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MANAGEMENT FADS AND ORGANIZATIONAL STABILITY: A CRITICAL AND CONCEPTUAL REVIEW

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ABSTRACT

The study focused on finding the relationship between management fads and organizational stability using novelty, diffusion, and commercialization in regards to economic resilience and operational efficiency as measures of stability. Even though the current focus is on organizational stability, low sustainability rate continues to be a major issue, which might manifest as an underdeveloped economic survival rate and low operational effectiveness ensuing weaknesses, which often can be caused by the blind implementation of management fads that contradict the internal culture and corporate strategy. Referring to the Contingency Theory and Dynamic Capabilities Theory, the study relied on the qualitative exploratory methodology based on secondary-data analysis and empirical and theoretical literature review. Findings revealed that despite the fact that new management fads may create resilience and operational effectiveness in organisations, the blind adoption of the practices are usually linked to disruption of operations and strategic drift. Fad diffusion as a result of mimetic forces and consultant rhetoric was also demonstrated to increase instability in organizations upon adoption that lacks contextual modification. In addition to this, commercialization of management trending fad was associated with superficial implementation, lack of trust by the employees as well as budgetary wastefulness. Therefore, the study ended up with the conclusion that management fads need to be critically reviewed by the leaders in an organization with the aim to align them with strategic goals and execute them in an inclusive manner to ensure long-term stability.

Keywords: Management fads, organizational stability, novelty, diffusion, commercialization, economic resilience, operational efficiency, Contingency Theory, Dynamic Capabilities Theory.

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Introduction

The modern business environment fails to register the organization stability as key aspect to sustaining success due to issues of dynamism, ambiguity, complexity and attracting high rate of fast change. Strategic continuity, resilience and provision of public value cannot be achieved without organizational stability whereby organizational stability refers to the ability of an organization to sustain its structure, processes and performance over a period of time due to internal and external factors (Boyne & Meier, 2009). Empirical studies show that such stability can help organizations to achieve goals, allow them to raise morale among workers, retain talented employees and in the process continuously yield value to the stakeholders (Sridharan & St. John, 1998). In recent literature, operational efficiency and economic resilience can be described as having the two expressions of stability as they are known to be the leading factors to sustainable performance: Economic resilience demonstrates the ability of the organization to withstand economic retaliations by absorbing financial and economic shocks and it maintains the level of revenue stability and the capacity to overturn financial shocks when it goes down. Liquidity reserved by firms that establish and adjust strategic resources in an optimal manner shows much higher levels of resilience in the face of the economic fluctuations (Essuman et al., SPD, 2020). Operational efficiency is, in turn, attained when organizational structures and routines help to conduct regular work without any hiccups. Literature reveals that operational resilience, which involves having the capacity to absorb disruptions and recover within a very short period of time, has a positive relationship with efficiency under different levels of operational disruption (Essuman et al., 2020).

The stability period of organisations is often interrupted by prevalence of management fads. Such managerial trends or practices are informally acknowledged and easily incorporated and are translated to quick and significant improvement where indeed they may be misadopted without considering the long term basis of the trend or practice, especially in the particular organisational environment (Abrahamson, 1996). Although some fads contain useful insights or tools, most are shallow, lacking empirical foundations, or are applied in vane and thus cause disruption, waste of resources and eventual organisational imbalance. The practitioner and scholarly discourse has long been attempting to set the boundaries of benefits and risks of such trends. In particular, one can refer to Kieser (1997) who has been critically questioning their cyclical character taking into consideration the importance of uncritical acceptance for the encouragement of a fad-driven orientation at the expense of strategic coherence. Conversely, Birkinshaw (2004) argued that fads that are considered sensibly and adjusted serve as catalysts of innovations and required change of organisation functions. Despite an immense research on management fads and organisational stability, the literature is yet to be found wanting of an in-depth, systematic review in regard to how various dimensions of management fads affect measurable values of economic resilience and working efficiency.

The current academic debate on management fads is inclined to either generalize management fads or focus its attention on the process of adopting management fads, but seldom forms a direct correspondence with the empirical measures that reflect the organizational stabilities. This limitation is overcome in the current paper in which the connection between three aspects of management fads, including novelty, depth, and tenure, and two particular outcomes, including economic resilience and employee retention, are empirically tested. The results indicate that the novelty of a fad is proportionally not associated with organization stability as both high and low novelty levels, will damage the resilience and retention. In comparison, however, depth and tenure have linear relationships with a few exceptions that show that higher significance in context-specificity and longer

period adds to stability. All of these outcomes provide a more complex realization of how fads and organizational stability relate to the other and provide practical suggestions to managers who seek sustainable growth.

Statement of the Problem

Despite the triumph of the discourse of organizational resilience, poor stability remains a conspicuous issue, very often manifesting itself in poor economic resilience and low worker retention. Organizations with irregular arrangement and patterns cannot contain shocks creating financial uncertainty and a high turnover (Leana and Barry, 2000). The critical element that contributes to this turmoil is a thoughtless use of management fads, the innovations that are popular at the moment, and are blindly followed without a clear acknowledgment of their compatibility with the internal corporate culture and strategic goals. Though it is usually done in order to communicate modernity or as part of the institutional legitimizing strategy, the current literature shows that simply being associated with the popular managerial methods does not improve the performance in terms of financial data and may even worsen the organizational unity (Staw and Epstein, 2000). This mismatch destroys internal cohesion, disintegrates trust and upsets status quo. As a result, all this puts the institutions in cycles of skin deep improvement, wastes resources, disrupts employees, and affects the ability of organizations to sustain strategy implementation. It, therefore, becomes essential to explain which management fad attribute lowers stability and in which circumstances the other management fad attributes are capable of promoting stability in the long-run.

The consistent observation of the management discourse outside of the organizations reveals the fact that institutions do resort to the modern management fads regularly as one of the subsets of the strategy gaining traction to improve the performance and ensure institutional stability. However, deficient acceptance and application of such trends blindly due to the influence of other stakeholders or quick fixes may ignorantly cause organizational imbalance. The financial volatility that this instability manifests may consist of resource misallocation that causes low employee morale and increased turnover as a result of continuous revision of the processes, and a general loss of organizational integrity and strategic planning. The main paradox, thus, lies in the ability to appropriately identify those particular attributes or focus of the management fads that have the most significant adverse effects on the stability of organizations, and how in certain scenarios and situations, some of their attributes may have constructive implications. Without a subtle understanding of these relationships, organizations can run the risk of making poorly thought out decisions which simply give preference to short lived trends instead of long-term strategic integrity, thereby compromising organizational long-term viability. Therefore, the study at hand endeavors to examine critically the interplay of management fad and organizational stability with specific focus towards establishing the features that negate and those that sustain the long run stability.

