publish easily and reach their career goals quickly play an important role in the spread of fashion approaches. Another problem is that far from philosophical depth, management gurus pollute the literature with metaphorical neologies. These research results and international literature confirm this claim. Today, it is possible to understand the efforts of organizations to make their employees more productive and to increase their personal development and professional competencies. However, all these good intentions cannot justify the production

of unscientific literature based on management fashions.

Moreover, it is not possible to institutionalize the principles and rules regarding management fashion approaches, and institutional success, efficiency and effectiveness cannot be achieved with such approaches. Achieve success and competitive advantage for the institution; It can be possible with better marketing activities, developing financial control systems and using technology more efficiently. Organizational efficiency and effectiveness are impossible with fashionable approaches unless organizational innovation, marketing innovation, process innovation and effective human resource management (Guest, 1987; Tichy, 1981; Wright & McMahan, 1992). The ever-expanding market requires intense collaboration agreements, increased consumer expectations and technology transformations. In addition, businesses make great efforts to survive in a politically and economically turbulent environment. Strategic management and other new approaches play an important role in adapting to rapidly changing environmental conditions, especially after the 1980s (Morgan and Strong, 1998; Panagiotou, 2003). It may be possible to provide high performance, sustainable growth, opportunity and competitive advantage within the framework of strategies to be determined according to contemporary developments. Management is a rational activity, and it is not following the rational nature of management activity to place hope and trust in fashionable approaches, such as fashion approaches, which are emotionally dominant and without content.

Limitations and accommodation for future research. This research is research that covers a certain period. Research is also limited to the Web of Science and Scopus databases. Results may differ in different national databases. In addition, if scholar google and other databases are included in the process, different results can be obtained. Contribution to the discussion can be made by making national and international comparisons. In future research, the subject can be examined with quantitative, qualitative and mixed research methods and meta-analysis. Research should also be supported by real data on fashion approaches' operational value and practical value. The reasons for the success and failure of successful companies in a certain period can be associated with fashionable approaches. In addition, the factual data that fashion approaches do not give a positive result in the field can be searched.

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