

Özkan Beste Naz

Necessity of Excellency:
Rethinking Business Excellence: An Internal Organizational Communication and
Motivation-Centered Perspective

Corvinus University of Budapest
Doctoral School of Sociology and Communication Science
Communication Science Program

Supervisors:

Dr. Habil. Kovács László
Dr. Berta-Deli Eszter

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DOCTORAL DISSERTATION

Özkan Beste Naz

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INTRODUCTION

There are an increase of new businesses and new challenges that companies face after the Covid-19 worldwide pandemic (Donthu & Gustafsson, 2020). Because of having too many competitors and new challenges, organizations need to prove their quality on the outcomes such as product, service, after sales process, performance, and price (Quinn & Bailey, 1994). The basic idea here is that quality cannot be focused solely on products and services (Kandampully, 1998). If an organization does not give value to its internal and external partners and focuses only on the product/service itself, the quality of the work decreases, and it cannot stand through the competition. As a source of competitive advantage, systematic functioning quality must remain the distinguishing feature of the company. High quality is not an added value; it is an essential requirement (Manghani, 2011). To be able to assure the quality concept in the organizations, a system must be established. This system should support the success of the company in the sense of relationship with employees and external partners, corporate structure, organizational communication, organizational culture, and social responsibilities of business (Awu, 2022). Businesses, business activity and consumer and employee expectation has undergone a considerable change in recent years (Prastacos et al., 2002). Business excellence models however, which help to ensure business excellence remained the same. Since the world around businesses changed, it is necessary to include new factors into business excellence models, such as:

- 1) communication processes and patterns influencing the performance of the given company,
- 2) employee well-being (such as the possibility to work from home)
- 3) environmental consideration interlacing all business processes.

Current research addresses some of these shortcomings of current major business excellence models and gives an overview to create a new business excellence model which emphasizes the quality aspect in the process of communication in organizations. This dissertation presents a novel analysis of major business excellence models, emphasizing the crucial roles of organizational communication and employee motivation in achieving success. It introduces a new business excellence model that integrates these

elements, particularly in the context of remote working, highlighting how effective communication and motivation are essential in today's evolving work environments. This dissertation makes a theoretical contribution by reinterpreting business excellence models through the lens of organizational communication and motivation, emphasizing these elements as core drivers of organizational excellence. This dissertation offers also a theoretical novelty by combining Socio-Technical Systems (STS) Theory with organizational communication and motivation, and integrating with business excellence models, emphasizing the role of organizational communication and employee motivation as critical mediators of business success. Unlike traditional business excellence models that primarily focus on process optimization and performance metrics, this research introduces a communication-driven excellence framework. This framework redefines business excellence by emphasizing the role of organizational communication and motivation as fundamental to achieving excellence. By doing so, it connects the human-centered and process-driven aspects of business excellence models, addressing a gap in existing frameworks. While STS Theory focuses on balancing social and technical systems within organizations, this research expands its application to remote work settings, showing how effective communication and motivation help maintain stability in digital workplaces. Based on these insights, the dissertation introduces a new business excellence model that positions communication and motivation at its core, moving beyond traditional efficiency-focused approaches to a more human-centered perspective that fosters business success. By integrating STS Theory, communication frameworks, and motivation theories, this research provides a holistic, interdisciplinary approach to understanding and improving business excellence in organizational settings.

Actuality of the study

The reason for the selected topic choice is to analyze organizational communication and employee motivation from a broad and new perspective. The subject of business excellence models and their base, total quality management, is usually considered as a topic for life sciences or business management academic research areas. But the emphasis of these business excellence models, and the total quality management perspective is continuous improvement in every step within an organization, including the leadership behaviors and main communication style. For that reason, the author believes that