Aim and Objectives

The aim of this study was to investigate the impact of management fads on organizational stability within contemporary organizations. The Objectives of the study are to:

i. examine the relationship between the novelty dimension of management fads and economic resilience.

ii. assess the relationship between the diffusion dimension of management fads and operational efficiency

iii. determine the relationship between commercialization dimension of management fads and economic resilience.

iv. analyze how the novelty dimension of management fads relate to operational efficiency

v. explore the relationship between diffusion dimension of management fads and economic resilience

vi. investigate the impact of the commercialization dimension of management fads on operational efficiency

Significance of the Study

The under consideration study has a significant theoretical and practical value. Theoretically, it contributes to the present literature on management theory since it provides empirical information in connection with the complex relationship between specific dimensions of managerial fads and visible parameters of organisational stability. The study conceptualized management fads into distinguishable elements, such as novelty, diffusion and commercialisation, and linking each element with economic resilience and employee retention. The research adopted a sub-theory, which sheds a light on the dynamics of how the managerial fads influence the organisational stability.

Practically speaking, the results are of great significance to the managers, strategists, and policy makers. Knowledge about the comparative levels of risk and benefit of the three fad dimensions will help decision-makers to adopt and implement the current management trends in a more cautious way. In this respect, placing the emphasis on the dimension of novelty will make organisations less willing to accept innovations simply due to novelty whereas the emphasis on the dimension of commercialisation will serve as a warning to organisations to not be misled by representation of organisations as novelty seekers. Finally, the study aims at providing the organisations with knowledge that they will require to navigate in the treacherous land of managerial innovation more efficiently, thus facilitating healthy organisational development and long-run organisational sustainability rather than subjecting them to short-lived trends.

LITERATURE REVIEW

This theoretical framework explains the phenomenon of management fads in terms of its own dimensions-Novelty, Diffusion and Commercialization, as well as the construct of Organizational Stability, as indicated by the Economic Resilience and Operational Efficiency. With such inclusion, the framework explains how management fads can be employed to increase the stability of an organization.

Conceptual Framework

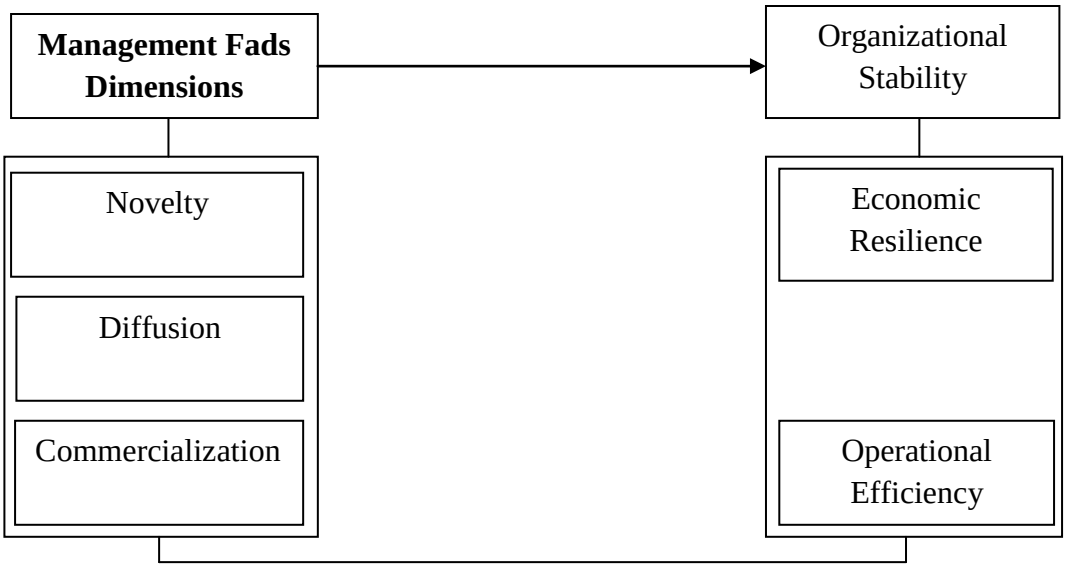


Figure 1**:** Conceptual framework of Management Fads and Organizational Stability
Source: Conceptualized by Researcher (2025**)**

Conceptual Review

Management Fads

Management fads are short lived, usually the current managerial practices or ideology that gathers quick appeal but when they are tested and examined they do not have any long term value or evidence to prove it false (Abrahamson, 1996). Such phenomena are new ways of handling organizational issues and they normally vanish after their weaknesses have been realized or when new trends come into the picture. Kieser (1997) argued that the necessity of legitimacy and innovation through fads in business competition is the driving factor, and Carson et al. (1999) stated that organizations follow the practices to seem modern or responsive as opposed to following efficacy. Even though some of these fads may bring advantageous concepts, they are often shallow in their application thus bringing in confusion and inefficiency (Collins, 2000). Benders and van Veen (2001) also contended that those fads flourish when managed under pressure and consultants and management gurus. The recurring pattern of such fads has been to bring in a certain level of disillusionment to the employees and stakeholders (Ten Bos, 2000). However, some of the fads may become long term practices when they are critically evaluated and adapted to organizational settings (Jung & Vakharia, 2001). Finally, management fads also point out the conflict between the desire to be innovative and the necessity to conduct stable and evidence-based practices.

The use of management fads regularly occurs in contemporary organizations and this is due to the requirement of legitimacy, competitive advantage, pressures exerted by consultants and the media. It has been empirically established that increased uncertainty or performance deficiencies often prompt companies to follow the current fashions in the field of management in the short-term fix or as a ploy to demonstrate progressive and innovative spirits (Staw and Epstein 2000). According to Abrahamson (1996), such fads always end because they follow a cyclical path, and it is the support of the other professionals referred to as the fashion setters (consultants, business schools and gurus) who ensure that the fads live

on by developing the fads as a solution at this point in time. In their turn, it could happen that managers internalize such practices in order to meet the expectations of the institution and achieve social legitimacy instead of proving their practical efficiency (David and Strang 2006).

Benders and van Veen (2001) stated that the symbolic power of fads is often more significant compared to their substantive value and hence their implementation is extensive but shallow. Furthermore, acquiring fads might be used to demonstrate responsiveness towards stakeholders and this may be even without an evident positive performance result (Rovik 2007). The diffusion of the depicted trends hence occurs at a faster pace due to the bandwagon effect, which encourages organizations to follow others in order to prevent qualitative or competitive disadvantages (Cole 2021). Taken together, these dynamics show that the implementation of the management fads is more predetermined by how something is perceived and socially determined rather than evidence-based.Since the modern discipline of management took root in the world, fads have been emanating in a frequency that is followed by the frequency of waves washing up upon the surface. Time and again, they tend to enter it as purported and alleged expedients to non-straightforward organizational challenges. Despite the high levels of launching such innovations, most of them end up failing which is usually due to insufficient evidence base, problematic implementation, or the new practices contradicting cultural expectations.

One of the oldest as well as the first of the organisational fads was the system of Management by Objectives (MBO), developed by Peter Drucker during the 1950s, which tried to ensure that there was congruence between the organizational goals and individual performance that was attained via establishing clear and precise, and therefore measurable, objectives. Despite its innovation upon publishing, MBO has made history due to later criticisms as promoting a short-term focus and the underestimation of the qualitative elements of performance especially when practiced with too much rigidity. The Total Quality Management (TQM) came into fashion after MBO by emphasising ongoing improvements, customer satisfaction, and efficiency of the processes. TQM was found to work well in the manufacturing environment but in big companies, TQM became a bureaucratic effort with shallow implementation and cultural imposition.

