Current Trends in School Management in Pakistan: A Bibliometric Analysis

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Abstract

This research aims to analyze the current trends in management in schools in Karachi. School management is a hot debate these days, and management needs to play an effective role in the sustainability of schools and attaining desired outcomes academically and professionally. For this, bibliometric analysis was done by selecting research papers from Scopus, Elsevier, and Google Scholar. The research articles were chosen using keyword management and trends in Management using inclusion and exclusion criteria. With the help of Google Scholar, 40 research papers were found to be relevant to the selected topic. However, almost 20 papers fulfill the requirements of the main topic. Therefore, 20 papers are included in this review paper. Findings reveal that Management plays an essential role in the progress and achievement of the school. By analyzing students' performance, principals, as the central part of school administration, can identify areas where improvements are needed. It is recommended that school principals adapt to emerging trends to enhance learners' academic achievement and readiness.

Keywords: Management, Principal, Trends in Management, Leadership.

Introduction

Throughout history, people have been using the idea of management to help change ideas, beliefs, and goals in various areas like education, government, and businesses. The origin of the modern era in educational administration (EA) is commonly attributed to the late 1950s when the "theory movement in educational administration" emerged (Campbell, 1979; Fayaz et al., 2023). Throughout each decade, starting in the 1960s, evaluations of research have offered changing viewpoints on the development of the discipline (Hallinger, 2019; Balouch et al., 2023). The 1970s were when the emerging field of EA was still establishing itself (Oplatka, 2010; Samad & Lashari, 2022). Oplatka (2009) observed a rise in empirical research and a growing fascination with "practice" throughout this period.

The roles assigned to the person who holds the management role in the school are administrator, principal, and head teacher (Suhag et al., 2017; Fayaz et al., 2023; Jillani et al., 2024). The words and phrases used can differ depending on where you are, what culture you are part of, the situation you're in, how schools are run, and how the school leaders make decisions. The fast changes in technology, society, and the economy make organizing and running organizations hard. These changes are many examples of a significant shift in how managers and leaders are doing things right now (Luksha & Kinsner, 2020; Khan et al.,

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2022). Educational administration is crucial for ensuring schools work well (Jilani et al., 2024). It deals with organizing and running different parts of the education system, like making rules, managing money and people, and implementing the academic plan (Pervaiz et al., 2024; Bushra et al., 2024; Khemchand et al., 2024).

Approaches to educational leadership have undergone significant changes from the 2000s to the present day (Buriro et al., 2023). Attention has shifted from the role of leadership in school management to the role of leadership in teaching and learning (Vaillant, 2015; Salman et al., 2024). Management means taking care of schools and ensuring they run well to help students learn simpler words. It's about planning, organizing, and evaluating educational programs and resources to help students do their best (Bukhari et al., 2023). Management is essential for making sure that students have the things they need. This means giving students the books and things they need for a class that follows the state's rules (Jillani et al., 2023). It also means planning fun stuff after school, like going on trips and other activities. By giving students these resources, school leaders improve their learning and help them grow in all areas (Ahmed et al., 2023; Suhag et al., 2017).

Today, school principals and administrators need to be more flexible in their jobs than ever before. We need to change what we are learning to ensure we are ready for whatever comes our way. Today, schools are changing to fit different types of classrooms and sizes to help students learn better (Salman et al., 2023). Some schools are focused on ensuring that all students with varying styles of learning and physical needs can get the help they need (Noorani & Lashari, 2023). The new idea is to emphasize that the key to running a school well is how much it helps students learn, and the actions of the principal and teachers do this. Salman et al. (2023) found that school leaders must help teachers improve their jobs to help students do well. The principal can't just be a good manager; they also need to create chances for students to do well in their learning. It is investigated by reviewing the papers that there are some significant and current trends in management, such as school leaders needing to know how the people in their area are changing and finding better ways to teach students (Buriro et al., 2023). School leaders, planners, and builders need to understand how to deliver education in a better way to meet the needs of all students, no matter their background or language, for the 21st century. In today's fast-changing world, leaders like to use online methods to help their organization adapt to the environment and meet the changing needs of society more quickly. The fast-changing technology, culture, and economy make setting up and running organizations harder (Jamali, 2005).