communication is one of the most essential principles in the business excellence models and it should be examined within the communication research area. What is known in the literature is that effective organizational communication supports employees' motivation and business success (Ramadanty & Martinus, 2016). On the other hand, current business excellence models support the excellence in every functioning step of the organizations, including the internal stakeholders' satisfaction, motivation, and engagement (Ferdowsian, 2016). The gap and questionable area are that can a company improve the employees' motivation with a well-established organizational communication structure within the establishment of a business excellence model. On the other hand, can a new business excellence model which focuses on effective organizational communication help implement a well-structured process to increase the motivation of employees? The necessity to answer the defined gap area comes from the need to emphasize the quality aspect in the process of communication in organizations. The organizations cannot achieve the success without the effective communication and employee engagement (Tourish & Hargie, 2009), and business excellence models ensure the quality of every step of functioning, the author of the present research investigates that if a new business excellence model focuses on quality aspect of organizational communication and employee motivation while combining remote working environment can increase the internal and external success of the organizations or not. Therefore, a pilot scheme of the new business excellence model will be presented at the end of the dissertation. According to Rajhans (2012), because of the challenges in the world, human resources consider employee management to be one of the biggest challenges in an organization. Human resources demand skilful handling of thoughts, feelings, and emotions to secure highest productivity. Organizational communication plays an important role in this challenge. Therefore, well-structured organizational communication gains importance in the companies. Communication is at the core of most international business operations (Saner & Søndergaard, 2000). In the companies which have international employees, communication has much more essentiality and impact on the employees' situation. Increasingly, successful communication is recognized as a critical factor in the operations of multinational corporations, at the interpersonal, group, and organizational level (Szkudlarek et al. 2020). An organization itself is a system of behaviour and so communication is one of its main attributes (Dupe, 2015). In this research, the author intends to combine excellence models and organizational communication. Organizational

communication has considerable importance in communication studies (Mumby & Stohl, 1996) but the influence of a system to these particular areas was not studied sufficiently in previous research. The analysis would focus on the elements of business excellence models, their effects on organizational communication and at the end, how the systems influence the motivation and satisfaction of the employees. The new approach of this research for the communication research area, is combining three major business excellence models and analysing their elements by pointing out organizational communication. The above-mentioned three major business excellence models are the European Foundation for Quality Management (EFQM), Malcolm Baldrige National Quality Award and The Deming Prize. At the end of this research, a new model will be created which will focus on the effects of organizational communication during remote working processes on employee motivation. Business excellence models provide a functioning system to the company. Without a system, an organization, however major or minor it shall be, cannot achieve success. Since the 1990s, companies have mostly adopted the business excellence models (Fan & Chang, 2021). Existing business excellence models provide guidance for organizations across industries to achieve performance excellence, identify problems, and promote solutions (Dima et al, 2019). Ineffective communication can lead to misunderstandings and lack of information in the organizational functioning. In the end, it would cause an employee or other partner to be unsatisfied and unmotivated (Desa et al., 2019). Business excellence is the ability of organizations to ensure that all relevant partners– as employees, customers, society, and stakeholders (Pozega et al., 2014) – are getting satisfied and motivated through business activities. Since one of the main objectives of business excellence models is to ensure the motivation and satisfaction of the relevant parties of the organization, the role of communication has a large role in this process. However, existing excellence models include the main parts focusing on management style, customer and employee satisfaction, policies and strategies, and results. They do not have the elements of how the communication structure should be implemented, what the main points are, how it can relate to corporate culture and how related parties’, especially employees’, motivation and satisfaction can be increased. Remote or hybrid working has begun to be widely used during and after the Covid-19 pandemic, even by organizations that are not sufficiently prepared for such arrangements technically and organizationally (Urbaniec et al., 2022). Remote working is one of the most flexible working forms (Wang et al., 2020), but it can

be un motivating for the employees if an organization is not fully organized for this specific working type. If the communication flow cannot be integrated between the organization and employees, the productivity would decrease during the remote working. Therefore, the creation of the new excellence model will also enclose remote working processes.

Aim of the current research

The aim of this research is to analyze the internal organizational communication and motivation aspects for organizational success within the framework of the major business excellence models. As an outcome of the main aim, the current dissertation offers a new business excellence model which focuses on the communication, motivation, and remote working aspects. To analyze the communication and motivation aspects in the organizations, STS Theory is chosen as a conceptual framework. STS Theory, developed by Trist and Bamforth (1951), posits that organizations are composed of interdependent social and technical subsystems. Effective organizational performance requires harmonizing these subsystems through structured communication and motivation (Hall, 1995). Since the major business excellence models focus on optimizing both human engagement and operational efficiency for organizational success, effective internal organizational communication and motivation ensure balance between social (people) and technical (process) elements (Welch & Jackson, 2007) and it leads the current research to the investigation of the major business excellence models' role in this system. STS Theory is a suitable conceptual framework for this dissertation because it directly addresses the critical interplay between social and technical elements within organizations, emphasizing the need for effective communication and motivation to achieve optimal performance. Given that major business excellence models aim to enhance both human engagement and operational efficiency, STS Theory provides a comprehensive lens to examine how structured communication and motivation practices contribute to balancing people and processes. Its focus on harmonizing subsystems aligns seamlessly with the dissertation's goal of reframing business excellence models through organizational communication and motivation. On the other hand, one of the main research areas of this study is the analysis of business excellence models and organizational communication strategies' establishment in the companies. The necessity of the new model is coming from the fact that already established business excellence

