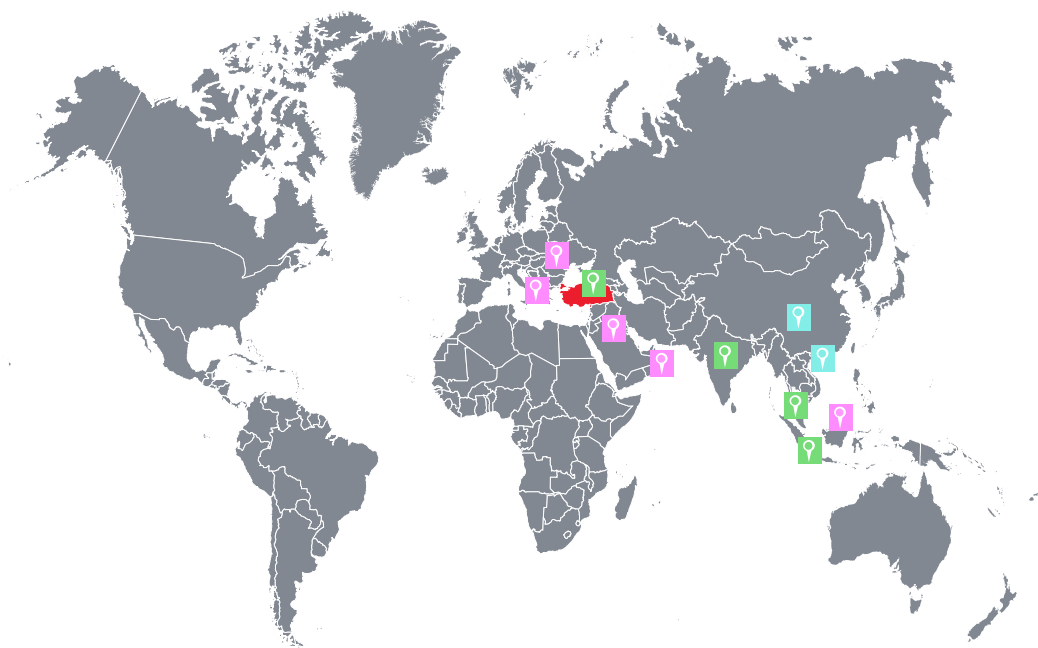
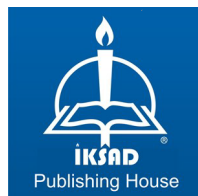


NEW APPROACHES IN HEALTH SCIENCES



Edited By
Dr. Huseyin ERIS
Feryay BUCAK



New Approaches in Health Sciences

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PREFACE

The innovativeness movements that have arisen around the world in recent years have led to a new process together with the development of technology. Having affected all the sectors, this process has a deep effect all the fields of the health sciences and further studies have also been encouraged in the health sciences in this sense. As a result of the new studies conducted in the health sciences, new information has been obtained and it has been thought that a number of practices, considered to be accurate in the past, are actually harmful and applying more recent and healthier methods are more appropriate for improving the human health.

This book presents the information on the results of the recent studies conducted on the health sciences by the researchers. The issues of organisational democracy in the health institutions, the evaluation of medical errors according to the national safety reporting system, innovation, health innovation and management, strategical cooperation in the health institutions, customer relations and marketing in health, the importance of optician education and employment opportunities in hospitals in Turkey and anaemia in pregnancy are included in the book.

We are of the opinion that this book would be a good reference for the years ahead since it ensures the currency of present information in health sciences and reviews recent information and practices.

Dr. Hüseyin ERİŞ
Feray BUCAK

CHAPTER 1:

ORGANISATIONAL DEMOCRACY

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1. Introduction

Organisations are both sociological and psychological structures since they have relations with a wide environment such as government, state, suppliers, financiers, partners, competitors and national/international society and have a structure containing human factor. While the relations of the organisation with its environment bring a sociological character, the psychological quality emerges rather as a result of focusing on the organisation-employee relationship.

One of the issues addressed in the organisation-employee relationship is the concept of “organisational democracy” explaining the democratic practices in the organisation. It would be appropriate to assert that this concept first appeared in Paris towards the late 19th century. After a while, this practice in organisations have started to be used in many countries for reasons such as the proliferation of socio-cultural developments and the improvement of communication possibilities with technology. Detailed information about the concept will be mentioned in the following sections.

