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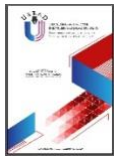

THE CORRELATION BETWEEN HIERARCHICAL AUTHORITY AND KNOWLEDGE AUTHORITY

HİYERARŞİK OTORİTE VE BİLGİ OTORİTESİ ARASINDAKİ İLİŞKİ

Murat ŞENGÖZ

Dr, Savunma Bakanlığı, Ankara/Türkiye.
Dr, Ministry of Defense, Ankara/Turkey.

muratsengoz74@gmail.com

ORCİD ID: 0000-0001-6597-0161

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Abstract: In order to reveal the relationship between hierarchical authority and knowledge authority, the most important issues of management, authority, power and influence are examined in the examination of the concepts. Unfortunately, apart from the issue of authority, issues of power, power and influence are among the most neglected issues of management and organization. The subject of authority is generally dealt with in the context of the organization. However, the management application is completely related to the use of power. Authority is only one type of power use. It can be said that the main difference between knowledge and hierarchical authority is the structure of the organization. As organizations become more complex in the information age, the problems that managers have to solve have become more complex. In addition, knowledge-based parameters have increased in management processes. It is not possible for a single manager to solve all the problems under the most optimum solution. Because today, one of the important powers of the rulers, and perhaps the information as a source of authority should be to benefit from.

Keywords: Hierarchical Authority, Knowledge Authority, Leadership

Öz: Hiyerarşik otorite ile bilgi otorite arasındaki ilişkiyi ortaya koyabilmek için, yönetimin en önemli konularından otorite, güç ve etkileme kavramlarının incelenmesinde fayda mütalaa edilmektedir. Ne yazık ki, otorite konusu dışında, güç, kuvvet ve etkileme konuları yönetim ve organizasyonun en ihmal edilmiş konuları arasındadır. Otorite konusu genellikle organizasyon konusu ile birlikte ele alınmaktadır. Oysa yönetim uygulaması tamamen güç kullanımı ile ilgilidir. Otorite ise güç kullanımının ancak bir çeşididir. Denilebilir ki, bilgi ve hiyerarşik otorite arasındaki temel fark organizasyonun yapısıdır. Bilgi çağında organizasyonlar karmaşıklaştıkça, yöneticilerin çözmek zorunda olduğu problemler de daha karmaşık bir hale gelmiştir. Bunun yanında yönetim süreçlerinde bilgi tabanlı parametreler artmıştır. Tek bir yöneticinin bütün problemlerin altından en optimum çözümle kalkması mümkün görülmemektedir. Zira artık bugün yöneticilerin sahip oldukları önemli güçlerden birisi ve belki de olmazsa olmazı da yasaların yanında bilgiden de bir otorite kaynağı olarak istifade etmek olmalıdır.

Anahtar Kelimeler: Hiyerarşik Otorite, Bilgi Otoritesi, Liderlik

Introduction

As societies evolved, the model of governance has progressed from the traditional authority to the model of governance, including legal rational authority. In particular, the change in value as a process rather than a narrow field of activity and globalization as a result of the collapse of all narrow patterns of administrative activities, namely the use of authority has changed. Management is the type of management

that develops vision with the participants, exchanges views with the participants, provides participation and directs them more than the managers. Today, the events in organizations are not a one-man show and the manager cannot do this alone (İlhan, 2013). The administrator assigns the process owners responsible for this purpose and provides them with the resources they need. This requires full teamwork and coordinated efforts. Activities are information centric. The administrator is the person monitored by the group members. The source of this monitoring is not the authority but the members' acceptance of that person. The administrator should rely on information when using the authority. Knowledge and authority complement each other (Şengöz, 2020a: 7-22).

The authority is derived from the use of certain resources (Kaya, 2012). There are five important sources in which an administrator can take his power according to the classification made by (French and Raven: 2008; 42; Shetty, 2008: 176). These are coercive power, legal power, rewarding power, charismatic power, expertise power. According to another view (Carzo and Yanouaz, 2007), power sources are political maneuvers or policy making in the organization, organizational resources, personal resources, group resources.

