

MAPPING OF ORGANIZATIONAL DEMOCRACY: A BIBLIOMETRIC STUDY

Oğuzhan KODALAK¹, Meral ERDİRENÇELEBİ², Abdullah Zübeyr AKMAN³✉

^{1,2}Faculty of Applied Sciences, Necmettin Erbakan University, Konya, Turkey

³Eregli Kemal Akman Vocational School, Necmettin Erbakan University, Konya, Turkey

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Abstract. Social, economic and political developments in the globalising world have necessitated a re-examination of the concept of democracy. The concept of organisational democracy is a process that expresses the inclusion of individuals in the management processes of organisations and allows freedom of expression in organisations. In this study, it is aimed to reveal at which stage the concept of organisational democracy is included in the international literature. In this context, it is desired to evaluate the development stages of the concept in terms of literature and to set an example for future studies by filling the gaps in the literature. In line with the main purpose, 99 publications related to the concept of “organisational democracy” between 1990 and 2023 in the Scopus database were analysed using R Studio and VOSviewer softwares. The analyses were evaluated by considering the studies conducted in the fields of “Social Sciences”, “Business, Management and Accounting” between 1990 and 2023. The concept of organisational democracy is often associated with concepts such as participation, hierarchy, employee participation organizational culture, organizational commitment and communication. As a result, it has been determined that organisational democracy plays a role in the satisfaction of internal stakeholders.

Keywords: organizational democracy, workplace democracy, participation, bibliometric analysis, R Studio.

JEL Classification: M10, M12, M19.

✉Corresponding author. E-mail: abdullahzubeyr.akman@erbakan.edu.tr

1. Introduction

The change in democracy derives from the traditional democratic, which emerged from the combination of the words Demos (People) and Kratein (Government) (Jong de Gjal & Witteloostuijn, 2007). Democracy is a form of government represented by most nations in the political sense and means the rule of the people (Powley et al., 2004, p. 68). Although this concept has a political meaning in general, in the 19th-century it took on a structure that included concepts such as freedom and human rights. Therefore, it has found use in different fields. One of them is organizational democracy. Evaluation of democracy at the organizational level is called organizational democracy (Harrison & Freeman, 2004). The concept of organizational democracy refers to a structure in which not only managers or shareholders but also all individuals in an institution participate in the management (Harrison & Freeman, 2004; Jong de Gjal & Witteloostuijn, 2007). Organizational democracy is considered to be related to democratization efforts along with its economic and social aspects. In addi-

tion, it is thought that the concept of democracy is determinant in social-level behaviours as well as organizational life and has a political structure (Geçkil, 2022). The basic condition of the concept of organizational democracy is that employees are asked for their opinions on decisions that directly and indirectly concern them, and that they express their thoughts without being pressured. The need for this concept began to be discussed after the Industrial Revolution, when the idea of “Industrial Democracy” was brought to the agenda by the unions to protect the rights of workers working in bad conditions (Lee & Edmondson, 2017; Müller-Jentsch, 1995). In contrast, although interest in the concept of organizational democracy increased in the 1970s, there are some deficiencies in the literature. In the following periods, the importance of conceptual clarity was emphasized (Heller, 1998; Verdorfer et al., 2012). Especially in the 1990s, managers in organizations were interested in involving employees more in management processes. Hewlett Packard, Lincoln Electric, W.L. Gore and Google play an important role in increasing this interest. The increasing participatory management approach and

the effective structure followed in decision processes in these companies contributed to the increase in innovation (Harrison & Freeman, 2004; Kerr, 2004).

The concept of organizational democracy is closely related to concepts such as industrial democracy, workplace democracy, joint decision making, participatory management, and economic democracy. For organizations to be considered democratic, they must meet certain conditions. These include delegation of power and responsibility to enable small self-governing units, the existence of horizontal and lean organizations rather than long and vertical organizations, an organizational climate in which self-criticism has the opportunity to develop and constructive behaviors are dominant, having the right to choose, evaluation of organizational structures and processes by employees, accountability of decision-makers and examination of the consequences of implemented policies, institutional trust and transparency, and easy and feasible business processes that encourage cooperation (Butcher & Clarke, 2002; Messner, 2009; Scott et al., 1998; Yazdani, 2010). The concept of organizational democracy is seen as a good method to achieve economic results when it fails to provide satisfactory results for managers (Bean et al., 2013). One of the most discussed concepts regarding organizational democracy is the development of participation and management skills among lower-level employees. Organizations that act in this manner provide some advantages to their employees. These; Organizational commitment of lower-level employees increases, ensures participation in the final decisions taken, makes people feel responsible for the decisions taken in the organization, reduces socially undesirable behaviors, adopts a participatory management approach, and gives discretion to employees and managers to allow them to develop their skills and abilities. However, when democratization processes are evaluated in terms of low-level employees, there are also some disadvantages. For example, employees may lack the training and experience necessary to make positive decisions for organizations. Implementation of democratic processes may take a long time, lower-level employees may resist increasing democratic movements because of the principle of accountability, and the concept of democracy may not be an appropriate method in all circumstances. For example, in times of war, it is more appropriate to use a hierarchical commander (Harrison & Freeman, 2004).

Practices such as management by objectives and personnel empowerment are organisational practices that encourage employees to participate in management and processes. In addition, the increasing importance of topics such as accountability, transparency and responsibility towards stakeholders has laid the foundation for organisational democracy.

In this study, the concept of organizational democracy is examined using bibliometric analysis. The main purpose of this study is to comprehensively evaluate academic studies on this concept. For this purpose, organizational democracy studies in the Scopus database were examined together and subjected to bibliometric analysis using R

Studio and VOSviewer softwares. The study covered the studies conducted between 1990 and 2023.

This article consists of five sections. The structure of the article consists of an introduction, literature review, research methodology, analysis and findings, discussion and conclusions.