In the general view of a century ago, employees were considered as a machine for organisations and the fact that they were social beings were being ignored. With the changes in

organisational structures and the implementation of organisational democracy in organisations, employees had some rights within the organisation over time. The organisation-employee relationship has changed together with organisational democracy. It can be said that with organisational democracy, employees have gained some rights such as participating in organisational decisions, criticising the organisation policies, accessing information in the organisation in a timely manner, demanding a fair duty distribution, demanding to be equally treated about promotion, and accounting for administrative activities.

Hospitals are differentiated from many organisations since they are the institutions where occupational group having many different expertise renders service together and continuously. Organisation-employee fit is very important in order for the hospitals to carry on their activities effectively in organisational sense. From this point of view, organisational democracy practices we think that they have a positive effect on organisation-employee fit have a special importance for hospitals.

2. Democracy

The concept of democracy etymologically comes from ancient Greek and is formed by the combination of the words “*demos*” (public) and “*kratos*” (sovereignty) meaning the sovereignty of the people (Powley et al., 2004: 68). The word “public” in this concept which emerged in the Greek Civilisation in B.C. does not express actually the whole. What is expressed here with the word of “public” is indeed the concept of “citizen”. Citizen is describing the free men over thirty years old in the Greek civilisation at that time. Women, slaves, and foreigners are not described as “citizens”. In addition, citizenship was seen as a birthright. As is seen, the starting point of democracy is the phenomenon of the rule of those in a particular gender or status namely minorities, not the majority (Vurucu, 2009: 391-392). Kongar (2002: 13-14) describes democracy as the participative management where the minorities can be majority. The Dictionary of Turkish Language Association defines the concept of democracy as the “*regime based on popular sovereignty*”.

Winston Churchill, who began his career as an officer in England and later became famous as one of the country's

important politicians, said a remarkable and unforgettable words summarising the situation about democracy in his speech in House of Commons in 1947. This word was expressed as “Democracy is the worst form of government, except for all the others” (<https://dusunbil.com>). In fact, with this word, it was tried to express that the democracy is not a perfect system but it is better than the others among the systems that have been tried until then. Yes, the developed societies ruled with democracy today and the organisations in those societies may be ruled by different systems in the future. Time will of course show that.

This cultural change in societies ruled with democratic practices and adding the concept of democracy in their socio-cultural life has spread to the other life elements, as well. One of these disseminations is the working areas where a great majority of daily life is spent. The realisation of democracy in the structure and functioning of organisations in the working life is called as “organisational democracy” (Kesen, 2015: 537).

3. Organisational Democracy

The change showing itself in whole of our daily lives continues in a way that affects each other continuously. It would be appropriate to say that a change experienced in the economic field takes place with the changes in political, cultural and ideological areas (Duman, 2008: 113). The organisational structure and working procedures of the organisations which are one of the main areas of interest of management science also take their share from this change.

The widespread use of technology and the internet has brought social-cultural changes and the values accepted by the modern era have become rejectable in the post-modern period. In sense of management science; it can be asserted that today's organisational structure and working procedures have undergone great changes even compared to the 1990s. Towards the end of the 20th century, new issues have begun to be discussed in organisation-employee relations. One of these issues is the introduction of democratic practices in organisations and the concept of “organisational democracy” that arose within this context.

The organisational democracy is expressed as the participation of the organisation members in the management

and decision-making processes in the organisation. It is stated that the organisational commitment, loyalty, and job peace will develop in the employees if a workplace has organisational democracy (Geckil, 2017: 747).

Sadykova and Tutar (2014: 13) described the organisation democracy as the share of all organisational decisions, applications and their results by the management with the employees. According to them, organisational democracy is very important to achieve job satisfaction, employee performance, organisational productivity, and effectiveness. In case of healthy operation of organisation democracy in the organisations, a number of advantages such as developing constructive opposition and preventing destructive opposition in the organisation can be achieved.

Organisational democracy is a corporate governance method where all stakeholders have a voice in the organisation not only the managers and shareholders (Clegg and Bailey, 2007: 1039).

Ataç and Köse (2017: 118-120) define organisational democracy as the participation of employees in the management and decision-making processes of the organisation and state that it is not right to limit this concept

and employees should have a number of democratic rights and freedoms in the organisation. They exemplify these democratic rights and freedoms as respect for minority rights, fair judgment in the reward and punishment systems, freedom of employees to do political activities, sharing transparently information in the organisation, self-management of the employees, and providing opportunity in the organisation to conduct an open or vertical opposition.