Another trend is coaching and mentoring programs, which help teachers and staff improve their jobs. Managers create relationships with teachers to help and support them with advice and feedback. Administrators can use good programs to improve the workplace, help people reflect on their work, and improve teaching quality. It highlights the importance of coaching and mentoring by stating that, at present, talents can be enriched and advanced by coaching and mentoring. Further, it is mentioned that organizations can specifically apply mentoring for career guidance within the various career layers and inspire employees by creating challenges (Karadage, 2020). Along with coaching and mentoring, another essential aspect is building a good team, which is vital in education. Managers help teams work well by encouraging people to talk, allowing them to work together, and noticing and using each person's abilities. Building a good team helps people work better together, creates a happy workplace, and helps make new ideas happen (Karadage, 2020). Team building brings change by giving value to new ideas, creative thinking, and finding solutions for improvements by those who come out of their comfort zones and take necessary risks. These teams should be appreciated for their contributions by accepting change challenges rather than those trying to fit into the system to maintain the same status (Fapohunda, 2013).

In this present era, the role of school leaders is significant because they are in charge of managing and carrying out the complicated process of management and supervision. Teaching in education 4.0 has been created to meet industry needs and has sparked a change in education regarding what is taught, the curriculum, and how education is run. School leaders need to be good at helping others make lasting changes. They must support and enable people to change (Kin & Kareem 2018). One of the best things about education 4.0 is that it allows us to communicate quickly and effectively. Communication is about how school leaders can effectively share their ideas and beliefs to achieve the school's goals through direction, words, and action. School leaders should keep learning new things through good training programs to improve education. This can help them become better at leading their school.

Another critical aspect of managing companies is using the Internet of Things. The Internet of Things (IoT) brings new chances and ideas to education in every way. In today's schooling, using computers and the internet is important for learning, and it helps students gain knowledge and abilities and understand themselves and their values (McLay & Renshaw, 2020). The Internet of Things (IoT) can help us learn when students and school staff can enter the school. This personalized learning method allows students to track how well they are doing (Kassim & Teng, 2018). The Internet of Things (IoT) fits well with different types of technology. Those buildings help with making plans for school and social activities and making sure everything is going smoothly. There are many ways that IoT is used in schools and teaching. One typical example is using Quick Response (QR) codes. Students can get feedback from their teachers and friends using QR codes on their phones. Many people, like students, teachers, bosses, and school leaders, use blockchain technology in education. Tapscott and Tapscott (2017) said that schools could use blockchain technology in several ways. They can use it to keep track of student IDs and records, manage fees and rewards, and plan better financial strategies. According to this research, leadership is exercised by the school principal, who can guide, inspire, and motivate the teachers and students. It can be promoted through training and collaboration. This research shows that the success of any organization depends on the leadership behaviors of school administrators (Krüger & Scheerens, 2012).

Significance of the Study
In order to keep their institutions competitive, educational leaders must stay up to date on new trends and technology, as this study highlights. In order to successfully navigate organizational change and incorporate cutting-edge techniques, executives need to be committed to ongoing education and career advancement. This entails gaining the know-how and abilities required to deal with shifting trends in technology, pedagogy, curriculum, and administration. Leaders may
improve teaching, learning, and organizational effectiveness by adopting innovative practices and staying up to date. This will ultimately lead to advancements in education.

Methods and Procedures
This study uses bibliometric analysis to find emerging trends in management. According to Donthu et al. (2021) bibliometric analysis is used to cover the emerging trends about the selected topic from the selected articles. The research papers were extracted from Scopus, Elsevier, and Google Scholar. Using inclusion and exclusion criteria, the keyword management and trends in management were used to find the research articles. With the help of Google Scholar, 40 research papers were found to be relevant to the selected topic. Almost 20 papers actually fulfill the main topic requirement. Therefore, 20 papers are included in this review paper.