2. Literature review

Although the concept of democracy is known as a political and social issue, it is expressed as a non-unitary concept that allows almost everything to be understood about its effects and definitions through long research and discussions over centuries (Grandori, 2017; Holtzhausen, 2002). In recent years, the complex structures and business processes that have emerged in organizations and the hierarchical order built based on fear have revealed the necessity of prioritizing libertarian thought instead of traditional systems (Fenton, 2012). Pro-democracy groups have put pressure on multinational companies and governments to limit the undemocratic actions of capitalist companies. It was a concern for organizations in the 1990s that employees expressed their opinions on their own future and adopted a marginal attitude. As a result, the concept of organizational democracy has gained a place in the literature, and its importance in society has begun to increase (Holtzhausen, 2002; Moriarty, 2006). Organizational democracy is defined as the process of dividing the power held by business owners or managers by including their employees in the decision-making process. When the concept of organizational democracy is evaluated as a process, it ensures the involvement of employees in business processes and their satisfaction, increased participation and innovation, and ultimately an increase in the performance of the organization (Bilge et al., 2020; Haskasap et al., 2023). Although the main idea of the concept of organizational democracy includes employees in managerial activities, studies have shown that this understanding is not sufficient or incomplete to fully express the concept of organizational democracy. The reason for this is the existence of economic and non-economic compelling factors that support organizational democracy (Cheney, 1995; Foley & Polanyi, 2006; Hatcher, 2007). The concept of organizational democracy has been evaluated as a leadership and cooperation strategy. For this reason, the terms "Leaderless Organization" or "Worker Cooperative Company" were used for this concept (Nielsen, 2004). There are many studies in the literature that emphasize the benefits of organizational democracy. Organizational democracy contributes to the inclusion of employees in decision-making processes such as ensuring organizational commitment and reducing intentions to leave the job, improving business relations, obtaining positive outcomes regarding human resources, increasing motivation, facilitating information sharing, and supporting innovation activities (Adobor, 2020; Ahmed et al., 2019; Rezaei et al., 2022; Rodríguez-Oramas et al., 2022; Safari et al., 2018). Thanks to organizational democracy, individuals take more

ownership of their jobs and become more responsible (Harrison & Freeman, 2004).

It also shows that as employees' level of participation in the decision-making process increases, they perceive the characteristics of the socio-moral climate of their businesses more positively. In addition, higher participation in operational, tactical, and strategic decision-making processes brings with it higher levels of prosocial and group-related behavioral orientations and higher self-efficacy regarding the promotion of mutual aid, solidarity, human values, democratic participation, and justice (Weber et al., 2020). From an organizational perspective, there is an increase in organizational trust and commitment, an ethical climate, and productivity and effectiveness with employees' ownership of the organization. It supports organizational learning and innovation. Successfully pursuing social and environmental goals contributes to sustainability (Harrison & Freeman, 2004; Battilana et al., 2022). Management theorists and organizational researchers emphasize that employee participation in management processes is a necessary feature for increasing the quality of work and creating high-performance organizations (Becker & Huselid, 1998; Kalleberg et al., 2009). Therefore, the basic principles of organizational democracy include transparency dialog, listening, accountability, justice, tolerance, sharing, choice, honesty, and decentralization (Ahmed & Ahmed, 2022; Fenton, 2012; Safari et al., 2018).

However, there are opposing views in the literature regarding employee participation in decision-making processes (Bernstein, 1976). The reason for this is evidenced by factors such as organizational democracy rendering managerial control dysfunctional, employees' ability to make different decisions from management endangers organizational performance, and involves too much risk (Collins, 1997; Kerr, 2004).

When studies on the concept of organizational democracy in the literature are examined, the fact that there is no study using the bibliometric analysis and mapping method is a factor that increases the importance of the study. Studies on this concept are as follows:

Weber et al. (2020) investigated how psychological results are achieved in employees' democratic relationships through a meta-analytic review. They found that individuals' individually accepted exit decision-making desires were more strongly extinguished by job satisfaction, job involvement/work motivation, prosocial work exit, civil and democratic behaviours and perceived climate. In their research, Svendsen and Jønsson (2022) find that democracy plays a direct role in increasing meaningful work experience, but also indirectly through corporate social responsibility. Another study by Zhao et al. (2023) states that the democracy of jobs is achieved both directly through their compatibility with their relationships and indirectly through positive job satisfaction. Socio-moral climate (SMC) and its distribution toward ethics-related behavioural goals examined socialization more broadly by Verdorfer et al. (2012). They found that SMC has a significant socialization potential linked to a harmonious working environment in terms

of democracy and SMC. Haskasap et al. (2023) research results show that organizational democracy has a significant, positive, direct effect on job satisfaction and organizational commitment, but its direct effect on organizational citizenship behaviors is not significant. Ahmed et al. (2019) conducted research to reveal the effects of organizational democracy on employee outcomes (commitment, citizenship behaviour and turnover intention) through the mediating role of organizational justice. Their findings show that democratization in the workplace increases employees' commitment and citizenship behaviour and reduces their intention to leave the organization. Can and Doğan (2020) determined the mediating role of organizational democracy in the relationship between ethical leadership and psychological empowerment. According to these findings, ethical leadership significantly affects psychological empowerment and organizational democracy. Çopur and Atanur Baskan (2020) found that faculty members' views on organizational democracy were above the medium level, their organizational cynicism attitudes were low in the cognitive and affective dimensions, and moderate in the behavioural dimension. Safari et al. (2018) explained the antecedents and consequences of organizational democracy. The findings show that some types of organizational culture have a direct impact on organizational democracy. Kesen (2015) concluded that organizational democracy affects employee performance both directly and indirectly through organizational identification. Sadykova and Tutar (2014) investigated the relationship between organizational democracy and opposition. Because of the research, it was determined that respect for personal values, democratic management, and democratic behaviour explained opposition positively, democratic attitude explained open opposition negatively, and perception of authority explained overt and covert opposition negatively. As a result, a positive relationship was found between organizational democracy and organizational opposition.

3. Research methodology

Factors such as the development of communication networks and technology have led to a significant increase in the number of academic publications. Scientists use literature review methods to interpret and organize previous findings. One of these methods is the bibliometric analysis method. This method allows statistical evaluation of scientific activities (Mumu et al., 2021; Muniandy et al., 2023). Bibliometric analysis is a widely used and meticulous method that focuses on researching and analysing large-scale scientific data. While this analysis method helps us reveal the evolutionary processes of a particular field, it also inspires new emerging fields (Donthu et al., 2021, p. 285).

In addition to helping to understand the historical development of publications, bibliometric analysis can also be used to identify important research references, identify major thematic groups in the literature, clarify the thematic evolution of the scientific field, and identify emerging and

prominent keywords (Morales-Huamán et al., 2023). Bibliometric techniques can be particularly useful in decision-making processes related to research and development plans and in the selection of qualified leaders in the scientific community for projects based on quantitative evidence-based data (Ledesma & Malave González, 2022).