models do not focus on the role of communication, even though it is one of the most essential factors while assuring the motivation and satisfaction of the relevant parties. Additionally, with the creation of a new excellence model, organizational communication and human resources departments will be integrated more in the quality process. This integration is necessary because every organization, especially with the increasing number of remote workers, must give the needed value and time to its employees to be able to ensure satisfaction, motivation, and productivity. Current major business excellence models connect the organizational success and continuous quality to the satisfaction and motivation of internal and external partners. To be able to ensure motivation and satisfaction, communication is one of the most important tools. Nevertheless, business excellence models do not have communication process as an element of quality included into the models. Additionally, existing business excellence models do not have the criterion on evaluation of remote working process and employee motivation. For that reason, it was still a gap in the communication research: a model needs to emphasize the quality factor in the role of organizational communication into a functioning business excellence model. In the meantime, existing research establishes that STS Theory provides a systemic understanding of how organizations balance social and technical subsystems through organizational communication structure, while business excellence models focus on optimizing processes, performance, and continuous improvement (Landsbergis et al., 1999; Weick, 2012; Wuersch et al., 2023). Additionally, motivation and organizational communication theories explain how employee engagement and information flow impact productivity and organizational loyalty. However, what remains unclear is how organizations systematically use internal organizational communication and motivation, not just as supportive factors but as central drivers, to achieve business excellence, particularly in evolving work environments such as remote setting. The research gap lies in the lack of an integrated framework that operationalizes organizational communication and motivation within the STS structure, demonstrating their direct influence on business excellence rather than treating them as secondary influences. The new business excellence model developed within this framework, operationalizes these factors as core drivers rather than peripheral influences, ensuring that social and technical subsystems are systematically aligned to foster long-term success, adaptability, and resilience in modern workplaces. The research questions of this study are developed to fill the research gaps.

RQ1: How can a company improve the employees' motivation with an organizational communication structure?

RQ1.1.: How can the improvement be more efficient with business excellence models?

RQ2: What are the impacts of business excellence models to employee motivation?

RQ2.1.: How establishment of business excellence models can increase employee motivation?

RQ3: How can a new business excellence model, which focuses on effective organizational communication help implement a well-structured process to increase the motivation of employees?

New Business Excellence Model - Pilot Scheme

The new business excellence model will be completed with the pilot scheme as a main methodology of the current dissertation. The new business excellence model will contain the quality aspect in the whole communication process and focus on the employee motivation. Meanwhile, it will give the criteria for a remote working environment which is not adapted in the major business excellence models. The pilot scheme will have an important factor in the communication structure: how it can relate to corporate culture and how related parties', especially employees', motivation and satisfaction can be increased. The necessity of the new model is coming from the fact that already established business excellence models do not focus on the role of communication, even though it is one of the most essential factors while assuring the motivation and satisfaction of the relevant parties. Additionally, with the creation of a new excellence model, organizational communication and human resources departments will be integrated more in the quality process. This integration is necessary because every organization, especially with the increasing number of remote workers, must give the needed value and time to its employees to be able to ensure satisfaction, motivation, and productivity. The new business excellence model will be the novelty from the mentioned aspects. The new model will be focusing on the communication aspect and increasing employee motivation and loyalty, so small and mid-sized companies will be able to implement and use it. The existing models do not have the aspect of communication and do not reflect the quality factor in organizational communication and employee motivation. The author of the present dissertation suggests that business excellence models should have a communication factor because the reason for all the models' implementation is to increase

productivity and benefits, and without an efficient communication flow, organizations cannot achieve the productivity and motivation; therefore, they cannot achieve the success and excellence. The pilot scheme of the new business excellence model will be implemented in Altınbaş University, Dean of Students Department. The specific department will be voluntarily contributing to the current study, and the pilot scheme will take place in the mentioned department during June 2023-September 2023.