While determining the relationship between hierarchical authority and information authority based on the organizational structure of the above-mentioned basis, this is also a matter of the executive management capacity. In this study, rather than the conditions of using both types of authority, the use of authority and its differences in the field will be emphasized.

THE RELATIONSHIP BETWEEN AUTHORITY, POWER, AUTHORITY AND KNOWLEDGE

Today, the authority and power to give a lot of talk began. These concepts indicate that only subordinate control-based organizations are partially eliminated. The authority does not just express rank and power, just like the old terms. Now it may be more accurate to talk about more responsibilities and contributions. The manager's aim is to make people responsible. The question to be asked now is not what your powers should be, you should be the question of why you are responsible (Raven, 2004: 1242-1249). The job of management is to make everyone who is not the boss do everyone. Today, because of the ineffectiveness of governance or institutionalization of

organizations, which are substitutes for management, or because the norms are standardized, they are frequently used.

Today, the members of the organization want to participate in the management of the organization they work with, rather than the simple ones, whether they work in businesses, public institutions and professional organizations (Weber, 1947: 328). Employees want to actively participate in the discussion and conclusion of any decisions that are of interest to them and express their opinions or wish to be asked their opinions clearly. This understanding, which has become an important subject of managerial psychology today, is the result of the fact that the individuals who have increased their level of knowledge do not want to be a vehicle by others. Management in this approach; If it refers to an organizational function and not a person, it is not correct to gather any authority that limits the initiative in the hands of a person. It requires a more anonymous style. In other words, the use of initiative in organizational and managerial activities is nothing other than the concept of participation in management, in other words, the sharing of knowledge.

Effective managers are the leaders who have knowledge authority in the changes that occur in the management understanding of enterprises. They change people and businesses, reshape their minds and hearts, expand their visions, raise their levels of knowledge and understanding, clarify goals, and align behaviors with beliefs, principles and values. Permanent, self-sustaining, which creates changes that accelerate development. In changing enterprises, managers should act as integrators. Thus, knowledgeable employees are strengthened and connected. Working together for the purpose of the enterprise together with a stable and widespread communication constitutes a developing company culture. With the type of manager using classical hierarchical authority, the manager type of the information society is separated at this point.

There are some differences between the administrator type using the classical hierarchical authority and the administrator type using the information authority (Şengöz, 2020b: 31-38). The administrator, who uses the classical hierarchical authority, tries to achieve the shared vision while the administrator who uses the information authority applies his own goals. The administrator who uses the classical hierarchical authority deals with the period in which he / she is engaged

and the administrator who uses the information authority deals with long-term goals. And today he tries to create tomorrow. The manager who uses the information authority is in search of dialogue to reach the common goal while waiting for the unquestionable obedience from the managers who use classical hierarchical authority. While the executive who uses classical hierarchical authority considers himself superior, he sees himself equal with the ruling individuals who use the information authority.

Melih Arat (2006) summarized the difference between hierarchical authority and information authority. The manager who uses the classical hierarchical authority does not accept the conditions in which he / she works, tries to put new ones, takes care of the time he / she is in, applies his / her own goals (Güzelcik, 2009). He deals with personal relationships, applies his first plan, exposes the power of his position and uses this power (Petress, 2006: 821-823). Continuous checks wait unqualified obedience. The manager, who uses the classical hierarchy, considers himself superior to the individuals he is the manager and manifests it in a formal way. It focuses on the results, uses its own mind to capture ideas, cannot benefit enough from internal collaboration, learns alone, constantly wants to be needed.

