

# Stakeholder Conflict: A Case From Turkey

Bilçin Tak<sup>a</sup>

<sup>a</sup>Uludağ University, Department of Management, Turkey  
[btak@uludag.edu.tr](mailto:btak@uludag.edu.tr)

## Introduction

This study examines how the patients and physicians perceive Health Transformation Program as primary shareholders and if there are any conflict between two stakeholders' claims. Health Transformation Program has been conducted by the Turkish Ministry of Health since 2005. After two years this field study was conducted in order to assess the patients and physicians perceptions about the program.

## Data and Methods

Data was obtained from the patients and physicians from 10 state hospitals located in city of Bursa in Turkey. Thus field study was conducted on two different samples. The first sample consists of the patients served by these hospitals. A total of 1000 questionnaires were distributed and 527 valid questionnaires were returned, so the respondent rate was 53 percent. Sixty percent of the respondents were younger than 30 years, 58% of them female and 78% percent were married

The second sample is composed by the 319 physicians working for the same hospitals. Although questionnaire distributed all 10 hospitals, only 184 of them return back. Rate of return was 62%. 72 percent of them male and 89% percent were married. 44.8% were between 24-30 years old and 35.7% older than 31. Seventy percent of the physicians had more than 15 years' occupational tenure.

Regarding Turkish Health Transformation Program's objectives and expected outcomes, a draft measures consist of 47 items was developed in order to assess perceptions of both patients and physicians. Then, two focus group study were conducted to understand the relevant stakeholders' claims and expectations. Consequently, two questionnaires were developed for this study. The first measure consists of 9 items and assesses the patients' perceptions about the results of the Health Transformation Program. The second one is a 13-itemed questionnaire that assesses physicians' opinions related to outcomes of the program. Both measures have internal consistency ( $\alpha = .90$  and  $\alpha = .82$ , respectively)

## Results and Conclusion

Findings show that these two stakeholder groups have not perceived the programme in the same direction; as patients gave more positive feedback for the programme, the latter gave feedback against the programme by more than 50%. The results also suggest that two stakeholder groups are in conflict related to Health Transformation Program. This finding reveals that the primary stakeholder's might have opposite interests in comply with CSR literature. Research limitations and directions for future research are discussed.

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