In order to achieve its goals, organisations should increase primarily the job satisfaction of their employees. When the job satisfaction of employees increases, employee performance will increase and the organisation will be able to reach its goals more easily. Kesen (2015: 552) states that organisational democracy plays an important role in increasing the employee performance. According to him, employees who are allowed to participate in the decisions about the organisation and criticise the works related to the organisation can express themselves more easily and make more efforts to overcome the organisational deficiencies when they see that their criticism is taken into consideration.

When an equal, fair and transparent work environment, where employees having an important role in internal processes of organisations are given the right to speak and their involvement in decisions is established, is created; the perception that their efforts are not wasted appears, they can behave like an entrepreneur and work outcomes where they can produce extra added-value will be provided (Öge and Çiftçi, 2017: 460).

4. Historical Development of Organisational Democracy

Although it is not called as the concept of organisational democracy, this concept or practice found a place in the organisation with different names and methods in earlier times. The initiation of democratisation steps of organisations was based on the Paris Commune in 1871. In those years, French working-class who were not happy about the worsening life conditions after France-Prussian war rebelled and a temporary central government was established. This government handed over all its powers to the commune after a while. The commune became the first workers' government in history and the idea of social self-government was made dominant in this commune. Although this government only survived for 71 days, it was accepted important because it is the starting point of the

workers' movements that will occur later. (Mısır, 2003: 114-115).

After the “Russian Revolution” in 1917 in Russia, the factories were organised according to the principle of self-management of workers. In the United States, some regulations were made in the 1930s that could be associated with organisational democracy about the spreading of workers’ control areas to all workplaces and active involvement of the employees in the supervision activities (Erkal Coşan, 2012: 61).

Some practices which evoke organisational democracy have been put forward with the acceleration of scientific studies based on organisation-employee relations especially after the Second World War. The first one of these practices is the “Management by Objectives” technique which was introduced by Peter Drucker in 1954. In this technique, the objectives of the organisation are determined together with the senior management and employees. The fact that the workers can determine the objectives with the senior management can be explained by the participation which is one of the main elements of organisational democracy (Erkal Coşan, 2012: 73-75). In the following years, a similar practice was mentioned in

the X and Y Theory, the known theory of McGregor, where the types of managers are defined. The Y-type manager actually tries to provide an organisational environment carrying the traces of organisational democracy (Davies, 1967: 270-271). The traces of organisational democracy are also seen in the Total Quality Management which constitutes the basic production philosophy of Japan. Total Quality Management has a close relation with organisational democracy with its principles such as focusing on customers and stakeholders, participation of all employees in the organisation to the decisions and long-term training of employees. In this management technique, the satisfaction of the employees and the customers in the organisational system is brought into the forefront. In this system based on customer orientation, the term “customer” refers actually to “external customer” meaning those who received goods or services from the organisation and also the “internal customer”, that is, those working in that organisation. The success of organisations in philosophy of Total Quality Management depends on the knowledge, skills, creativity, and motivation of the business partners. The organisations that adopt this management philosophy should provide some opportunities to develop their

employees and improve their skills, share clearly the information with their employees, highlight the merit and encourage employees to take risks (Saat Ersoy and Ersoy, 2011: 26-28). Employee empowerment, which has similar characteristics with organisational democracy and is involved in current management approaches is defined as the process of increasing the decision-making capacity of the personnel by supporting their development process and allowing them to be aware of their own abilities and qualifications (Çiftçi, 2017: 192). Employee empowerment involves also factors like participation in decisions, taking responsibility, providing an opportunity of accessing to information, providing education and development opportunities and the presence of open communication environment in the organisation which are involved in the organisational democracy (Çankaya, 2018: 13-19). Therefore, it can be asserted that employee empowerment is closely associated with organisational democracy.

5. Elements of Organisational Democracy

The concept of organisational democracy includes a number of elements. Each of these elements allows the implementation of organisational democracy in the organisations.

5.1- Participation & Criticism:

The concept of participation is expressed as the involvement of all the employees in the organisation in the examination of the problems that arise in the organisation, development of the strategies needed for the solution of these problems and the implementation of the solution methods (Eren et al., 2014: 94).