The 1990s saw a breakthrough of the Six Sigma with companies like General Electric and Motorola which had a focus on the minimisation of defects and variation by use of statistical control. Even though it has proven effective in introducing considerable efficiencies in some fields, Six Sigma was viewed as a means of crushing creativity, and placing too much emphasis on data-driven control practices. At the same time Business Process Reengineering (BPR) promoted revolutionary process redesign in order to optimize efficiency. Its top-down application, however, often had the negative effect of layoffs, employee opposition, and failure to look at the human aspect, and thus negated long-term viability. More recently, Kaplan and Norton present their Balanced Scorecard, which presented a wider picture on relating strategy with performance using both the monetary and non- financial measures. Despite being conceptually strong, misuse of the scorecard or overcomplicated scorecard has led to misimplementing it in many organizations which have ended in confusion.

As organizations entered the 21st century, new fads emerged in response to rapidly evolving digital and cultural shifts. Design Thinking introduced a user-centric approach to innovation that emphasized empathy, ideation, and prototyping. However, it was often reduced to surface-level brainstorming that lacked meaningful user insight or structural change (Liedtka,

2018). Growth Hacking, popular among tech startups, promoted rapid experimentation and data-driven decision-making for scaling businesses. While effective in early-stage companies, critics argue it sometimes prioritizes short-term wins over ethics and sustainability (Holiday, 2013).Objectives and Key Results (OKRs), popularized by Google, helped teams align around measurable and ambitious goals. However, many organizations failed to integrate OKRs meaningfully into their strategy, resulting in performative or checkbox-style usage (Doerr, 2018). In parallel, a growing focus on well-being led to Mindfulness and Wellness Programs. These initiatives aimed to support employee mental health and productivity but were frequently criticized as "well-being washing" when unaccompanied by systemic organizational change (Purser, 2019).

Inspired by Frederic Laloux's Reinventing Organizations, Self-Managed Teams and Teal Organizations emphasized autonomy, purpose, and wholeness. However, in practice, these models often collapsed without clear norms, conflict resolution, or sufficient structure (Laloux, 2014). In the wake of workplace disengagement trends, organizations responded to the phenomenon of Quiet Quitting—where employees perform only to the minimum job expectations—by launching engagement gimmicks, surveillance tactics, or gamified incentives. These often addressed symptoms rather than root causes like burnout, poor leadership, or lack of career growth. Emergent business operations especially Agile Management and Holacracy can be termed as modern attempts to foster innovation and decentralization. When truly embedded with comprehensiveness, Agile runs the possibility of promoting organizational responsiveness and collaboration; however, when this approach is off-putting, there may be a disconnect between the methodology and the dominant culture, which can be pictured in the form of a commonly epitomized concept, called the inappropriate fit fallacy (Conboy, 2009). The Holacracy system, that does not presuppose the usual hierarchies and introduces self-managed positions instead, has seen little empirical success and has been criticized due to the complexity of the procedure and role ambiguity of the process (Lee & Edmondson, 2017).

Most recently generative recently AI platforms like that of ChatGPT have been hailed as a breakthrough system in productivity and decision-streamlining. However, at the same time, these platforms evoke fears in the area of organizational dependence, information bias, ethical risk and job displacement, especially when acquired without strict provisions of governance and human control. To sum up, these examples, starting with the first attempts of bureaucracy to recent online interventions, all display the same pattern: companies tend to follow management trends with high hopes; nevertheless, their adoption depends on how they relate to cultural realities, strategy alignment, and well-planned implementation. Without these circumstances, the most viable innovations are likely to become temporary distractions as opposed to long-term point-of-departure in the evolution of organizations.

Characteristics of Management Fads

In contrast to long-lasting practices of management, management fad, as noted above, has a number of distinctive features. First, they usually emerge with a lot of abruptness and gain a quick pace within the circles of managing, which are boosted when there is coverage in the media, marketing in consultants and other events taking place in the industry (Abrahamson, 1996). Presented as the radical solutions to the complex organizational issues, these fads frequently based upon the little empirical bases or are not fully validated in the long-term view (Benders & van Veen, 2001). The common feature of buzzwords that are rampant and may mitigate their standing in operations but create a superficial implementation is a

hallmark feature (Røvik, 2007). Second, fads will always announce quick paybacks that often come along with prescriptive practices or out-of-the-box toolkit that would imply consistency of implementation regardless of the situational differences (Staw & Epstein, 2000). The phenomenon is usually cyclical in its longevity: as one new fad crests, another depreciates and relatively little mind is paid to the effectiveness of such endeavours on a substantive level (David & Strang, 2006). Further, the management fad is usually imposed upon the organization rather than being internally developed through an organizational process. Lastly, adoption of management fad often boils down to a symbolic and not a substantive effort, that is used to flag innovation or stakeholder responsiveness as opposed to bringing about any significant change (Cole, 2021). All these qualities can prove one point that management fads follow the aesthetics and novelty at the expense of the long-term goal of improving performance.

Management fads are therefore short lived phenomena that have been typified by rapid growth in influence and often driven by consultants, business magazines and self-proclaimed gurus, who present them as universal solutions. Such a spread of fads is normally facilitated by a bandwagon phenomenon where organizations make a decision to join this fad to create a sense of innovation or to prevent the impression of becoming obsolete (Abrahamson, 1991; Gill & Whittle, 1993). Unique name and weighty claims on life-changing results, even without strong empirical bases that prove wide effectiveness, only hasten it on.One of the distinctive aspects of these phenomena is their short, lifecycle and it often follows a bell-form path to popularity (Jung & Kieser, 2012). The burst occurs in an initial excitement period followed by a contraction that leads to the eventual loss of enthusiasm due to unrealized expectations leaving the organization without interest in the subject at hand (Abrahamson & Fairchild, 1999). In its turn, this leads to one fad replacing another and establishing a cycle. The implementation is often very superficial so that organizations focus on superficial beauty and do not focus on deep changes of processes or culture or strategy. This kind of superficial adoption can bear little significance and even cause destabilization due to addition of new initiatives to old operations thus fails to conform or be deeply integrated with the old processes. Moreover, poor staff training on management usually leads to such superficiality, because the sound idea can only turn into fad once it is distorted or once it is then reviled.

Management Fads Dimensions

Novelty Dimension

In the managerial sciences, the construct of novelty refers to the observation of a managerial practice to be new, innovative, or popular hence leading to some preliminary euphoria and widespread popularity. The opinions of the scholars showed that organizations have become vulnerable to the advancements provided by managers who have supposedly cutting-edge solutions to complicated issues. Up to date, however, there is precious little empirical evidence to contemporary meaningful results of such interventions (Staw& Epstein, 2000; Abrahamson, 1996). The end result is that those who engage in such practices are made to believe that they are progressive and more flexible in the way they operate compared to the old methods known to be effective instead of sticking to the methods that have been known to work (Strang & Macy, 2001). The emergence of novelty therefore thrives in the events where decision makers face up to uncertain situations and are striving to prove their adaptability. According to Birkinshaw et al. (2008), these said practices are commonly achieved within their premium form due to symbolic capital over the instrumental utility. However, when the pinnacle is focused on novelty, the resultant can be superficial implementation and

incompatibility with the already existing structures in institutions (Mol & Birkinshaw, 2009). Since such phenomenon is transient in its nature, the organizational commitment often dries up after the initial euphoria fades away. Therefore, the novelty-led adoptions have a tendency of providing temporary excitement with minimal chances of providing any long-term stability or growth (Jung & Kieser, 2012). Altogether, the novelty dimension reflects the ability of the aesthetic and symbolic nature of a management fad to overpower the rational evaluation and reasoned judgment.