Figure 1: Current trends in management
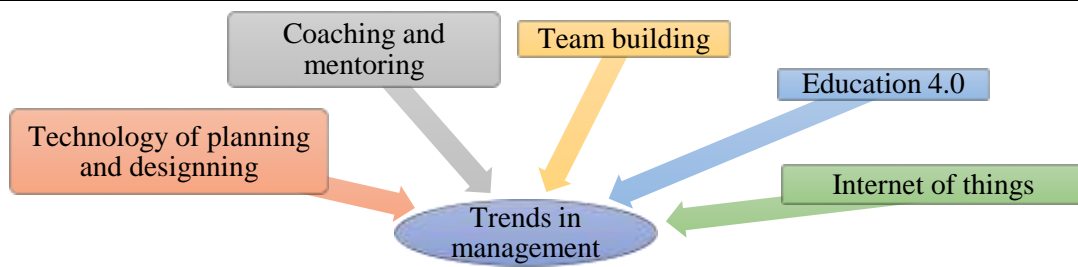
This diagram was designed using the literature studied in the papers. There were some current trends in school management, including the use of technology in planning and designing, the use of coaching and mentoring programs, team building, the use of education 4.0, and the Internet of Things (IoT). To cope with the present unique challenges, schools can research and plan to implement these trends and incorporate new ones.

Each of these trends has a substantial impact on improving school management and leadership. These trends enable educational leaders to utilize technology, promote professional development, encourage cooperation, embrace innovation, and maximize resource allocation, ultimately improving the quality of education and student achievements.

Figure 2: Approaches of leadership

This diagram was created using a literature review of various research papers on leadership approaches. The current study illustrates the different leadership approaches, such as the Green Men leadership approach, trait leadership approach, group leadership approach, behavioral leadership approach, situational leadership approach, and humanist leadership approach. The school's leaders and principals should study these leadership approaches to understand their roles in this ever-changing world. They can adopt various approaches to deal with different situations and challenges that they come across in their day-to-day responsibilities.

Educational leaders can successfully manage the challenges of managing and leading within educational institutions using elements of these different leadership approaches. This will eventually benefit the success and well-being of students, teachers, and the larger school community.

Figure 3: Theories of leadership
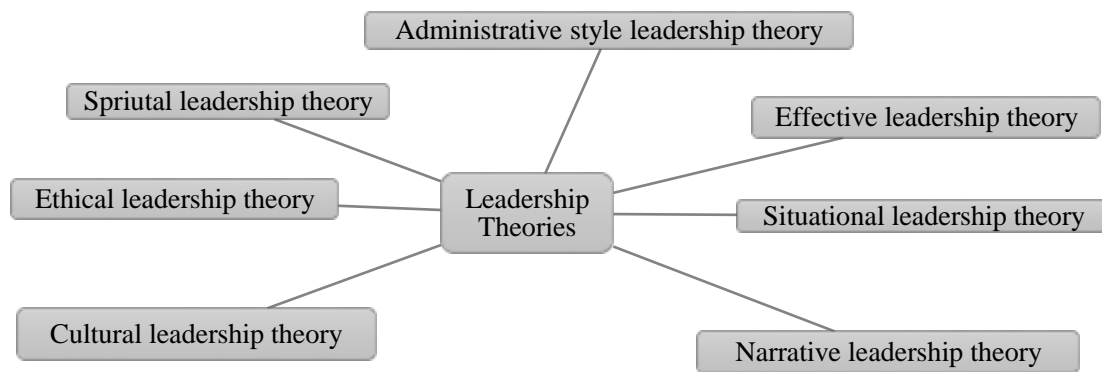
This diagram was designed for describing the different leadership theories, such as administrative style leadership theory, practical leadership theory, situational leadership theory, narrative leadership theory, cultural leadership theory, ethical leadership theory, and spiritual leadership theory, which were presented in the related papers. These theories can be extremely useful for principals and school leaders to become well-equipped to manage the new trends in the field of education and put them into practice with efficiency and effectiveness.

By incorporating ideas from these different leadership theories, educational leaders can develop a comprehensive leadership approach that is adaptable, inclusive, morally upright, and successful in addressing the diverse needs of their school communities.

Discussion

Research shows new technology, implementing coaching and mentoring programs, fostering teamwork, upgrading instruction through initiatives like instruction 4.0, and optimizing operations with the aid of smart devices like the Internet of Things are all highly valued by today's school administrators. This pattern shows how critical it is that schools successfully address contemporary challenges. Educational leaders are encouraged to experiment with various approaches to leadership, such as trait-focused styles or nature-inspired tactics like the "Green Men" approach, in order to efficiently navigate the complexities of school management. Understanding these diverse approaches helps leaders adapt to changing conditions. Leadership theories offer helpful insights into practical techniques for real-life situations as well as efficient administrative styles and management strategies.