The participative management practices are an indispensable principle for organisational democracy. The organisations intending to go into democratic practices in their structure and processes should change the organisation decision models from being the structures formed by one or more people and allow those, who are affected from the related decisions, to be involved in the decision-making processes directly or indirectly. In this case, those who participate in the decision-making processes will be able to express their opinions easily and have an active role in the decision-making process by voting according to their opinions (Geçkil and Tikici, 2015: 45). Along with the increasing participation of employees in the decision process, their attitudes towards work, understanding of success, motivation and the meaning of the work for them are positively affected (Koçel, 2014: 474;

Çankaya, 2018: 14). Again, it is expressed that when employees are allowed to participate in decisions in the organisations, the productivity and creativity of the organisation can increase and thus it would be possible for the organisation to be in competition (Foley and Polanyi, 2006: 174).

Criticism can be defined as the evaluation of the organisational policies and procedures, work and operations by the employees at all levels in the organisation and easily expression of these evaluations by them. However, it is an important matter here that the critic respect for the personal rights and social status of the individual or individuals who is/are criticised. The values and activities of the organisation should be open to criticism and discussion by employees and external observers (Geçkil and Tikici, 2015: 46-47).

5.2-Transparency:

The concept of transparency which is also expressed by the concepts such as openness and publicity expresses a democratic, clean and honest management understanding such as employees' being aware of the operations and transactions carried out by the management, accessing the necessary information and documents, controlling what is done or calling

somebody to account for the mistakes (Akpınar, 2011: 240). Complete and timely access of information about the organisation by the employees who spend a significant part of their daily life at work is an important issue for organisational democracy.

5.3-Justice:

The concept of justice which is also used in the concepts such as rightness and trueness is used to describe the fairness or equity of the managers about the organisations at organisational level (Colquitt et al., 2001: 425).

The organisational justice covers the perceptions of the employees about the correctness of organisational practices and decisions and the effects of these perceptions on employees. Partial behaviours of the managers in the promotion or duty distribution of the employees, inequalities in the performance evaluation system in the organisation, inability to establish an open and honest communication with employees, and failure to rewarding the employees adequately may damage the employees' perception of organisational justice (İçerli, 2010: 68-70).

5.4-Equality:

The equity theory constitutes the basis of equality which means that two or more things are equivalent. Adams, the theorist of the Equity Theory, expressed as a result of his investigations and experiments in General Electric company that the employees give great importance to the fair distribution of the results they obtained as a result of their efforts. The equity theory suggests that employees check the rate between the gains such as the opportunities provided to the employees for the wages, promotion and development they obtained with the contributions such as effort, time and cognitive resources they provide to the organisation before making a decision whether they are treated fairly or not and then compared this rate with the contribution-gain rate of the other employees in the organisation. The inequality perception of employee is high, the employee will feel him/herself under pressure and then will make an effort to reduce this pressure. In these comparisons, getting equal or higher salaries compared to the others would not be problem but a perception of injustice emerges if the employee receives a low wage, the employee feels dissatisfaction and this situation causes a number of negative results in the employee such as reducing his/her own

inputs, distorting the results and leaving the work environment (Akbolat et al., 2015: 8).

Equality is an issue that can lead to a comparison on many matters such as primarily wage and social rights, resource allocation, employees' level of closeness to managers and even the size of the working environment. The equity theory has begun in line with the studies on organisational justice and focused on reactions of individuals against what they have achieved in their work lives. The basic approach of the theory is to determine how the pressure caused by the inequality perceptions in the organisations on the employees can reflect on the work productivity. It is stated that if the employees have high equality perception, their organisational commitment and job satisfaction levels will increase and the participation to the decisions will also be high (Sözen et al., 2009: 397-398).

5.5- Accountability:

The concept of accountability is expressed as “*Providing explanation or giving answer to a person or group other than him/herself about the actions and works that were conducted by any person or group* (Koç, 2017: 236). This concept has also the meaning of answering, reporting, and making

explanations about the responsibilities, taking responsibilities, and being open to social evaluation and judgement. The concept of accountability should not be considered in a limited sense such as the explanation of the financial tables of the organisations only at the end of the year. In accountability, there are also practices such as explaining the objectives, intentions and reasons to the addressees by the authorities before starting to the organisational activities. Thus, with the effect of auto-control, the authorities will move away from the discourses and activities that will show them inadequate and tend to present a transparent and open management style in terms of preventing obscuring or distortion of the corporate realities by groups with high awareness level about the functioning of the system (Demirkiran et al., 2011: 3-4).

Sinclair (1995:221-222) states that accountability has important effects on public perception of the organisation and therefore it will be more accurate to not only stay in financial accountability level but also move to the “managerial accountability” level.