Diffusion Dimension

The diffusion aspect of management fads looks into the speed and extent to which a given management concept travels within organizations, industries or regions and often without regard to whether it is actually effective or not. According to Rogers (2003), diffusion is defined as how an innovation is shared even as time goes by members of the social system, in the case of management fads, this is usually such through a bandwagon effect. It often happens that in their approach to popular practices, organizations simply follow what other organizations have done because of the fear of missing out the boat or the aim to keep on the track of the perceived best practices (Strang & Macy, 2001). According to Abrahamson and Fairchild, (1999), the above type of mimetic isomorphism helps in escalating the rate of fad uptake where legitimacy and popularity is put at a higher pedestal than performance output. Benders and van Veen (2001) wish to point out how consultants, media coverage, and endorsement of business schools enhance diffusion as these entrapments shape the fad as an indispensable device of succeeding. However, when diffusion is very fast, it may result in poor implementation and ultimate disappointment due to the fact that contextual adaptation is not undertaken (Gibson & Tesone, 2001). Besides, a focus on diffusion as opposed to critical review can lead to the repetition of abandonment and adoption of practices thus leading towards an unstable organization (Huczynski, 2003). Therefore, the diffusion dimension emphasizes the importance of social processes of adoption, as opposed to levels of value, that dominate in the management fads life cycle.

Commercialization Dimension

Commercialization is a notable aspect of management fad where it has been shown how the marketing and commercialization of management methodologies conducted by consultants, publishing companies, training institutions, and business schools accelerates the process of adopting the trend, and ends up undermining critical evaluation. Academics argue that most of these fads are being actively sold as the panacea to organizational ills with emphasis being placed on simplicity, scalability and quick prosperity (Miller & Hartwick, 2002; Jackson, 2001). Such commercial drive often overshadows a lack of sound empirical proof since organizations react more to the branding argument than to empirical efficacy (Clark, 2004). The same Benders and van Veen (2001) also propose that commercial interests are also involved with the rhetoric and promotion of the fads, that it places them in a perspective that makes managerial insecurities and aspirations of interest to them. As a result, companies might make a huge investment to hire consultants in the implementation or hire consultants in a training program that will not blend with their unique situations thus causing poor integration and eventual giving up (Hope, 2006). Commercialization process also fosters or promotes what can be described as a quick-fix mentality where organizations want to adopt the trendy practices in quick succession at the cost of strategic planning and internal learning (Giroux, 2006). The repeated investments in solutions tend to weaken organizational stability, provide implementation fatigue among the employees and cause resources wastage.

Altogether, the commercialization aspect highlights how advances of internal promoters may meddle with the adoption and thus lead to partially unstable management fads due to profit interests of the outside promoters.

Organizational Stability

Organizational stability refers to the ability of an organization to be stable in its operation, organizational structure and performance in spite of internal, as well as, external pressures. It is expressed by financial stability, efficient leadership, reduced staff turnover, efficiency, and the stability with regard to changes in the environment (Sanchez and Heene, 2004). Consistency is also a life factor to planning strategy, allocation of resources, and sustainability in the long run to provide a strong basis of growth and innovativeness (Hatum and Pettigrew, 2006). Child (2005) maintains that stable organizations are in a better position to create trust between the stakeholders, be productive and have the institutional values. However, too much stability can lead to rigidity and to the inability to change and, as such, to the loss in adaptability, especially in dynamic industries (Burns and Stalker, 1961). As a result, researchers advise to maintain stability and flexibility in balance as it allows the organizations to maintain the core competencies as well as to change according to the demands in the market (Teece, Pisano, and Shuen, 1997). Finally, institutional stability is utilized as a main indicator of an institutional strength, continuity and capacity to maintain performance in a competitive world.

Organizational Stability Measures

Economic Resilience

Economic resilience is a general term that defines the ability of an organization to tolerate financial jitter, maintain operational flow, and rapidly rebound to disturbances of the operations hence serving as a prime indicator of organizational stability. Empirically, capital resilience and strategic resilience are absorbed by growing enterprises, hence, supporting the preservation of resources margins and strategic stability that underlie prolonged performance in the case of crisis events (Zhang et al., 2021). Also, stable firms are less financially erratic in the long run, more robust in increasing sales, and more confident of survival which exemplifies the endorsed empirical advantages of stability-strengthening procedures (Holling-like enterprise resilience study, U.S. matched pair firms). Operational wise, the resilient economy is supported by the adaptive capacity and the flexibility of operations that allow companies to redistribute resources and adjust their flow of operations to cover the decline- avoiding downside risk and preventing profit losses (Li & Rajagopalan, 2024). Overall, economic resilience acts as a calculable indication of organizational solidarity which includes the enduring capacity of an enterprise to take shocks, fire up revenues, and remaining strategically durable.

Operational Efficiency

The aspect of operational efficiency is one of the key tools that measure stability of an organization. It refers to the ability of an entity to manufacture products or provide services using minimal amount of resources assigning at the same time to maintain quality of the product or services. It has been empirically proven that higher operating efficiency is attributed to a reduction in costs, provision of better services, and an overall improvement in the competitiveness ability (Chesbrough, 2003; Li et al., 2006). Moreover, it has been observed that, organizations with high levels of efficiency are more prepared to face

economic impact hence enhancing the long-term survival as well as structural strength (Hitt et al., 2007). The researchers also state that these entities are more adaptable, consistent in the processes, and predictable financially - which is highly correlated with stable operational settings (Prajogo & Sohal, 2006). Empirical records also establish that the efficiency of operations is positively correlated with performance indicators of the firms such like profit, return on assets and market responsiveness (Venkatraman & Ramanujam, 2005). Li et al. (2006) proved that the reduction of operations makes it easier not only to reduce waste but also increases the rates of customer satisfaction and employee involvement. Other literature also points out that operational efficiency enables internal alignment of resources, capabilities, and strategic goals thus making the organization continue operation even in the face of external shocks (Wong et al., 2011). On the whole, these findings lead one to conclude that organizations that place emphasis on efficiency in their operations have a higher probability of attaining and sustaining stability during turbulent business cycles.

Novelty Dimension and Organizational Stability

In the literature concerning managerial fads, the dimension of novelty entails the feeling of distinctiveness or newness that is usually given to new trends or practices in managerial work that is often embraced by organizations in the search of competitive advantage or the legitimization of an organization. The evidence provided by scholars has led to a contention regarding the existence of so called novelty preferences, when a manager does not only choose an act of innovation simply because it has proven to be empirically efficient, but also to create an image of being progressive or adaptive in the dynamically changing environment (Abrahamson, 1996). Contrary to the thought that this perceived innovation can be devoid of rigorous empirical evidence, it has been revealed that there might be an initial surge in organizational morale, confidence by the stakeholders, and organizational momentum, all of which assist in what is called symbolic stability of the organization (Staw & Epstein, 2000).