Structure of the thesis

The next chapters of the current research will examine the literature review of organizational communication, organizational behavior, and three major business excellence models. The literature will start with the communication and organizational communication topics and will focus on the effective communication, theories, and approaches of organizational communication. It will continue with organizational behavior and this chapter will emphasize the motivation, employee motivation and evaluation of the topics through organizational behavior. The last chapter of the literature review points of the three major business excellence models (EFQM, Malcolm Baldrige, Deming) and their examination from the perspective of organizational communication and employee motivation. Following the literature review, the methodological part of the research and the results will be shown. The methodology will contain three main sections: preliminary interviews, preliminary questionnaire, and the new business excellence model. The discussion will follow the methodology and results. The research will finish with the conclusion and related annexes for the current dissertation. The research flow of the current dissertation can be found below in Figure 1, and the visualization of the conceptual framework can be found in Annex 1.

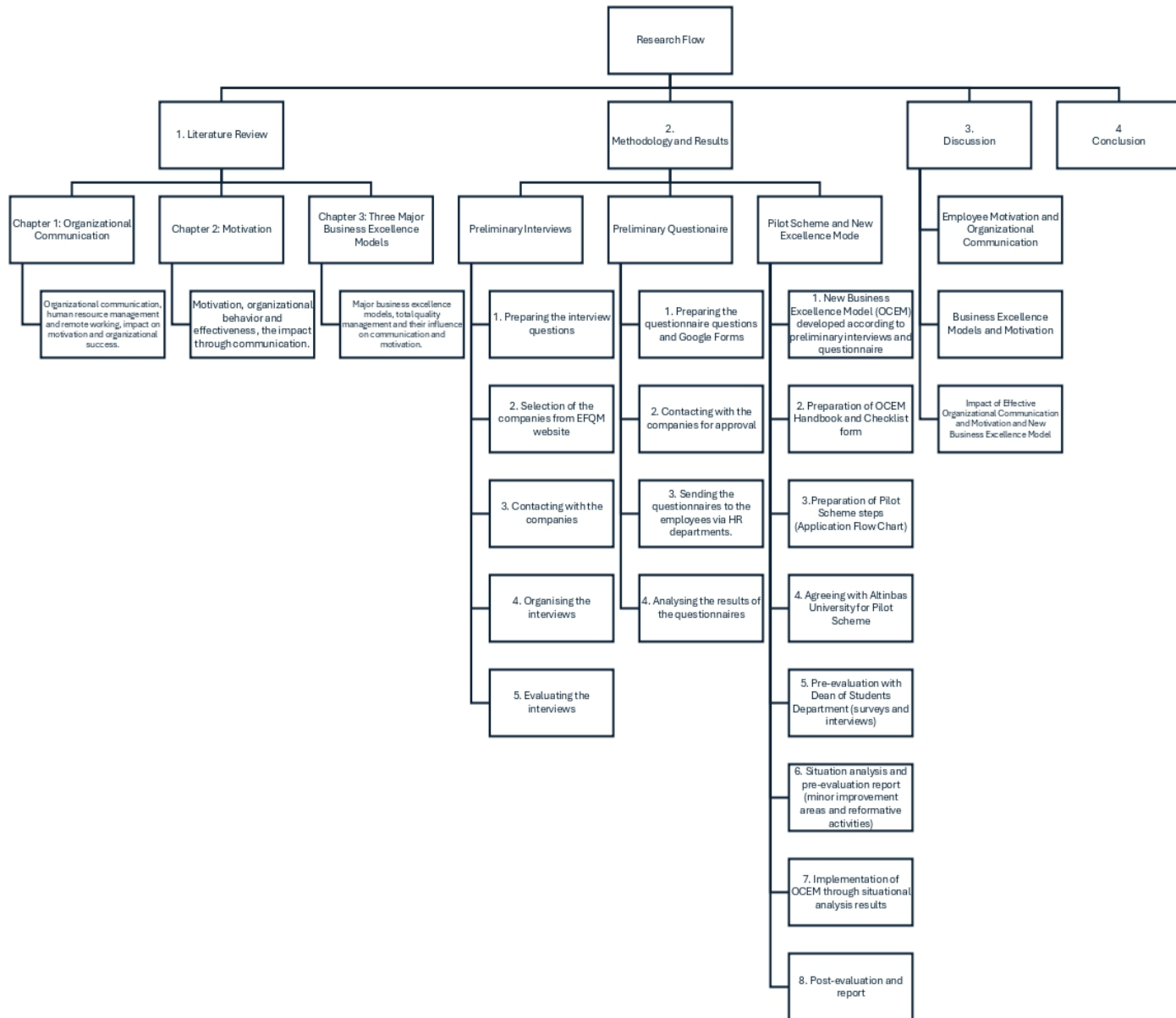


Figure 1: Research Flow
(Source: Author's Work)

CHAPTER 1: ORGANIZATIONAL COMMUNICATION

The current era of globalization is leading to competition in the business sector. An organization's advantage in this competition can be achieved in a variety of ways, and one of these ways is organizational communication and effective human resource management (Irawati et al., 2021). Therefore, it is essential to analyze the components of organizational communication. The current research will start from a broader perspective of organizational communication and elaborate the subject while narrowing it down.

1.1. Definition of Organizational Communication

On a basic level, we can define an organization as a management of structural business (Kovaçi et al., 2021). Organization is a group when two or more people work together to achieve a group result. After the objectives of an organization are established, the functions that must be performed are determined. Personnel requirements are assessed, and the physical resources needed to accomplish the objectives determined (Montana & Charnov, 1993). To complete the determined objectives, individual requirements and sources should be combined in a structure. Finally, appropriate responsibilities are assigned (Montana & Charnov, 1993).

Communication is the most basic activity in an organization and forms the basis of all functions of the organization (Cooren et al., 2011). Organizational activities cannot be coordinated without communication because of the communication need between various departments or divisions of the organization (Cacciattolo, 2015). One of the strongest characteristics of an organization is the collaboration of people. Regarding Kara, an organization is a place that determines the functioning of the society, that expresses the habits, attitudes, traditions, beliefs, and values, which were created in order to eliminate the tasks