Several software tools are used by scientists to analyse bibliometric data. The tools to be chosen are effective in determining the method to be used (Dervis, 2019; Ellegaard & Wallin, 2015). In this study, the R program (Thümmler, 2023) and VOSviewer programs were used (Sezgili & Özsoy, 2023).

While designing the research, answers to the following research problems were sought:

- Who are the most cited authors regarding the concept of “Organizational Democracy” in the Scopus database between 1990 and 2023?
- Do the publications on the concept of organizational democracy in the Scopus database comply with Bradford’s law?
- Do publications regarding the concept of “Organizational Democracy” in the Scopus database comply with Lotka’s law?
- What are the keywords most used by authors in publications on the concept of “Organizational Democracy” in the Scopus database between 1990 and 2023?
- Which of the following are the most cited publications regarding the concept of “Organizational Democracy” in the Scopus database between 1990 and 2023?
- Which countries received the most citations regarding the concept of “Organizational Democracy” in the Scopus database between 1990 and 2023?
- Which journals have the most publications on the concept of “Organizational Democracy” in the Scopus database between 1990 and 2023?

Figure 1 shows the bibliometric methodology applied in the article. To determine the answers to these questions, “Organizational Democracy” was searched in the Scopus database. During the search, some restrictions were imposed on this concept. For example, only “Business, Management and Accounting” and “Social Sciences” options and publications made on 07.08.2023 between 1990 and

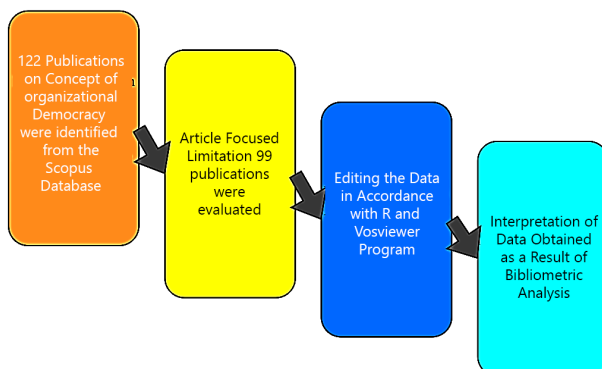


Figure 1. Bibliometric analysis of the concept of organizational democracy

2023 were considered as the publication year. Therefore, although 122 publications were initially published, after the limitations were made, 99 publications met the desired criteria. Finally, the data were downloaded as a BibTeX file and analysed in the biblioshiny and VOSviewer softwares with the help of R Studio, which is integrated into the R program.

4. Analysis and findings

In this study, the search was conducted on 07.08.2023 by typing the phrase “Organizational Democracy” from the Scopus database. In this framework, the analysis results of 99 studies written between 1990 and 2023 in the fields of “Social Sciences” and “Business, Management and Accounting” are included.

Table 1. Includes the main findings regarding the concept of organizational democracy

Main Information About the Data	
Time Span	1990–2023
Sources (Journals, Books, etc.)	78
Documents	99
Annual Growth Rate %	6.07
Document Average Age	11.6
Average Citations per Doc	21.67
References	1
Document Contents	
Keywords Plus (ID)	95
Author’s Keywords (DE)	280
Authors	
Authors	187
Authors of Single-Authored Docs	43
Authors Collaboration	
Single Authored Docs	46
Co-Authors Per Doc	2.11
International Co-Authorships %	16.16
Document Types	
Article	66
Book	1
Book Chapter	13
Editorial	1
Note	2
Review	16

Table 1 when examined, it is seen that $n = 99$ publications have been made in the field of organizational democracy and the annual growth rate of publications is 6.07%. It was determined that publications related to the concept of organizational democracy received an average of ($n = 21.67$) citations. A total of ($n = 95$) keywords related to this concept are used, the keywords used by authors ($n = 280$), the number of single-author publications ($n = 46$), the number of co-authors per publication ($n = 2.11$), the number of international co-authors. It was determined that ($n = 16.16$).

Figure 2 when examined, an evaluation of the concept of “Organizational Democracy” was made, it was seen that the first publication was made in 1990 and the interest in this concept increased until 1992, and then the interest in the concept of organizational democracy decreased until the 2000s. In the following periods, it is understood that the interest in this concept reached its peak with the number of publications in 2019 (n = 7) and 2023 (n = 7). When the basic findings regarding the concept of organizational democracy are evaluated, comments can be made that the interest in this concept is increasing day by day.

Figure 3 shows the number of citations by year when the number of citations regarding the concept of organizational democracy between 1990 and 2023 is evaluated, the average number of citations in 1990 was (n = 0.9) and in 2001 it was (n = 7.5), and there was a continuous decrease in the number of citations until 2017. In 2017, it reached the highest level with the annual citation average (n = 10.4), and in the following periods, a decreasing momentum was observed until 2023. During the Covid-19 pandemic period, a decrease was also observed in academic studies due to reasons such as slowing down and stopping the work.

Table 2 when examined, it is seen that the journals with the most publications on the concept of organizational democracy are made. When the journals publishing on the concept of organizational democracy are listed, Academy of Management Executive (n = 4) and Economic and Industrial Democracy (n = 4) rank first, followed by Business and Politics (n = 2), Communication Quarterly (n = 2),

Table 2. Journals with the most publications on the concept of organizational democracy

Sources	Number of Article
Academy of Management Executive	4
Economic and Industrial Democracy	4
Business and Politics	2
Communication Quarterly	2
Communication Studies	2
Gedrag En Organisatie	2
Human Relations	2
Industrial and Labor Relations Review	2
International Journal of Action Research	2
Journal of Applied Communication Research	2

respectively. It is followed by Industrial and Labor Relations Review (n = 2), International Journal of Action Research (n = 2) and Journal of Applied Communication Research (n = 2). The concept of organizational democracy seems to be at the forefront of the literature on management, economics and business administration.