6. Main Reasons for Transition to Organisational Democracy

It is possible to list a number of factors which are shown as the reason for the application of organisational democracy in the organisations as follows (Erkal Coşan and Altın Gülova, 2014: 239-241):

6.1-Developments in Technology and Internet:

With the spreading of internet in the 1990s and especially the widespread use of social media in the 2000s, employees want to express the decisions in the organisation or present their opinions about the organisational applications. This is considered as important in the preparation of the organisational democracy environment.

6.2-Generation Changes:

The birth dates of people mean far more than the numbers. These dates also represent a culture, a life style, namely a generation. People, who are born at the same time interval and affected by the social, economic, cultural, political events and dominant values of that time, and the communities formed by these people are expressed as “generation” (Altuntuğ, 2012: 204). In the social sciences, these generations are subjected to a classification. Accordingly; those born

between 1940-1960 are named as boom generation, those born between 1961-1980 are named as X generation, those born between 1981-2000 are named Y generation, and those born after 2001 are named as Millennium or Z generation. The desire of the employees in Y generation in today's business life to express themselves and criticise the organisational practices is important in the development of organisational democracy because they are less susceptible to the cases like traditionality and austerity compared to the X generation. A few years later, the Z generation will start to take part in business life in the organisations and the peculiar characteristics of this generation will also necessitate some changes in organisational structure and functioning.

6.3-Political Transitions:

There has been an increase in the number of countries preferring democracy as the political regime in the world countries towards the end of the 20th century and then the democracy has started to show itself in the other areas of life. The spreading of democracy in the political regime and social life has started to show itself in the organisational structures. From this point of view, it can be asserted that political

transitions are important in the formation of organisational democracy.

6.4-Increasing Competition and Changing Working Procedures:

The spreading of technology and the Internet has also brought globalisation, and now a competitor of a company can be another company located ten thousand miles away. Now, competition in the market has increased incomparably to the old ones, and "being different from competitors" has become a key for doing business, that is, staying in the market. Of course, this difference can have a wide variety of meanings, for example, when a factory uses more advanced technology in its production facilities than the others or when it is considered for the service sector, providing a service that is more pleasing and satisfying for the customers will make that enterprise different from its competitors. This will enable that enterprise to be preferred and do business in the market. To give an example in the context of hospitals' corporate governance practices or marketing activities; think about a hospital having no corporate website or a sloppy website. The number of people who can reach you will be very limited. Those who reach you will turn towards other institutions' website since they would not have a

clear information about your institution from your incomplete website. In today's competition conditions, having a corporate web page is not enough for potential customers to choose your company. The staff in the hospital and the services provided in the hospital should be publicised well. A well-designed website can actually give you not only new customers but also new and high quality suppliers. Organisations can sometimes make some changes in their working procedures in order to satisfy their employees. When these changes are addressed in a physical sense, they can improve the conditions of the work environment or develop a way of work such as flexible working hours for the staff. Besides, some social changes can be made in the working procedure, training the employees in areas in which they are interest or feel the need and executing these trainings in different ways, sometimes at work and sometimes out of work can satisfy employees. In this sense, changes in working procedures for providing satisfaction and improvement of internal customers with the practices required to be done to stay in the market with the increasing competition are evaluated as important for the transition to organisational democracy.

6.5-Social Responsibility:

Organisations do not pursue their activities only for the purposes like making a profit and maintaining their assets. It would be appropriate to say that they have new objectives such as providing social benefit to the society representing the external side of organisations and preparing a comfortable working environment to their employees. It is important to create a perception, which can be described as “good” or “reliable”, by the society in order to step forward in increasing competition. Another point is the fact that employees are also “free advertising faces” of that organisation. If an organisation has been able to prepare the necessary work environment to enable its employees to work peacefully and comfortably, these employees will advertise their institutions free of charge anyway in the environments where they have their social lives.

In order to implement organisational democracy in organisations, some fundamental changes must be made in structure and processes of the organisation. Trainings should be given first to employees about the participation methods and the managers should also be trained about allowing employees to participate. A working environment where there is no punishment fear or threat for the mistakes that may occur

during work should be prepared. In order for the organisation to reach its goals, employees should be able to take responsibility for their works and participate in decisions honestly (Geçkil, 2013: 22).