As a result, researchers argued that short-term organizational stability can be achieved by novelty-seeking adoptions since they ensure responsiveness and flexibility, especially in unpredictable times (Clark, 2004). However, this thinking is challenged by others to note the possible dangers of piecemeal implementation, which arguably can compromise the overall structure stability unless that implementation is managed with organizational culture or strategy (Ten Bos, 2000). New therefore it stands at a dual stage, on the one hand it confers the benefit of experiment-led adaptation, and on the other hand it poses the threat of unstable course in the event that it is weakly institutionalised. In line with this, the novelty aspect of management fads has been considered as an element that sparks an organizational change which has the potential of both stabilizing and jumbling the long-term stability for as long as the extent of integration and the suitability of the contextual environment is concerned.

DiffusionDimension and Organizational Stability

The phenomenon of management fads propagation can be described as an interesting intersection of organizations dynamics and stability, and it usually occurs in the following way: a rapid diffusion of a fad is followed by a rapid contraction or liquidation when the initially-considered benefits are supposed to be over and some new panaceas emerge. There are several dimension of diffusion underlying this trend. There are consultants, business schools, and trade journals that are involved on the supply side and generate and spread such ideas with rhetoric strategies that shape managerial thinking and behavior (Pollach, 2022; Benders & van Veen, 2001). The attractiveness of these advertising pieces of writings and the expectation of instant relief helps to attract quick adoption in the first place (Abrahamson,

1991). At the same time on the demand side, groups of people will embrace fads to drive a quest toward improved performance, reputational versatility, or as a cure to the organizational sloth, regardless of whether the empirical effectiveness is unclear (Piazza & Abrahamson, 2020; Abrahamson, 1991).

Fads appear so alluring because they seem to resonate with general zeitgeist and tend to over-promise, as a rule (Miller et al., 2004). However, the fact that fads keep on recycling has the potential to dent long-term stability. Consistent changes in strategy required by the latest but usually short-lived interventions may create fatigue among the employees, weaken the drive to concentrate on the strategic fundamentals, and focus limited resources on temporary projects instead of long-term stable practices. In many cases, a portion of fads end up being institutionalized into organizational routines, although most of them only last a short spell and thus, have formed a kind of bewildering array of interventions which distract the focus of the intricate task of corporate governance (Gibson and Tesone, 2001; Byrne, 1981, as cited in Stanford, 2012). Overall, although the fads have the ability to inject dynamism into the organizations, critical analysis must be highly emphasized in making sure that the adoption process does not erode long-term stability and sustainability but rather enhances them thus differentiating the journey of substantial development against the wishy-washy quest to nurture short-lived trends.

CommercializationDimension and Organizational Stability

When presented the possibility of commercialization, management fads have a habit of destabilizing organizations in the manner they exhibit an obvious pendular effect by causing the organization to become commercially excited, only to be later disappointed. These trends are popularized by consultants, researchers, and the media as solutions in managerial complexities that are applicable across the board and that hold guaranteed performance improvement in the short term by huge margins (Miller & Hartwick, 2002). The existence of such intensive marketing gives firms an incentive not to conduct critical appraisal when employing such practices due to the need to acquire competitive advantage or to avoid the accusations of their lack of relevance (Abrahamson, 1991). Taking into consideration the fadish nature of innovations in question, we can observe a tendency of a rapid emergence, rapid diffusion, and abrupt decay of the cycles (Abrahamson, 1996). The rapid adoption and withdrawal may be expensive to franchises in most cases as a lot of reorganization will be required, confusion among the workforce follows, and organizational turbulence sets in (Abrahamson & Fairchild, 1999). Although there are perhaps instances of fads that can be summarized as a kernel of truth or even bring some good ideas that can only later be absorbed in a wholesome practice of long-term effectiveness, due to excessive insistence on commercial soundness in the near term, there is a high chance that strategic practitioners have devoted funds and strategic time and energy focusing on critical issues that are much less fundamental, thus hindering the development of long-range strategic capacities (Miller & Hartwick, 2002; Gibson, 2014).

Management Fads and Organizational Stability

The commercialization of management fads has a deeper effect on the stability of an organization since it often brings a series of transitory enthusiasm, and then disenchantment. Such fads are driven by consultants, academicians and the media hence offering a universal prescriptive approach to the complex problems in organizations using the guarantee of fast results concerning organizational performance (Miller & Hartwick, 2002). Strong commercial marketing has the ability to encourage immediate followership, whereby

managers want to gain competitive advantage or in the other hand avoid cases of organizational redundancy (Abrahamson, 1991). Nonetheless, they have the natural tendency of being faddish with a limited life; sudden birth, speed of diffusion, and falling in a free fall (Abrahamson, 1996). The resultant walkout has the capacity to create massive amounts of sunk cost, structural reorganisation and work turmoil and perplexities (Abrahamson & Fairchild, 1999). Even though in some fads there might be some truth or there might be some valuable ideas that may be included in good business practices, the overall focus on commercial feasibility instead of long-time effectiveness can make organizations unstable, shifting the priorities and resources in all other aspects of its establishment and process of achieving sustained strategic capabilities (Miller &Hartwick, 2002; Gibson, 2014).

Theoretical Review

The interplay of management fads and organizational stability forms an interesting study area, which is usually articulated as a dialectical conflict between supposed improvements and the need to maintain steady and stable practices. At that, two prevailing theoretical review are particularly relevant in this respect, i.e. Contingency Theory and Dynamic Capabilities Theory

Contingency Theory (Fiedler, 1964)

Fred Fiedler created the Contingency Theory in 1964. According to the doctrine, a single best method of carrying out organizational management does not exist and the best action course depends on its internal factors and external circumstances to the entity. The theory therefore argues that performance and stability can only be maintained after matching managerial practices, strategic initiatives and structural setting with the situational variables that exist within the given situation (Donaldson, 2001; Galbraith, 2002).

(i) organizations are open systems that interact with their environments;

(ii) there is no universally applicable management approach;

(iii) effective organizational performance depends on fitting the structure and strategy to environmental conditions; and

(iv) Managers must adapt based on the context (Khandwalla, 2004; Burton & Obel, 2004).

In the debate about the management fad and the stability of an organization, the contingency theory is used as a tool of analysis, to provide the reasons as to why some enclaves of fad innovation thrives in particular environments and underperforms in others. According to the scholars, success or failure of new managerial practices depends on whether they are aligned with unique goals, culture and external environment of the host organizations (Abrahamson & Eisenman, 2008; Birkinshaw, Hamel, &Mol, 2008). The application of any fad by an organization where novelty or trendiness is the primary rationale of applying the fad tends to lead to disruption, increased employee turnover and exacerbating poor financial results. On the other hand, in cases where the adoption is based on the strategic and cultural fit, the endeavor would yield long-term advantages (Boonstra, 2004; Kezar, 2014). Contingency theory therefore highlights the fact that stability in operations even in the presence of managerial fads can only be attained when decision-makers are also able to evaluate systematically variables that are unique to their operating environments.