Table 3 when examined, Clarke M. (n = 5) and Unter-rainer C. (n = 5) are the authors who published the most on the concept of “Organizational Democracy”, followed by Butcher D. (n = 4), Weber W.G. (n = 4), respectively. Author contribution measures an author’s contributions to published articles. When the contributions of the authors who have published the most in the field of organizational

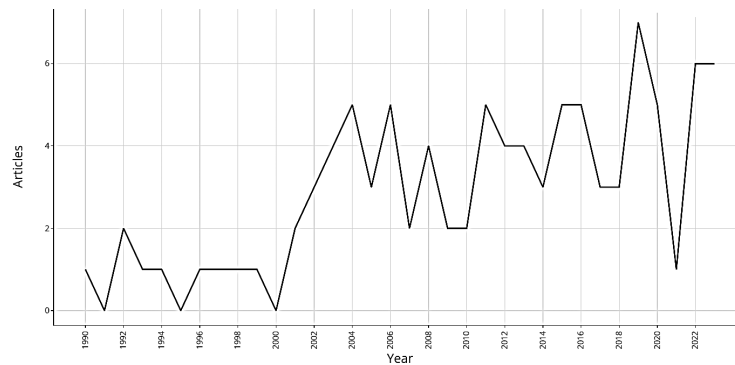


Figure 2. Annual scientific production on the concept of organizational democracy

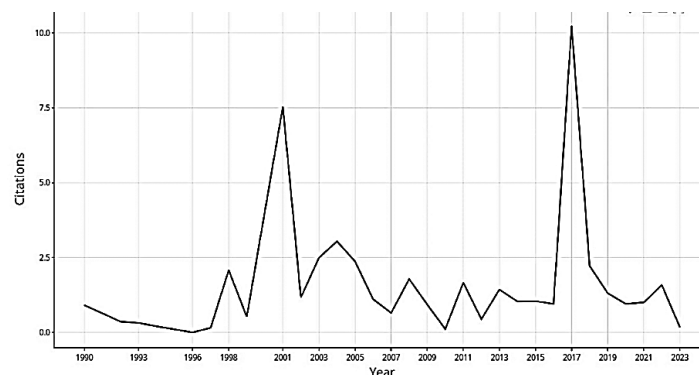


Figure 3. Number of citations regarding the concept of organizational democracy by years

Table 3. Authors who published the most on the concept of organizational democracy

Authors	Number of Publications	Author Contribution
Clarke M.	5	3.00
Unterrainer C.	5	1.21
Butcher D.	4	2.00
Weber W. G.	4	0.87
Ahmed K.	3	1.08
Ahmed A.	2	0.83
Casey C.	2	2.00
Cathcart A.	2	2.00
Griffin M.	2	0.83
Heller F.	2	2.00

democracy are evaluated, the authors who contributed the most are respectively: Clarke M. ($n = 3.00$), Butcher D. ($n = 2.00$), Casey C. ($n = 2.00$), Cathcart A. ($n = 2.00$) and Heller F. ($n = 2.00$).

In Figure 4 when performing Bradford law analyses, bibliometric laws such as literature obsolescence and half-life impact factor are used. Generally speaking, Bradford's law relates to the distribution of scientific literature on a particular subject in journals. According to Bradford's law, when journals written on a particular subject are divided into regions containing equal numbers of articles, they are ranked in accordance with the law of diminishing productivity. The journals in the first region are the core journals related to the mentioned field and constitute the most productive journal group. Journals in other regions contain as many articles as in the first region, but are considered less productive journals (Tonta & Ünal, 2008). Figure 4. When examined, the first places regarding the concept of organizational democracy are Academy of Management Executive ($n = 4$), Economic and Industrial Democracy ($n = 4$), Business and Politics ($n = 2$), Communication Quarterly ($n = 2$), Communication Studies ($n = 2$), Gedrag en Organisatie ($n = 2$), Human Relations ($n = 2$), Industrial and Labor Relations Review ($n = 2$), International Journal of Action Research ($n = 2$), Journal of Applied Communication Research ($n = 2$), Journal of Personnel Psychology, Library Management ($n = 2$), Managing Democratic Organizations

($n = 2$), Non-Profit and Voluntary Sector Quarterly ($n = 2$), Organization ($n = 2$).

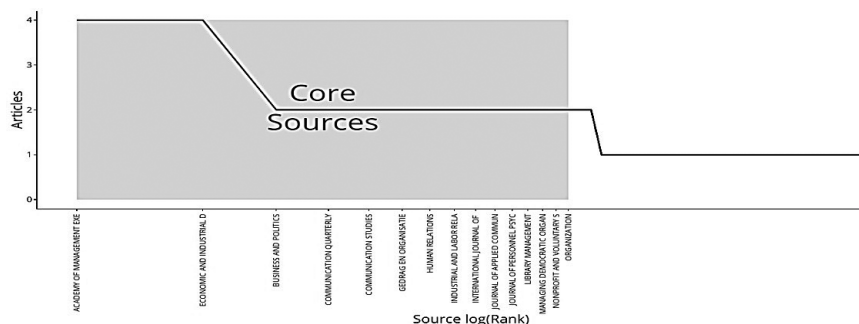
Table 4. Evaluation of the data used in the study within the scope of Bradford law

Zone	Number of Journal		Number of Article	
	N	%	N	%
1	15	19.23	34	34.34
2	31	39.74	33	33.33
3	32	41.03	32	32.32
Total	78	100.00	99	100.00

When Table 4 is evaluated, it has been determined that according to Bradford's law, the 34 articles in the first region contain one-third of the total articles, the 33 articles in the second region contain the second third, and the 32 journals in the third region contain the last third. When the data in this study was examined, it was seen that the values predicted and realized in the Bradford law were close to each other and the data regarding the concept of organizational democracy were compatible with the Bradford law.

Figure 5 shows the situation of Lotka's law. Lotka's law assumes that 60% of authors in each field contribute one article, 15% contribute two articles, and 7% contribute three articles. Based on this assumption, it has been determined that the number of articles with one author on the concept of organizational democracy corresponds to 94.11% of all authors, the number of articles with two authors is 3.20, the number of publications with three authors is 0.53, and the publications on the concept of organizational democracy do not comply with Lotka's law.

Figure 6 shows how much relevant production was carried out by the authors. The production of the authors who published the most on the concept of organizational democracy over time is shown. It was observed that Clarke M. published ($n = 2$) articles on the concept of organizational democracy in 2006 and had an annual average of ($n = 1.33$) citations. Unterrainer C. had ($n = 2$) articles in 2011 and had a total annual citation ($n = 6.92$), while Butcher D. had ($n = 2$) articles in 2006 and had a total annual citation ($n = 1.33$) of Weber W.G. It was observed that he had ($n = 2$) articles and annual citations ($n = 6.92$) in 2011.