7. Advantages and Disadvantages of Organisational Democracy

In the companies applying the understanding of democratic management in their organisations, this brings some advantages. These advantages are stated in the literature as follows:

- Democratic management practices in the organisations can be considered as a key to achieve a higher level of organisational effectiveness. Besides, it is regarded as a necessity for reaching further innovation and performance. It nourishes value creation in the long term. It harmonises economic, social, environmental and individual goals (Forcadell, 2005: 255).
- The participation of employees in the decision of the organisation can provide important organisational and individual benefits such as increased job satisfaction, organisational commitment and motivation (Bakan et al., 2017: 1033).

- In the organisations, which believe in and implement the philosophy of democratic management, the creativity of the employees will increase and new ideas will emerge as a result of the participation of the employees to the management and having a voice in the decisions to be taken by the management. Thus, the employee's sense of ownership of the organisation will be ensured by developing the sense of belonging towards the organisation. This will contribute to the increase in the share of the organisation in the market (Şen and Bolat: 2015: 150).
- In the studies by Uvalic (1996) and Cervellati et al., (2006), it was stated that more democratic companies showed better economic performances (cited by Kesen, 2015: 537).
- Democratic practices in the organisations provide employees with the opportunity to make their voices heard and to improve their knowledge and skills. It also contributes to decrease the non-functional behaviours of employees and to increase organisational commitment, productivity, and performance (Geçkil, 2017: 748).

Different academics have also mentioned that there may be some disadvantages that may be caused by the implementation of organisational democracy in the organisations. According to this;

- Lower-level employees with low decision-making skills may not be able to see the big picture, they may not have the training and experience to fulfil the requirements of this power, and therefore they can sign some decisions that are not appropriate for the organisation.
- Decreases may be seen in the productivity of the organisation due to the fact that democratic processes are a whole of time-consuming practices.
- The application of the principles and rules of democracy may require some changes, which may prevent organisational functioning.
- Middle- and senior-level managers may not want to share their power with lower-level employees, and lower-level employees may show an unwilling attitude towards democratic practices on the grounds that that they increase the responsibility.
- Democracy may not be a valid form of management in every case, sometimes in the organisation there may be

situations in which it is necessary to make rapid decisions and the democratic environment may not meet these expectations.

- Implementation of democracy in the organisation may not be morally correct. Because if democratic practices reduce organisational performance, the shareholders, suppliers, financiers, society and even employees of the organisation may be adversely affected from this situation (Harrison and Freeman, 2004: 50-52; Kesen, 2015: 538; Öge and Çiftçi, 2017: 454).

8. An Evaluation for Health Institutions

Looking for excellence in systems established by humans is nothing more than imagination. The existence of a perfectly functioning system produced by the human mind and hand cannot be mentioned. Even if not now, today's glorious systems may experience some disruptions after a while but they can continue to exist with a number of repairs. In fact, this is an existing situation in the structure of open systems. Because open systems must adapt their own structure according to the change signals from the environment due to its characters otherwise the system will start to become corrupted and become out of order after a while. Hospitals are also open

systems that obtain information, materials and energy from their environment and provide a number of outputs to their environment. In addition, hospitals are the institutions which provide uninterrupted service and in which many occupational groups need to work together. Differences in occupational groups of employees as well as the correlation between the hospital service outcomes and the increase or decrease in the quality of life of the patients and their survival status are just a few of the fundamental features that differentiate hospitals from other organisations. The relations of an organisation, having a such effect on the lives of the customer group (patients) it provides service, with its employees are also very important. It is not possible to expect employees, who have lost their motivation and have no organisational commitment, to be satisfied with their work. Since the organisational democracy is the whole of practices providing opportunity to the employees to participate in the organisational decisions, criticise the practices in the organisation, access information about the organisation in a timely and complete manner, be treated fairly in the promotion and assignments, work with equal wage policies and receive explanation and ask for accountability from the managers not only financial but also managerial

point of view, it is a fact that it is important for the organisation-employee relationship in health institutions.

Achieving the democracy paradigm at the organisational level is seen as an important key of organisational effectiveness. Organisational democracy, which expresses the empowerment and managerial participation of the employees in the narrow sense, can reduce the dysfunctional behaviours of the employees in the organisations, increase their organisational commitment, and also increase the productivity and performance of the organisation (Geçkil, 2017: 747).

Giving importance to the human element and the values aggrandised by the society is now a desirable situation in the market. For this reason, organisations that have an obligation of not contradicting with the demands of the market in order to maintain their existence should be able to read the demands of the market and prepare a working environment in which employees can express their opinions freely in order to provide improvement. This can only happen with the preparation of the organisational democracy environment.

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