that the people in the community could not perform alone and the problems they could not solve by themselves (Kara, 2014). An organization is a unit containing parts related to achieving goals (Wibowo, et al. 2023) and these parts contain members of organizations. Organizations have their own structures. Organizational structures are often coordinated by goals, strategy, setting, technology, and organization size (Ahmady et al., 2016). "These variables are unit key and content-based and indicate the whole

organization and its position between the organization and setting” (Ahmady et al., 2016: 457). The structural type of the organization differs by the size of the organization (Lee & Yang, 2011). If the organization is very small and only has few employees, it may not need to create an organizational structure. Because an organizational structure provides a system, an order in the company and it simply helps the employees and employers to know what the hierarchic plan is and what is their job definition. “Organizational communication is the discipline that initiates and organizes the communication of an organization” (Herlé & Rustema, 2005:11). Organizational communication plays a key role in the survival of the organization (Dogan & Derin, 2022). Communication flow has an important aspect in the development of organizations. Organizational communication occurs through information sharing among members. Interactions occur; it can be formal or informal, from superiors to subordinates and higher, through a variety of channels (including face-to-face, written or electronic), and horizontally between personnel of the same level of authority (De Nobile, 2017). It is a compelling subject for researchers due to its critical impact on organizational effectiveness and enhancing interpersonal relationships in the workplace. As organizations continue to transform, the study of communication will remain a vital area of exploration, offering valuable knowledge for improving organizational performance, motivation and employee satisfaction (Jensen, 2003). Organizational communication, by definition, constitutes an intersection that exists between the study of human communication and the study of human organization. At its core, organizational communication is not just about conveying messages, but how communication acts as a fundamental element in creating, maintaining and transforming the structure and culture of organizations (Monge & Poole, 2008). Organizational communication strategies have changed and developed with the change of the management approach in the companies. Organizational communication had different channels and tools for contributing to companies' public relations and publicity in the external communication part. Meanwhile, organizational communication strategies changed in internal communication part too, as a tool of establishing the effective structure for the employees. The systems, approaches and needs of the companies have changed in the 21st century, organizational communication strategies have a new perspective (Yolcu & Ozan, 2022). Today, the only beneficial activity of organizational communication cannot be considered as helping the publicity of companies. Organizational communication is a part of problem-solving approach and developed