**Figure 4.** Bradford's law

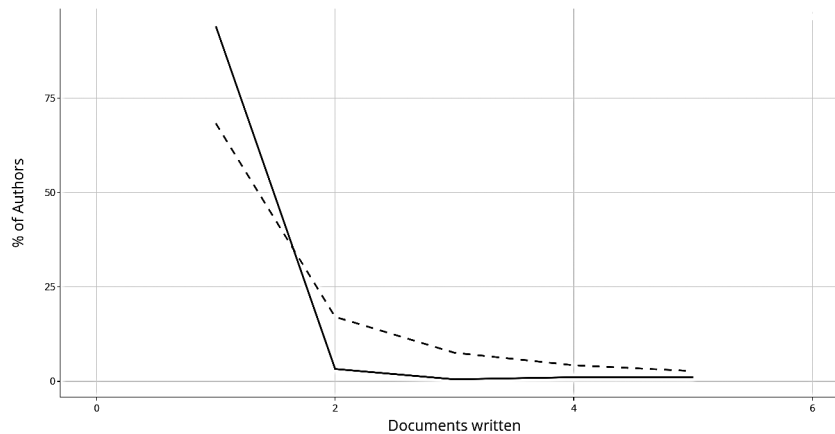


Figure 5. Lotka's law

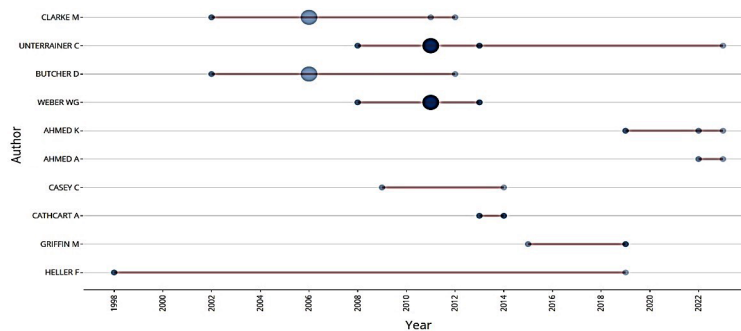


Figure 6. Production of authors over time

It is argued that the h index is a widely used index in criteria such as the total number of publications, total number of citations, number of citations per publication, number of important publications, and total number of citations to important publications used in the evaluation of the results obtained from research. H index is a value related to how often a publication is cited (Hirsch, 2005). Another index that facilitates comparison between researchers is the h index. The M index is the value obtained by dividing the h index by the number of years since the author's first scientific publication (Khan et al., 2013). The G index was written by Leo Egghe. G index is an academic scoring method recommended in the article "Theory and Practice of g index" written by Leo

Egghe (Egghe, 2006). Table 5. When examined, a ranking was made taking into account the h index values of the sources related to the concept of organizational democracy. In this context, the journal Economic and Industrial Democracy (n = 4) has the highest h index, followed by Academy of Management Executive (n = 3), Communication Quarterly (n = 2), Communication Studies (n = 2), Industrial and Labor Relations, respectively. Sorting was done as Review (n = 2). It was determined that the journal Economic and Industrial Democracy, which has the highest h index, also has the highest g index, along with the Academy of Management Executive. It was observed that the Academy of Management journal was the most cited journal (n = 238) and the journal that published the

Table 5. Source effect on the concept of organizational democracy

Name of the Journal	H Index	G Index	M Index	Total Citation (TC)	Total Number of Articles (NP)	Publication Year
Economic and Industrial Democracy	4	4	0.125	81	4	1992
Academy of Management Executive	3	4	0.150	238	4	2004
Communication Quarterly	2	2	0.125	55	2	2008
Communication Studies	2	2	0.074	19	2	1997
Industrial and Labor Relations Review	2	2	0.091	32	2	2002
Journal of Applied Communication Research	2	2	0.059	36	2	1990
Journal of Personnel Psychology	2	2	0.154	89	2	2011
Library Management	2	2	0.118	16	2	2007
Nonprofit and Voluntary Sector Quarterly	2	2	0.063	18	2	1992
Organization	2	2	0.111	85	2	2006

Table 6. Author effect on the concept of organizational democracy

Author's Name	H Index	G Index	M Index	Total Citation (TC)	Total Number of Articles (NP)	Publication Year
Unterrainer C.	4	5	0.250	154	5	2008
Clarke M.	4	5	0.182	67	5	2002
Weber W.G.	4	4	0.250	154	4	2008
Butcher D.	3	4	0.136	63	4	2002
Ahmed K.	2	3	0.400	14	3	2019
Cathcart A.	2	2	0.182	54	2	2013
Griffin M.	2	2	0.222	20	2	2015
Stohl C.	2	2	0.074	336	2	1997
Adeel A.	1	1	0.200	11	1	2019
Adobor H.	1	1	0.250	14	1	2020

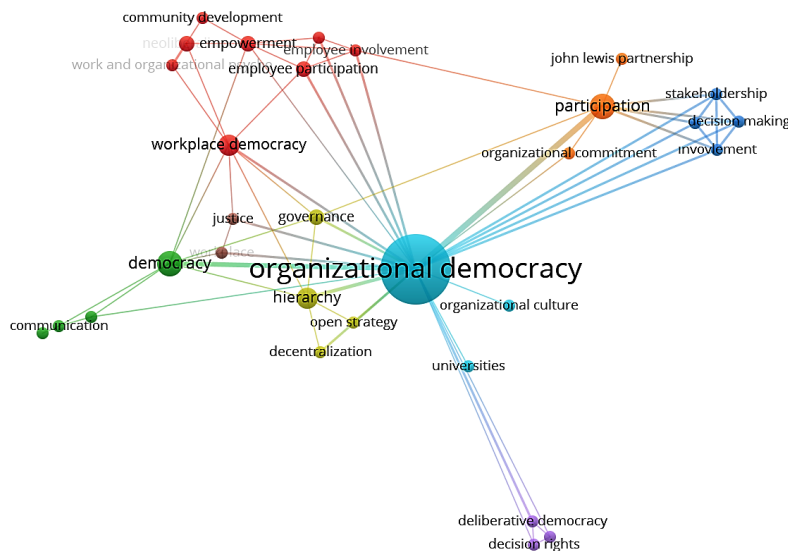
most articles on this concept, together with Economic and Industrial Democracy.