Dynamic Capabilities Theory (Teece et al., 1997)

The theory of Dynamic Capabilities was explicated by Teece, Gary P. Pisano and Amy C. Shuen in 1997. This framework is an extension of the Resource-Based View (RBV) of the firm and attempts to explain how organizations adapt, combine, and orchestrate their various competencies both inside and outside to fight the environments that can be described as rapid and continuing environmental change (Teece et al., 1997). The most important idea expressed in the theory is that in unstable or changing markets such firms need to continuously innovate and redefine their capabilities systematically in order to achieve and maintain the competitive advantage.

Assumptions of Dynamic Capabilities Theory:

1. Constant change: External environment is fluid and organizations therefore have to keep changing to make them relevant.

2. Reconfiguration of resources is critical: This is so because firms should be in a position to reconfigure internal resources and capabilities in order to respond to external changes.

3. Learning and innovation matters: Organisations need to learn by experience and innovate so that they develop new routines and capability.

4. Path dependency is present: the past choices and competence of the firm define the present strategic possibilities of the firm.

5. Strategic management issues: Managers play the key role in sensing of opportunities, grasping it and making transformation efforts in the organization (Teece, 2007; Eisenhardt & Martin, 2000).

Relevance to the Study of Management Fads and Organizational Stability

In the debate on Management Fads and Organizational Stability, the Dynamic Capabilities Theory takes an intermediate role as compared to the other theories since it provides a unified approach in the analysis of how organisations can implement management innovations without risking the solidity of their core operations. The theory argues that companies with healthy dynamic capabilities are unsurpassed at the stage of evaluating, digesting, and perfecting the new management patterns or fads such that the organization stays with its orientation and business requirements (Wang & Ahmed, 2007).Even though the management fads can bring temporary popularity or may draw the transitory spotlight in the market, their long-term worth depends on the level of integration with the regular operations within firms. According to Teece (2007), it can only be those enterprises with completely developed dynamic capabilities that are able to selectively adopt and institutionalise such innovations thus reducing the effect of the disruptive outcomes that often characterizes uncritical adsorption of fads. Dynamic capabilities, in this regard, act more as a stabiliser allowing the organisation to be dynamic and staying flexible but maintaining a structural cohesiveness and performance stability.

Empirical Review

Academic literature on management fads has focused on how they have affected the organisational performance in the long run. In order to find out the motive behind the adoption of new practices, Abrahamson (1996) carried out a longitudinal empirical research, examining lifecycle of management fads in American corporations. As the problem statement indicated, techniques adopted by organisations are often led by imitation pressures and managerial custom more than any demonstration of effectiveness, leading to instability in the organisation, the wastage of resources, and betrayal of identity. The sample was a wide range of American corporations in different industries that were observed within several years. The information was gathered by presence of records in company archives, reporting of companies, and through surveys monitoring and analysis of patterns followed with regard to adoption of the management practices. The use of longitudinal data analysis methods (i.e., trend analysis and event history modelling) allowed knowledge of the pattern in the adoption and abandonment of the fads. The results showed that this cyclical nature makes organisations internally unstable, undermines relationship of employees with each other and results in the lack of consistent strategic direction. The research came to the conclusion that much of the time management fads can lead to wasted resources as well as weakened organisational identity, more than they can to the improvement of performance over a sustained period. Through empirical evidence, the study made such recommendations as organisations should develop internal evaluation mechanisms that will critically examine the long-term viability of the management innovations prior to a wide spread adoption and taking note that trends should not be followed based on popular reasons or accepted due to pressure.

In the research study carried out by the Staw and Epstein (2000), 500 U.S firms were surveyed with the aim of establishing how established management initiatives, Total Quality Management (TQM) and Business Process Reengineering (BPR), have an effect on the performance of firms. An important aspect of the analytical debate highlighted why it was hard to empirically prove that companies actually use such techniques due to some form of material gain or were just paying a symbolic allegiance to the guidelines of modern managerial usage. The investigators were able to answer this question by conducting surveys and ascertaining secondary performance records of the 500 organizations that they had to answer this question. Such statistical methods as regression analysis and comparative performance measures were used to compare the result of the performance between adopters and non-adopters. The findings showed that there was not any statistically significant increase in performance of firms using TQM and Reengineering and practicing the same in comparison to those that did not. Rather, as the authors noted, adopting firms were found to be associated with greater perceived legitimacy and the approval of stakeholders, all of which led to the conclusion that such methods mostly operate as signal mechanisms of an innovation and modernity as opposed to being a driver of actual performance enhancement. Therefore, Staw and Epstein made the conclusion that organizational leaders should develop a critical attitude to the management fads and should consider potential courses of action on the basis of strict cost-benefit analysis, thus making sure that newly implemented strategies will indeed advance organizational success and not only improve its reputation.

The results of a comparative case study which was conducted to check the impacts of Business Process Reengineering (BPR) on the performance of an organization were reported by Ten Bos (2000). Despite the ample-spread propaganda of BPR as a tool that is capable of providing organizations and their management with a high degree of efficiency improvement, the available evidence shows that realization of BPR often causes noticeable organizational

aggravation and poor performance. In order to evaluate such dynamics, the author used a qualitative methodology including in-depth interviews, document analysis, onsite observation in a purposively selected sample of a range of firms in various industries that had a BPR project under their belts. When a cross case analysis was conducted and thematic coded, patterns formulated in details on cultural and operational implications of BPR. These results showed that in organizations that attained short-term efficiency benefits, majority of the organizations recorded internal turbulence in the form of lay-offs, dampened employee spirit as well as cultural conflicts. The drastic reorganization that accompanied BPR proved to be a constant conflict to fixed cultural practices leading to instability and overall poor performance in the long run. Following that, Ten Bos promotes the use of an incremental innovation model based on the consideration of stakeholder involvement and cultural awareness during the change process to achieve the easier transitions in an organization and more sustainable results.

In a similar move to unravel the relationship between the discourse on trends in management practices like the Lean Manufacturing and Six Sigma and organisational uptake, Benders and van Veen (2001) carried out a practical study on an enterprise in the Netherlands and Scandinavia. Using interviews, analysis of documents and a survey of around 100 companies, the study established a trend in which organisations redefined existing ways of doing things using new words yet real change to operations was limited to a considerable extent. The resulting re-labelling effect destroyed strategic stability and brought about confusion amongst the employees. Their critique concluded that institutional pressures brought about by peers tend to pose greater needs of adopting modernity in place of actual strategic reform. They, therefore, advised wider usage of organisational change management training together with strategic communication projects so as to mellow the disconcerting effects of shallow acceptance.

Akinyi and Muturi (2016) questioned the relationship between Management by Objectives (MBO) to organizational performance among large telecom companies that are based in Kenya with 250 employees surveyed. The researchers utilized an established questionnaire survey system to collect the information concerning goal setting, participation and feedback technique systems in the absence of MBO. The findings indicated a strong positive relationship between MBO implementation and an increase in organizational performance, which included improvement of efficiency, an increase in the level of employee motivation and an improved level of goal clarity. The scholars were able to conclude that those organizations which involve the employees in the process of setting the goals and align individual responsibilities with the strategic aims can achieve the high levels of performance. However, some of its limitations were also observed: strict orientation to set objectives, the lack of innovativeness, and the existence of alignment conflicts between the objectives of departments and the overall corporate goals.