The administrator using the information authority; It accepts the conditions and tries to change or change these conditions with its mass, takes care of long term, tries to create tomorrow. It works to reach a shared vision, deals with interactions and systems of relationships, implements an evolutionary dynamic plan, accepts the power of its position from the community and its team, and uses, supervises but relies heavily on its power with its team. It establishes self-control systems, seeks dialogue to achieve common truth, sees itself as equal with the individuals it manages, and wants it to be formally treated equally, focusing on the rules and the systems that produce results. In order to get creative ideas, it uses the minds of different groups, uses the techniques of creativity, benefits from external and external cooperation, is open for opportunities, learns together, is a remedy in times of crisis, does not stress the environment, solves problems.

Manager with knowledge authority; firstly, it is the person who is consistent with his knowledge. It is also defined as a person with a certain level of learning, knowledge and wisdom. However, a certain

education, knowledge and manners are not enough. The person with the knowledge authority is the person who is consistent with his / her thoughts and behaviors at the level of contemporary knowledge. If it is; It can be realized by reaching a modern and scientific world view. Even the extraordinary specialization in certain information cannot lead to such consistency. Consistency can only be achieved through a worldview that is obtained through a contemporary, scientific and holistic knowledge.

While the manager using classical hierarchical authority tends to follow orders and suggestions from above; The person with the knowledge authority predicts the issues, problems and needs before thinking about the future and discussing the action plan required. The administrator who uses classical hierarchical authority is willing to accept responsibility. The person with the information authority seeks responsibility. While the person with the information authority tends to take modest risks, the manager takes greater risks when he believes it will create meaningful results (Petress, 2006: 821-823). He remains committed to the action plan with great patience. For the manager with knowledge authority, the learning and the concern to achieve the best are always important. The most important condition for winning the community is to read the hearts of people. Atatürk is the best example. Atatürk was educated by the people, he could analyze the feelings and thoughts of the people very well, he could keep the pulse of the people, he could read the hearts of the people and he always knew to give them to the people. While taking the masses behind him, he took his authority from his knowledge and skills he had with more than his official position.

The manager who has knowledge authority is not only doing his duty but also learning and contributing to the formation of a learning environment for everyone. The manager with the knowledge authority does not only specialize in a single area. Intelligence, ability to represent (physical state, clothing and appearance), verbal expression (speech); written expression, reasoning, influencing and persuading others' achievements; rational, stable and consistent; possessing the spirit of analysis and synthesis, having a general culture are the characteristics sought in the managers who have the information authority of the information age. The manager with knowledge authority is the common heritage of all; it has been brought up with a

common understanding of culture that will ensure the integration of corporate values with international values.

Executive plans with knowledge authority. Make decisions on the necessary resources and tasks in order to achieve the goals set for future organizational performance. Managerial organizations with knowledge authority: determine their business activities and divide them into structural logic (Burns, 1978). Connects activities and responsibilities to appropriate people and positions. Decides the model of the organization.

The administrator with the information authority shows the direction. It motivates the subgroups and activates them for the purposes of the organization. The manager with the information authority can, however, monitor the changes closely as a result of this effective management and take measures in line with these changes. However, managers should take an active role in an environment of intense competition brought about by the globalization process and establish an effective control system and should not leave their evaluation to their subordinates only (Akdemir, 2012). Because, parallel to the changes in the world, the organizations are changing, and the administrative paradigms are evolving. However, as the organizational structures of institutions become more complex, the need for effective managers increases as competition in the world gets harder. Today, the administration will be developed as a front up to the front supervisors (Kaya, 2002).

In the process of change, the management culture with the knowledge authority is adopted: the flattening of the hierarchical structure, the importance of speed in the activities, the increase of cooperation between functions, the reflection of authority and responsibility on the lower levels, the redefinition of the role of support personnel, the removal of the boundaries among the units, the appreciation and reward systems. Making innovations is increasing the importance of knowledge. The organizations have two types of attitudes in following the developments. These are reactive and proactive. An effective management has strong predictions and follows developments in a healthy way. It develops appropriate policies and strategies and hence prevents the organization from falling into crisis (Tutar, 2000).