In Table 6 the author effect regarding the concept of organizational democracy is examined. As a result of the ranking made by taking the h index into consideration, it was seen that Unterrainer C. (n = 4), Clarke M. (n = 4), Weber W.G. (n = 4) were the authors with the highest h index. Afterwards, the order continued as Butcher D. (n = 4), Ahmed K. (n = 2), Catcart A. (n = 2), Griffin M. (n = 2), Stohl C. (n = 2). It was determined that Unterrainer C. and Clarke M. were also the authors with the highest g index (n = 5). In addition, while Unterrainer C. (n = 0.250) has the highest m index, it has published a total of (n = 5) articles on this concept and together with Weber W.G. (n = 154) are the most cited authors after Stohl C. (n = 336). has happened.

Table 7 shows the most cited articles regarding the concept of organizational democracy between 1990 and 2023. When a ranking was made according to the most cited articles, the article titled "Participatory Processes Paradoxical Practices: Communication and the Dilemmas of Organizational Democracy", published by Stohl C. in the journal Management Communication Quarterly in 2001,

received the most citations (n = 332). The annual total number of citations for this publication was determined as (n = 14.43). Afterwards, Lee M.T. was cited in the journal named Research in Organizational Behavior with the article "Self-Managing Organizations: Exploring The Limits of Less-Hierarchical Organizing" (n = 181) in 2017, and the total number of citations per year was determined as (n = 25.86). The article "Network Politics, Political Capital, and Democracy" published by Sørensen, E in the International Journal of Public Administration Network in 2003 was cited (n = 124) and the annual average number of citations was (n = 5.90).

In Figure 7 thanks to the co-occurrence analysis carried out in Vosviewer, the power of the keywords written on the subject of "organizational democracy" in the network regarding their co-use situations and the clusters they belong to are shown. While carrying out the study, it was taken into account that a keyword was used at least twice and it was determined that a total of 37 words were shown in 8 different clusters. When the keywords related to the concept of organizational democracy were included in the co-operative network, the most used words were organizational democracy (n = 39), democracy (n = 12),

**Figure 7.** Co-occurrence analysis

workplace democracy (n = 10) participation (n = 9), decision-making (n = 5) and hierarchy (n = 5).

When the thematic mapping technique of the organizational democracy literature was examined, four areas emerged in which different themes were expressed. The degrees of centrality and density were used in the emergence

of these areas. While centrality is shown on the horizontal axis, density is shown on the vertical axis (Islam et al., 2022).

Themes are classified according to their location as follows (Schögl et al., 2020; Scarano et al., 2023).

1. Motor themes: These are expressed as themes in which both centrality and density are high. The top-

Table 7. Most cited publications

Author	Journal	Title	Type of Study	Scientific Contribution	Total Citations	Annual Total Citations
(Stohl & Cheney, 2001)	Management Communication Quarterly	Participatory Processes/ Paradoxical Practices: Communication and The Dilemmas of Organizational Democracy	Literature Review	They tried to define the limits of organizational democracy with 4 paradoxes	332	14.43
(Lee & Edmondson, 2017)	Research in Organizational Behavior	Self-Managing Organizations: Exploring The Limits of Less-Hierarchical Organizing	Literature Review	They presented findings on how a less hierarchical organizational structure should be.	181	25.86
(Sørensen & Torfing, 2003)	International Journal of Public Administration	Network Politics, Political Capital, and Democracy	Case Study	They have demonstrated the impact of the relationship between democracy and network politics on political decision-making processes.	124	5.90
(Harrison & Freeman, 2004)	Academy of Management Executive	Special Topic: Democracy in and Around Organizations Is Organizational Democracy Worth Effort?	Literature Review	They tried to identify the formation, pros and cons of organizational democracy.	111	5.55
(Fenwick, 2005)	Human Resource Development International	Conceptions of Critical HRD: Dilemmas for Theory and Practice	Literature Review	He explained the importance and sub-elements of critical human resources.	104	5.47
(Manville & Ober, 2003)	Harvard Business Review	Beyond Empowerment: Building A Company of Citizens	Literature Review	They developed a model of democratic organisational structure based on the city structure of ancient Athens.	79	3.76
(Powley et al., 2004)	Academy of Management Perspectives	Dialogic Democracy Meets Command and Control: Transformation Through The Appreciative Inquiry Summit	Case Study	In the research, they focussed on how to involve stakeholders in management processes. They explain how to use appreciative enquiry in this regard.	71	3.55
(Wegge et al., 2010)	Journal of Personnel Psychology	Promotion Work Motivation in Organizations: Should Employee Involvement in Organizational Leadership Become A New Tool in The Organizational Psychologist's Kit?	Meta Analysis	What needs to be done to encourage motivation was analysed in two stages. In the first stage, 26 academic studies were analysed by meta-analysis method. Then, high performance work practices and employee participation in organisational leadership were investigated. A new model was created.	67	5.15
(Varman & Chakrabarti, 2004)	Organization Studies	Contradictions of Democracy In A Workers' Cooperative	Case Study	The main problems faced by organizations in the process of institutionalizing democracy were identified.	66	3.30
(Heller, 1998)	Human Relations	Influence at Work: A 25 Year Program of Research	Case Study	A theoretical model was developed using previous project data.	54	2.08

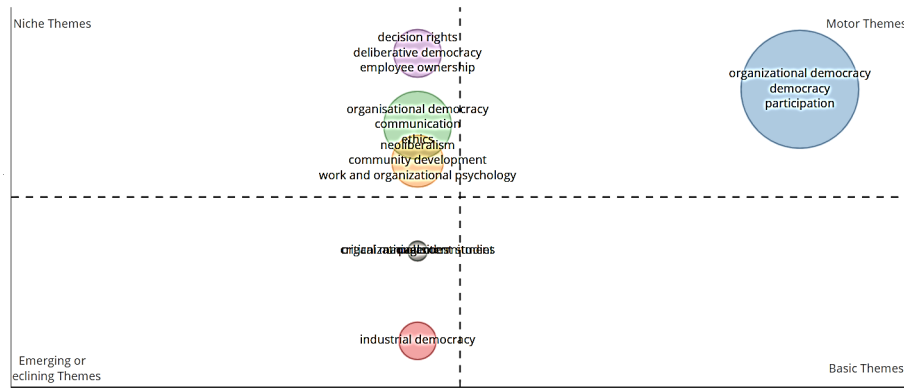


Figure 8. Thematic mapping

ics mapped in this region are studied on a large scale and over a long period of time by a group of researchers.