Summary of Literature Review

The reviewing of the current literature methodically discloses the processes of the way the management fads influence the organisational stability within the three overlapping ways namely- novelty, diffusion, and commercialization. The empirical research findings are in unison that even in the case of seemingly high profile practices like Total Quality Management (TQM), Business Process Reengineering (BPR) and Management by Objectives (MBO) that have gained massive acceptance in organizations, when the implementation process is shoddily done or marginal implementations in nature, only the temporary

performance improvement results into the organization. The available literature also shows that adoption is often driven by external demands and not by demonstrable efficacy in form of mimetic behaviour, managerial fashion or the organisational legitimacy. Such tendency leads to organisational unsteadiness, staff detachment, and strategic goals inconsistency. In sharp contrast, participatory and considered implementations of MBO founded in the notions of goal clarity, feedback, and long-term planning are still generating the motivational amplification, increase in productivity, and the steady performance, such as in the telecommunications industry in Kenya. The cultural penetration and execution rigour therefore seems to be the current success determinant. It follows that the leaders in organisations are advised to consider new management trends critically, a trend that avoids excessive enthusiasm on innovation, and considers strategic unity, cultural preparation, and substantiation. It is impossible to transform fads into long-term performance drivers without vigilance of superficial adoption and continuing investment in change management, effective communications and stakeholder engagement. This is because such a calibrated approach can decrease the risks of instability, minimize wastes and allow the real advantages of management innovation to be achieved.

Gap in the Literature

Management fads have received a voluminous research account but most of these studies focus on their temporary and peripheral nature without considering the pre-conditions that should be put in place to ensure a sustainable incorporation. In addition, the literature mainly discusses corporate experiences related to the West, and therefore, there has been a poor consideration of management fads in emerging economies. There is also a lacuna in respect to effective frameworks that act to identify fads and strategically sound ones before a particular innovation is adopted. The settling of these questions would also make it easier to conduct more detailed studies of management fads and, by extension, make organisational decision-makers aware of a possible way to become more innovative without sacrificing long-term stability.

Methodology

This study was a qualitative and exploratory study that was based on a systematic secondary data analysis. Using a critical examination of the available record, that is, the peer-reviewed journal articles, scholarly monographs, and other authoritative academic sources, the research openly questioned the definition, features, and consequences of management fads on the stability of an organization. Patterns, contradictions, and conceptual gaps in the academic discourse that responded to the transient management trends and their long-term impact on the organizational structure and performance were identified by means of thematic content analysis. Major academic databases such as Google Scholar, JSTOR, and ScienceDirect were used to get access to sources. Besides, the review has analyzed past experiences of major management fads like Total Quality Management, Business Process Reengineering and Six Sigma to make judgements about outcomes of implementation and assess their sustainability. By combining theoretical understanding of the phenomena and empirical evidence the study was able to come up with a rather plausible framework to differentiate ephemeral and short lived management fads and pursuit of organizational stability thus contributing to more critical evaluation of management fads before adoption with a perception of establishing stable and evidence based managerial practices.

Findings

The empirical essays and thematic review summarized in this paper establish the fact that the impact of management fads on organizational stability is a matter that depends on the interaction among the concepts of novelty, diffusion, and commercialization, as well as the way organizations meet these aspects. The novelty dimension can be discussed as the cause of a two-edge phenomenon in the context of the novel practices: new practices may re-energize the workforce and create a sense of improvement on the one hand and could lead to inconstancy in operations when implemented in absence of the rigorous assessment and customization on the other hand. Companies which merely embrace the new fads because they are new develop initial zeal and later face disappointment especially in cases where they fail to achieve the expected results. The superficiality in adopter such ideas brings with it the state of confusion and superfluous process, which undermines employee trust, thus affecting stability. On the other hand, when strategic novelty is applied; it becomes selective in terms of adaptation and integration and stabilizes some of the practices making way to performance and organizational flexibility.

The empirical research cited that the management fads, which are spread or advocated through the efforts of consultants, industry peers, and academic dialogs, influence significantly the organizational stability. The managers always consider such trends when they find that their competitors already use them and therefore behave mimetically and do not strictly evaluate/fit assessment. Such a herd mentality leads to frequent changes of paradigms of management using and delays the administrations and strategic consistency. Although the phenomenon had good intentions, in effect, it leads to organizational fatigue, receptiveness towards next change, and a deviation of the focus on long-term goals. However, companies that do critical appraisal and localisate the process of adoption have the advantage of enjoying the advantage of diffused practices but maintaining a stable internal environment.

The aspect of commercialization betrays itself as one major influence in the game of management fads. The consultants and the thought leaders often spread such fads, which are extended aggressively, partly due to their commercial interests. According to the literature review, it is evident that there is massive shallow adoption of such fads. Companies which use fads in the main as competitive signals without tying them to internal capacity or strategy bear an unstable financial and structural sense. The typical consequences include implementation costs, confusion of the workforce and distraction of the strategic focus. Instead, the organizations that treat the commercially promoted practices with skepticism and careful planning can be more efficient in drawing the benefits and reduce the disruption.

The results correspond with the esoteric on the Contingency Theory through emphasising organization-environment fit. They can also support the Dynamic Capabilities Theory which emphasizes that good organizations come up with routines to sense, adapt and transform in line with the trends and not in reaction to something. Companies that are well endowed in dynamic capabilities have high chances to enjoy fads without sacrificing stability. The findings agree with previous empirical studies: Abrahamson (1996) noted a cyclical adoption-abandonment of fads; Staw & Epstein (2000) were able to show that effects of legitimacy can strongly outweigh the performance effects; and, finally, Benders and van Veen (2001) and Ten Bos (2000) have affirmed the destabilizing impact brought about by superficial implementation, and the rhetorical rebranding of practices.However, the existing evidence regularly tends to exemplify that management fads represent the dual-purposed tool: they can be used to initiate the innovation process in the organization, but their mindless

adoption can lead to the undermining of the stability of operations. Companies which view fads as strategic instruments as opposed to proscriptive solutions tend to maintain operational flexibility, to maintain human resources as well as seeking strategic change. The efficient use of management fads requires exacting analysis, adaptation to a particular setting, alignment, and staff engagement.

Discussion of Findings

The relationship between novelty vectors of managerial fads and the economic resilience is of multidimensional nature. Even though new managerial practices applied to innovation may create new economic opportunities and lead to its generation, they could also provoke financial sicknesses and drain resources when implemented prematurely or in superficial manner. When companies adapt new concepts to their attributes, a situation can emerge where economic robustness is enhanced owing to resilience based on adaptability and innovation. Such observation adheres to Dynamic Capabilities Theory which states that the firms with high sensing and seizing capabilities are in a better position to absorb and utilize new management practices to enhance resilience (Teece et al. 1997; Teece 2007). This opinion is supported by the empirical data reported by Wang and Ahmed (2007), according to which the dynamic capabilities have positive impact on organizational resilience within the turbulent environment.