The aim of organizational changes is to increase organizational health and organizational effectiveness (Arıkan, 2012). Being effective is the manager's job. Influencing and managing are very close concepts. The role of the manager is great for employees to adopt change. The management style that is observed can cause the change to be accepted and accepted, or even rejected and rejected by resistance. The manager with knowledge authority should work with the team to create appropriate performance goals and help establish norms about strategic thinking.

There are many new and different views on the use of authority (Arıkan, 2002). All these changes create a new management system approach today. In the information society, management is the legal rational type of management. The following is not only authority, but also knowledge. Today the manager is the type of management who shares this vision with his / her team with a clear vision of the future, who exchanges views with his team, rather than the management who participates. With this understanding, the hierarchical authority must share its position with the authority of knowledge (Arat, 2006).

CONCLUSION

The hierarchical authority derives from an elected, elected or appointed authority position and is supported by social norms. This power sees subordinates as a legitimate part of the official or appointed leadership role in general with the authority to reward and punish. In hierarchical authority, legitimacy is given by others and can be revoked. Just as the source of legitimacy in medieval Europe is in the cardinals crowning the kings.

Hierarchical authority owners always need the support of a higher motivating force when using a legitimate force. However, the legitimacy of managers and leaders with the authority of knowledge is the set of knowledge they have, and their legitimacy is of their own.

One of the most important issues of management is authority, power and influence. Nevertheless, apart from the authority issue, the issues of power, power and influence are among the most neglected issues of management and organization. The subject of authority is generally dealt with in the context of the organization. However, the management application is completely related to the use of power. Authority is only one type of power use. In this context, the main

difference between information and hierarchical authority is the structure of the organization. If the organization has a vertical development, it will of course only be hierarchical authority, if the structure is zero hierarchy, simple hierarchy, participant and organic, and adhocracy, of course, because of the leadership of all departmental elements in teamwork, the information authority will gain importance.

Total quality management in the 80s has been instrumental in questioning the relationship between hierarchical authority and information authority in the early 1990s with the change engineering and the popularization of learning organizations in the mid-1990s. The need for mutual interaction, cooperation status and the need to react creatively to change has led to the need for organizations to identify themselves as organizations that constantly improve and learn. To do so, it is necessary to follow the information produced, to share information and to transfer it. This may be possible only with an information system, but a shared vision domain.

The manager must understand the differences that participants bring to work and bring them together in the work environment (Bass, 1990). When the owner of the information authority handles the manager, the horizon is not limited to the near or far maturity. Managers who do not take lessons from the past, do not benefit from the experiences of others, who are self-confident, force their teams, but do not sacrifice themselves, the executives with hierarchical authority cannot be successful no matter how good they are in terms of speech and persuasion (İlhan, 2013).

In order for group activities to achieve its purpose with a great activity, it is necessary to set joint and definite goals within the team to pave the way for collective initiative, to appoint a credible and reliable team manager who does not take his strong and talented power from only hierarchical superiority, and to prepare in-team vision and mission statements. With the synergy created by team activities formed within the framework of each shared vision, it may be possible to obtain more of the sum of the resources used. However, the manager with the information authority may also have hierarchical authority. The manager with knowledge authority brings to the fore the institutionalization. Things walks if it's not him. Because it is the shared vision first followed in the institution that it belongs, not just the manager.

As a result, the problems that managers have to solve in the information age have become more complex. In addition, knowledge-based parameters increased. It is not possible for a single manager to solve all the problems under the most optimum solution. For this reason, I think that managers should create a corporate culture, create effective teams as a result of this corporate culture and solve the problems in common with these teams. When evaluating managers, I consider that it is more beneficial to create an organizational culture and give importance to whether the problems are solved by the team with which we understand (Şengöz, 2020c: 72-82). Because today, one of the important powers that managers have is the authority of information, besides the legal authorities. Therefore, I consider that managers should make enough efforts to increase their ability to acquire and use new information that is rapidly changing and renewed.

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