Educational leaders can use current trends, such as utilizing technology, enhancing teacher competencies, collaborating, being innovative, and making prudent use of resources, to improve education for students. They can better oversee schools thanks to these instruments. They can also employ a variety of leadership philosophies, such as situational adaptation, effective organization, and upholding moral principles. They create a powerful leadership style that is equitable, inclusive, and supportive of everyone's academic success by fusing concepts from several leadership theories.

Key Findings

Table 1: Findings of earlier studies

S. No.	Author	Year	Title	Major findings
01	Simionescu	2019	Management and School Education	Educational management is played by the school principal. Functions include all the things that principal do like getting information, talking to people, checking how things are going, and making sure everything is running as it should be.
02	Bivol	2023	Study on managerial communication based on students' learning needs	New ideas like learning through discovering, understanding emotions, developing skills, teaching based on skills, how well students do in school, and educational rules are starting to become part of how we think about education.
03	Pandey	2017	The need for administrative effectiveness of the principals at secondary level	The school leaders need regular training to stay updated in their work. The authorities in charge of the schools need to make an effort to provide this training. The training should cover all important areas to help the head of the institution become a leader in teaching and be able to give support and guidance to staff when they need it.
04	Dhanapala1	2023	Conceptualizing Educational Management for Enhancement of Quality of Education	The research shows that education can be improved by using good management practices like planning, organizing, staffing, leading, coordinating, reporting, and budgeting.
05	Hilliard& Jackson	2011	Current Trends In Educational Leadership For Student Success Plus Facilities Planning And Designing	Some schools focus on meeting the specific needs of most students, such as their learning style or physical abilities. Not all students fit in the same size classroom, so schools may need different kinds of classrooms.

According to the findings of this study, a leader is a person who always demonstrates their role effectively by using best management practices. Principals play multiple roles in educational management, including planning, organizing, directing, and controlling various aspects of the school's operations. Principals arrange the school's structure, establish roles and responsibilities for staff, and create systems for effective operation. The goal of management

is to prepare students for the complexities of the modern world by providing a deeper understanding of content, developing essential skills, and nurturing emotional intelligence. Along with teaching these skills to the students, the goal of the management is to focus on enabling the students to build strong character and be able to model it as useful citizens. Therefore, it is considered very essential for principals to acquire the expertise and knowledge necessary to put the pieces together to attain desirable goals.

This study shows that administrators play a crucial role by providing basic principles of management such as curriculum development, assessment strategies, educational technology, interpersonal skills, and emerging trends in education. Using these management principles, administrators emphasize the importance of effective leadership and achieving educational goals. It is seen that management creates an inclusive and supportive learning environment where each student can thrive. This approach aligns with the broader principles of inclusive education, personalized learning, and the recognition that educational environments should be adaptable to the different needs of students. It is also found that leaders need to update their knowledge so that they can not only deal with the complexities of the new trends and technologies of the prevailing society but also incorporate them into their managerial skills to achieve set goals and bring effectiveness by becoming change agents. Leaders and managers can keep themselves updated by attending regular training and development sessions.

Conclusion

In conclusion, instructive management must be upgraded on developing patterns, coordinating prominent associations in authority and choice-making, filling more shifted parts, encouraging vision and heading, organizing alter, designating assets, and making openings for pioneers to rise from among the instructors and the community at expansive. Compelling schools require great organization and authority that collaborate and bolster one another. In this circumstance, the Foremost manages and spreads advancement and alter in their capacity as leaders, continually in close communication with the staff at the school (Zacharo et al., 2018).

Education is always changing because of new technology, research, and what society wants. School leaders need to change with the times and make sure their schools stay important and effective. This means keeping up with new ideas, using new trends to teach, and encouraging constant learning. Proper and strategic planning for the implementation and execution of ideas is one of the important factors in dealing with new trends in education. A careful and motivated approach can lead to success in keeping up with the new trends in education.

Recommendations

The researchers have the following recommendations for future research:

1. There is a lack of research papers available on emerging trends in educational management; therefore, more research should be taken into consideration by researchers.
2. More research should be conducted to find out the results of the implementation of the various administrative or managerial strategies studied in this paper.
3. More paper reviews can be conducted to highlight and identify the usefulness of the study of different leadership approaches and theories by school principals.

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