Novelty dimension of novelty is an antecedent of the operational efficiency: contemporaneous and purposeful managerial innovations- globalization, say- are likely to create instant benefits, especially when they are technology- or process-based. On the other hand, the lack of customization is likely to create disturbances and undermine efficiency, which is also supported by Dynamic Capabilities Theory, which asserts that learning and adaptation are the prerequisites of sustainable embedding (Teece et al., 1997). Empirically, Staw and Epstein (2000) show that companies that adjust the new practices to their internal situations maintain efficiency more than companies that fail to do this.

Concerning the diffusion dimension, extensive broadcasting of a novelty enables benchmarking and sharing of knowledge and boosts the capacity of an organization to withstand shocks. But diffusion may lead to herd behavior and increase the risk to the system. The Contingency Theory thus emphasizes strategic fit as opposed to imitation (Burns & Stalker, 1961) a view echoed by Abrahamson (1996) who empirically shows the vulnerabilities that imitation brings about across companies. Lastly, the process of commercialization also plays a role in the operational efficiency by regulating the pace and performance of adoption. The fast commercialization can cause thoughtless application and inefficiency, but the commercialization that is combined with education and support in general would allow implementing integration more efficiently. Both the Contingency Theory and Dynamic Capabilities Theory emphasize the need of alignment and adaptive ability to achieve success in the result (Donaldson, 2001; Teece, 2007). Birkinshaw et al. (2008), using empirical evidence demonstrate that those firms that are endowed with strong dynamic capabilities are better able to cope with pressures of commercialization thus increasing efficiency and operational effectiveness.

Conclusion

The proposed research, therefore, believes that although managerial fads represent channels of innovation and have the capacity to thrust performances in the short-run, they should be

managed reasonably to avoid disrupting the vitality of an organization. All the three defining dimensions including novelty, diffusion and commercialization have their unique impact upon core stability features including economic resilience and employee retention. Properly implemented, novelty can promote the quick adaptation and strategic change; improperly coordinated with the needs of the organization, however, it can cause the disruption in operations. Blind inspiration of the diffusion of the fad trends erodes performance by eliciting superficial compliance instead of strategic unity. The adoption related to commercialization, which is usually promoted by the consultants or greater sphere of management discourse, is likely to produce few long-standing values and can negatively affect the level of trust and commitment among the employees.

Finally, it is clear that fads might be successfully leveraged as long as they are carefully evaluated and adjusted to the needs of a particular situation before being sold to the company and as long as employees are actively engaged in the process of change. Instead of resoundingly refuting management fads, the current study promotes a midway, evidence-based attitude that regards the latter as possible instruments subsumed in a larger scale strategic initiative. The leaders in any organization should, therefore, make critical evaluation, contextual alignment, and inclusiveness the primary concern of any employed practice whether or not it is deemed as a fad or not so that, the practice should make a significant contribution to the long-term resilience and sustainability of the workforce.

Recommendations

Based on the findings, the following recommendations are made:

The swift injections of new management fads require measurement patterns that are carried out methodically with the view of increasing the strength of nation economies and protecting financial resources.

1. Organizations have to undergo intensive assessments to assess the manner in which the emerging managerial trends have the ability to enhance efficiency in a manner that does not lead to destabilization.

2. Firms should be critical in the relation between practices that are highly propagated and their respective operating conditions in order to maximize efficiency before adopting them.

3. Commercialization hype pressure should not be yielded to and the incorporation of new fads should be regulated through strategic concentration with current contingencies to be able to maintain the resilience of the economy.

4. The changes of management innovations should be conducted in proportion and should correspond to the processes already existing with the purpose of sustenance and improvement of the operational efficiency.

5. The selective adoption of the diffused trends on management helps the firms in utilizing emerging knowledge to meet the developments in tandem with the peculiar organizational contingencies hence strengthening the economic resilience.

6. Sound incorporation of fads propagated in the marketplace requires training and support systems to ensure the optimization of operation and deterring disturbance.

Contributions to Knowledge

By identifying three interdependent concepts of management fads as novelty, diffusion, and commercialization, the present study advances the theoretical reflection in this area by clearly connecting the specified concepts with the organizational stability which is not only measured in terms of economic resilience but also operational efficiency. In this way, the study achieves the advancement of a new framework, which can allow the academic community to adequately evaluate the potential strategic outcomes of adopting emerging administrative trends. Empirically, the paper records the relationship between fads and managerial stability in the modern day organizations and hence produces evidence based details beyond observational. The findings show that some of these fads have the capacity to generate toughness and productivity whenever employed contextually whereas others have the talent of compromising stability within the organization whenever utilized hatefully. In practical terms, the results provide a manager with details of how to establish the evaluation and assimilation of new management activities at a gainful level by highlighting the threats of blindly following them and, in turn, stressing the importance of aligning any innovations with organizational goals and employee retention approaches to maintain the stability of the organization.

Areas for Further Studies

i. Future research could explore the role of leadership styles and decision-making processes in determining whether management fads are beneficial or harmful.
ii. Future studies could focus on how employees perceive and respond to the introduction of management fads, and how these perceptions influence organizational outcomes.
iii. With rapid digital innovation, it would be valuable to examine how digitalization-related fads (e.g., agile, digital twins) affect organizational adaptability and sustainability.

Suggestions for Further Studies

While this study provides valuable insights into the relationship between management fads and In spite of the current findings, there still exist several paths that could be explored by scholars. More contextualized empirical research based on primary data would be useful in gaining finer details on how various industries and organisational sizes feel the impact of adoption of management fads. A longitudinal study that would track organisations through time would be particularly helpful in the comprehension of the long effect of the adoption of a fad on economic resistance and operational efficiency.

The conceptual framework formulated here could also be tested and validated in a quantitative research, where the causal ties between fad dimensions (novelty, diffusion, commercialisation) and indicators of key performance (employee retention, financial performance and innovation capacity) were to be investigated. When these are analyzed, it would help increase the generalisability of the results and provide managers with actionable measures.

Furthermore, cross national comparative inquiries would be able to deepen knowledge as to how variations in culture and institutional settings shape the process, results and use of management fads across various geographical areas. Such studies would clarify the area

where some cultures seem to be more immune to the upheaval of trends or excel to incorporate new management ideas in a sustainable way.There are some options of further investigations provided in this paper. The current secondary-data analysis could be extended by the development of empirical research with primary data representing individual companies and industry/size group of organizations focusing on the adoption of management fads. Longitudinal research on organizations during their lifetime would prove more helpful in understanding the long-term impacts of adopting fads in economic resilience and operation effectiveness.

The conceptual framework constructed here might be tested through quantitative research that focuses on differences in causality between the dimensions of fads namely novelty, diffusion as well as commercialization and major performance measures like employee retention, financial performance and capacity to innovate. This kind of study would enhance the validity of the study as a whole and provide managers with implementation indicators. Complexities would be enhanced by venturing into cross-country comparative studies on how culture and institutional differences affect the adoption, modification, and results of the management fads across geographical regions. This type of research may shed some light on the fact that some cultures are more resistant to instability brought by the fads or are able to adapt new management innovations in a more sustainable way.

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