2. Niche Themes: Defined by high density and low centrality. Clusters are strongly developed but still marginal to the research field.
3. Developing or declining themes: Have low values in terms of both centrality and intensity. These themes are not fully developed or are of limited relevance to the field of research.
4. Simple Themes: They have high centrality and low-density values.

Figure 8 shows the thematic map regarding the concept of "Organizational Democracy". The first words shown in the clusters consist of the words with the highest frequency. While performing thematic analysis in this study, the authors' keywords were used, the first 250 words were used, and the number of tags represented in each theme was set to 3. As a result of the analysis, it was concluded that there was a total of 9 different clusters in 4 themes. When these themes are evaluated respectively, there are motor themes with high density (degree of development) and high centrality (degree of importance) in the upper right region, and they cover the themes necessary for the work area. When the clusters in this theme were examined, it was determined that the concepts of "Organizational De-

mocracy" (n = 39), "Democracy" (n = 7) and "Participation" (n = 7) were represented by frequencies. Niche themes (isolated themes) located in the upper left part of the map are expressed with high density and low centrality. Among the clusters in isolated themes, "Accurate Decision" (n = 2), "Argumentative Democracy" (n = 2), "Workers' Companies" (n = 2) are expressed with frequency in the first cluster, while "Organizational Democracy" (n = 5) is in the second cluster, with the frequencies of "Communication" (n = 2), "Ethics" (n = 2) and finally with the frequencies of "Neoliberalism", "Society Development" (n = 2) and "Business and Organizational Psychology" (n = 2) were represented, and it was observed that all three clusters tended to move from niche themes to motor themes. This shows that the clusters mentioned tend to show high centrality. In the decreasing themes, it was seen that the concepts of "Organizational Commitment" (n = 2) and "Organizational Democracy" (n = 4) were represented with frequencies, but these themes were determined to be low in terms of both centrality and density. It has been determined that the clusters represented in this theme tend to switch to simple themes. In this case, it means that the clusters mentioned tend to show high centrality and low density.

Figure 9 shows the analysis of collaboration between the authors. In the co-authorship analysis conducted in VOSviewer, it was determined that 19 different authors

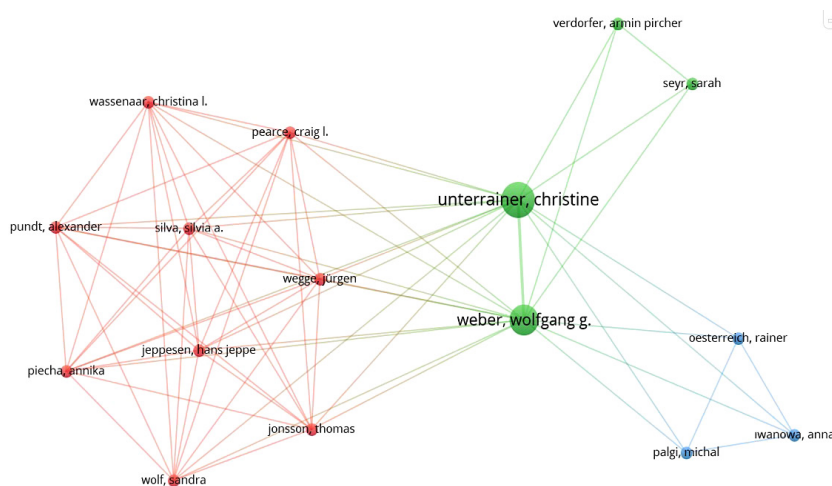


Figure 9. Co-authorship analysis

were represented in 4 different clusters. Some criteria are taken into consideration when evaluating co-authorship analysis. Total connection strength is one of the factors considered. Total link strength refers to the total strength of an author’s co-authorship links with other authors. When the total connection strength regarding the concept of “Organizational Democracy” is evaluated, the authors with the highest connection strength are Unter-rainer C. (n = 21), Weber G. (n = 19), Jeppesen H. J. (n = 10), Jonsson T. (n = 10), Pearce C.L. (n = 10) and Piecha A. (n = 10).

Figure 10 shows the countries of the corresponding authors. In this way, the part called SCP (Single Country Publications) indicates the number of researchers publishing in the same country, while the part called MCP (Multiple Country Publications) refers to the publications made by researchers in more than one country. When the countries of the corresponding authors are evaluated, the USA has a total of 18 articles (SCP: 17, MCP:1), the UK has 8 articles (SCP: 7, MCP:1); It was determined that they published 5 articles in Austria (SCP: 1, MCP: 4) and 3 articles in Pakistan (SCP: 2, MCP 1).

Table 8 when examined, the countries with the most references to the concept of “Organizational Democracy” are shown. In this regard, the USA (n = 481), Denmark (n = 124), Canada (n = 112), United Kingdom (n = 108), Germany (n = 98) and Austria (n = 70) are the countries with the most citations. When the average citations re-

Table 8. Most cited countries

Country	Total Citation	Average Article Citation
USA	481	26.70
Denmark	124	124.00
Canada	112	56.00
United Kingdom	108	13.50
Germany	98	49.00
Austria	70	14.00
India	66	66.00
Australia	54	27.00
France	38	19.00
South Africa	29	29.00

ceived by the articles are evaluated, the countries with the highest average are Denmark (n = 124.00), followed by India (n = 66.00), Canada (n = 56.00) and Germany (n = 49.00).

Figure 11 shows the distribution of authors’ collaborations by country. While the blue colors in the chart indicate the contribution offered, the gray colors mean there is no contribution. Red lines indicate the direction of cooperation. When the cooperating countries are listed, Austria and Germany (n = 3), USA and Austria (n = 2), USA and Norway (n = 2), Austria and Denmark (n = 1), Austria and France (n = 1), Austria and Israel (n = 1) and Austria and Italy (n = 1) were found to be the countries that cooperated the most.

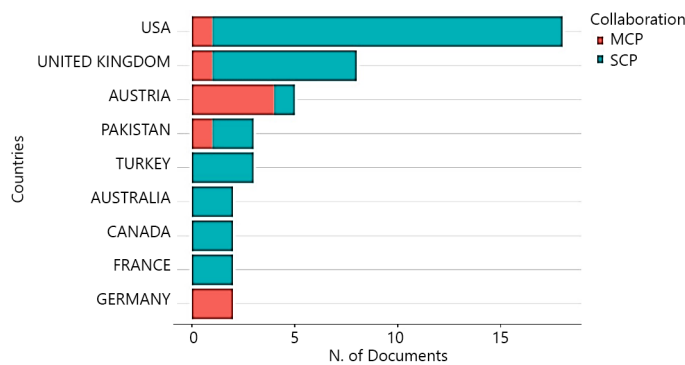


Figure 10. Collaborations by country

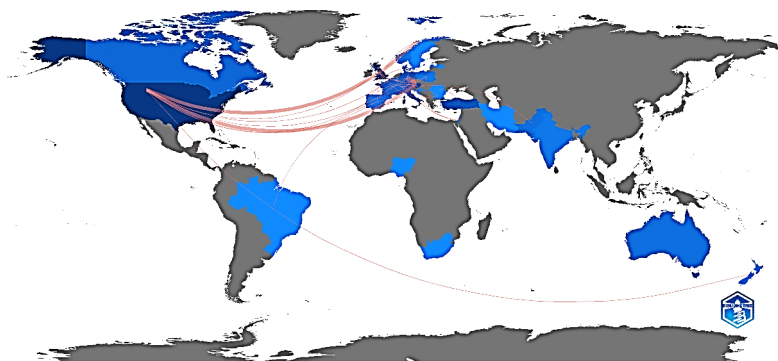


Figure 11. Country cooperation world map

5. Discussion

Organisations are structures in which internal and external stakeholders interact. Academics continue to conduct research to increase the effectiveness of employees, who are internal stakeholders involved in value creation. For this purpose, various concepts such as employee empowerment, participatory culture and transformational leadership have been put forward. Especially participation in organisational decisions has laid the foundations of organisational democracy.

Although academic studies on the subject continue, the fact that there is no study in the literature that deals with the subject with bibliometric analysis makes the research important. With 332 citations, the most referenced study related to the subject is the article written by Stohl and Cheney (2001), where a broad spectrum of literature is reviewed to analyse and elucidate the contradictions between employee participation and organizational democracy. It can be said that the purpose of the article is to examine the contradictions of participation with structure, authority, identity and power. The study is among the pioneering studies in terms of determining the limits of organizational democracy. It is known that organisational democracy is discussed in terms of its contributions to organisations as well as the difficulties encountered in practice. In their literature review, Harrison and Freeman (2004) attempted to identify the formation, advantages, and disadvantages of organizational democracy. Among the contributions of organizational democracy to the organization are increasing institutional commitment, participatory decision-making, a sense of responsibility, a participative climate, and the ensuing innovation and ethical behaviour. On the other hand, there can also be some negativities. These include the fact that leaving decision-making authority to the lower level can sometimes lead to a failure to see the whole. Prolonged decision-making processes reduce efficiency. Resistance to democratic processes may develop. Lower-level employees may also resist increased democracy because of the increased demands and accountability that such a change may entail. Furthermore, democratic decisions may not be appropriate in times of crisis. Kerr (2004) points out that organisational democracy increases the competitiveness and performance of the organisation. Wegge et al. (2010) propose a model of organizational democracy in their research. It builds on theories focusing on organizational participation, shared leadership and organizational democracy. Lee and Edmondson (2017) carry out a literature review, presenting findings on the necessity of having a less hierarchical organizational structure. Powley et al. (2004) elaborate on actions that managers and administrators can take to promote democratic organization with the aim of involving multiple stakeholders and formulating strategic policies. The implementation of democracy in organizations facilitates individual learning and organizational learning, enhancing leadership capabilities.

When the studies in the literature are examined, it is seen that there is still no clear framework for organizational democracy. In addition, when the first ten studies are examined, it is seen that most of the studies are literature reviews and case studies (Fenwick, 2005; Harrison & Freeman, 2004; Heller, 1998; Lee & Edmondson, 2017; Manville & Ober, 2003; Powley et al., 2004; Sørensen & Torfing, 2003; Stohl & Cehoney, 2001; Varman & Chakrabarti, 2004; Wegge et al., 2010).

6. Conclusions

In today's intensely competitive environment, businesses are looking for ways to gain competitive advantage. They are researching how to increase the efficiency and effectiveness of their employees, who are their internal stakeholders, and who are as important as their external stakeholders. Employees are social beings by nature and take part in the organization with these characteristics. Participation in decision-making processes makes employees feel valuable and leads to an increase in motivation. Self-confidence and self-efficacy lead to an increase in job satisfaction, organizational commitment, trust in the organization and organizational citizenship behaviours. Organizational learning, innovation, social capital and ethical climate develop.

Although there are studies that examine the concept of organisational democracy with different analyses in the literature, the fact that there is no study that applies bibliometric analysis makes the study valuable (Zhang et al., 2023). In this study, 99 publications obtained on 07.08.2023 were examined under the title "Organizational Democracy" in the field of "Business, Management and Accounting" in the Scopus database between 1990 and 2023 and were analysed with the help of the R program and VOSviewer softwares. When the information was obtained because of the analysis was evaluated, it was determined that the publications related to the concept of organizational democracy received an average of ($n = 21.67$) citations. It was determined that a total of ($n = 95$) keywords were used for this concept, the keywords used by the authors were ($n = 280$), the number of single-author publications was ($n = 46$), the number of co-authors per publication was ($n = 2.11$), and the number of international co-authors was ($n = 16.16$). When the number of citations related to the concept of organizational democracy between 1990 and 2023 was evaluated, the average number of citations in 1990 was ($n = 0.9$), while the average number of citations in 2001 was ($n = 7.5$), and there was a continuous decrease in the number of citations until 2017. In 2017, it was determined that it reached the highest level with an annual citation average of ($n = 10.4$). The journal with the highest number of publications related to the concept of "Organizational Democracy" published between 1990–2023 is "Economic and Industrial Democracy" with 7 articles. The concept of organisational democracy is often associated with concepts such as participation, hierarchy, employee hierarchy, employee participation, organizational culture,

organizational commitment and communication. As a result, it has been determined that organisational democracy plays a role in the satisfaction of internal stakeholders. It is thought that it will be useful to examine the relationship between the concept of organizational democracy and different concepts.

There are some limitations regarding the study. The most important of these limitations is the use of the “Scopus” database in the use of data to be analysed. In future studies, different databases such as “Web of Science” can be used. However, data obtained from databases such as Scopus and Web of Science are not created only for bibliometric analysis. Therefore, it may contain errors and these errors may affect the analysis performed. Therefore, data should be carefully cleaned by academics to reduce errors (Donthu et al., 2021).

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