communication strategies in the companies to be able to reflect the necessary aspects to internal and external stakeholders (Simcic Brønn & Brønn, 2003). Key components in the workplace can be determined as the organization's purpose, people, structure, technology, external environment and prevailing value system. All these components are understood through communication in various forms. For the organization to achieve the set goals, all components of the organization must work together and the main tool for this is communication (Dupe, 2015). Within the broad field of organizational communication (including organizational culture, strategic management, effectiveness, motivation, behaviour, marketing, public relations and etc.) (Balmer & Greyser, 2003: 162), the present dissertation will focus on the motivational aspects and the importance of organizational effectiveness through communication structuring.

1.2. Goals of Organizational Communication

Every company has different objectives and goals according to its mission and vision (Taiwo et al., 2016). Organizational communication structure and its strategies in an organization can be changed accordingly. The main goal of organizational communication is to create positive and solid relations between the multiple groups on which the company is dependent (Christensen & Cornelissen, 2013). Organizational communication provides the communication between the internal and external stakeholders, and they are necessary for the existence and development of the companies (Christensen & Cornelissen, 2013). In order to have effective internal organizational communication, communication must take place in line with the objectives of the companies, with a certain order and policy (Yıldırım & Tiryaki, 2022). Effective organizational communication influences the motivation and satisfaction of the employees in the companies (Mutuku & Mathooko, 2014). Internally, all employees in an organization need to interact, sustain strategies, formulate policies, and develop strategies. It is also important to enumerate and motivate employees, take decisions, with the help of organizational communication tools (Radovic Markovic & Salamzadeh, 2018). Internal organizational communication provides benefits for the performance of the organization with its working areas such as awareness raising, information, gaining value, participation and consensus building, and conflict prevention or resolution (Güler, 2021). Flow of information is an essential part of organizational communication. One of the most important goals of organizational communication is to share and distribute the related information to internal and external stakeholders (Lewis, 2019). This transmission

supports the transparency and clarity of the organization and creates organizational trust and loyalty. To reach success, organizations need to develop and maintain healthy interactive relationships with their stakeholders, and the purpose of a company's communications system is to facilitate this interaction. That's why creating a system for organizational communications is a vital component of creating and implementing any company's strategy (Koçer & Ölçer, 2021). The related theories and approaches of current trends in organizational communication will be elaborated in the next sub-chapter within the perspective of business excellence and employee motivation.

1.3. Theories and Approaches of Organizational Communication

There are several traditional and modern theories and approaches to organizational communication, such as the Theory of bureaucracy, Taylor's approach, Fordism, Acceptance Theory of Authority and so on. These theories and approaches can be differentiated through the management styles of companies. The current dissertation addresses the Theory X and Theory Y; Human Resources Management Approach; Systems Theory in order to concentrate on the human and communication aspects on the organizational communication. These theories focused largely on internal resources, defining power, measuring growth, communication, and emphasizing employees to improve management (Muhamad et al., 2019).

Organizational communication can be considered as bridging mechanism that aligns the STS Theory's two subsystems to enhance motivation, engagement, and excellence (Barker Scott & Manning, 2024). Therefore, it is crucial to analyze the STS Theory at the beginning of this chapter and evaluate its implications through the other theories and approaches.

1.3.1. Socio-Technical Systems (STS) Theory

STS Theory is probably the most comprehensive body of conceptual and empirical work underlying employee participation and job design practice today. Originally developed at the Tavistock Institute of Human Relations in London, this approach to job design has spread to most industrialized countries in a relatively short time (Appelbaum, 1997). Over 30 years ago, early contributions to socio-technical Theory by Emery and Trist included approaches to the design of work systems. More recently, STS is frequently cited, given the inevitable infiltration of technology into organizations across industries (Appelbaum,

1997). STS draws on concepts from general systems theory, in particular the idea of an “open system”. In general, STS is concerned with the interconnection between the social elements of an organization (people/individuals, their interactions, relationships, incentives, organization, performance measures and the structure in which they operate) and its technical elements (the technology, inventions, knowledge, processes, methods and equipment that power its activities) (Thomas, 2024). Researchers have suggested that harmony must be established between the two subsystems (technical and social) so that employees can overcome the difficulties they face and receive the benefits they expect from management (Cartelli, 2007). Cartelli (2007) states that the characteristics for the two subsystems were:

- the technical subsystem is much more than the sum of the equipment in the organization; it can be defined by the process responsible for transforming the system inputs into system outputs. The transformation process must be continuously controlled to ensure that the system goals are achieved.
- the social subsystem is much more than a set of technical control tasks to be performed by people. Technical tasks are combined with individual jobs and responsibilities assigned to groups. Any analysis and redesign of the social subsystem means reviewing the jobs and their corresponding social roles in terms of their impact on the technical subsystem and the degree to which they increase or decrease the quality of working life for the individuals and groups involved in production (Cartelli, 2007).

From the socio-technical perspective, the goal is to achieve joint optimization of the technical and social systems within an organization. The social system includes the attributes of people, the relationships between people, and the reward systems, while the technical system includes the processes, tasks, and technology required to perform the organization's operations (Munkvold, 2000:14). Emery and Trist noted that there are seven principles of this functioning system in the organization. Firstly, the work system should be conceived as a series of activities that form a functioning whole rather than as a collection of individual jobs. Second, the work group should be considered more central than the individual job holders. Third, the internal organization of the work system should be preferred by the supervisors to the external organization of individuals. Fourth, the basic design philosophy should be based on redundancy of functions. Fifth, the discretionary component of the job is as important to the success of the system as the

foreseen component. Sixth, the individual should be seen as a complement rather than an extension of the machine, and seventh, job design should increase rather than decrease variety. This means that individual and organizational learning is essential to permit organizational adaptation (Pasmore, 1995). According to these seven points, Appelbaum (1997:453) summarized the flow of the work design within the principles of socio-technical theory as follows:

1. *“Minimal critical specification of rules* - this principle has two aspects, negative and positive. The negative simply states that no more should be specified than is absolutely essential; the positive requires that we identify what is critical to overall success. In practice this means the work design should be precise about what has to be done, but not how to do it. The use of rules, policies and predefined procedures is kept to the absolute minimum.
2. *Variance control* - variances, or deviations from the ideal process, should be controlled at the point where they originate. This recognizes each individual as the first line of defense for his or her respective core tasks and the manager as the first line of defense for most boundary-related tasks.
3. *Multi skills* - each member of the system should be skilled in more than one function so that the work system becomes more flexible and adaptive. This allows a function to be performed in many ways utilizing different people.
4. *Boundary location* - roles that are interdependent should be within the same departmental boundaries. Interdependence may be a function of both knowledge and expertise. Boundaries are usually drawn on the basis of one or more of three criteria: technology, territory or time.
5. *Information flow* - information systems should be designed primarily to provide information to the point of action and problem solving. This is in contrast to most systems, which provide information based on hierarchical channels.
6. *Support congruence* - the social system should be designed to reinforce the behaviors intended by the new structure. Rewards, hiring practices, departmental structures, training systems, and so on all need to be congruent with the basic work design and work group structures.
7. *Design and human values* - the design should achieve high results by providing a high quality of work life to fulfil individual needs. This is the very heart of STS Theory. Superior results come from the joint optimization of individual and organizational needs.”

Socio-technical Theory suggests a human centric approach to the organizations. The strength of STS is that it integrates the different phenomena of social and technical subsystems. More importantly, the integration of technical and social systems helps organizations evolve and build upon each other; for example, interaction between community members is supported by the technical infrastructure, and members can contribute to the development of the infrastructure, as typically demonstrated by open-source communities (Fischer & Herrmann, 2011). The theory assumes that the success of a socio-technical system is a product of the interactions among these subsystems. Socio-technical theory emerged in response to dominant technocratic models that were technologically deterministic and ignored human factors (Zarei et al., 2024). These models were seen as limiting because they ignored social aspects within a system, particularly in terms of how the social subsystem interacted with the technical subsystem. Therefore, the socio-technical approach was proposed to recognize the importance of society or social aspects in the design, redesign, and interventions affecting a system, according to which the goal of each subsystem would be to achieve its own goals using its own means, but also to exist in an interdependent relationship with other subsystems (Abbas & Michael, 2023). One of the well-known types of information on socio-technical design is the contribution to value systems. This theory tells organizations that even as technology and organizational structures change, the rights and needs of the worker must have as high a priority as the rights and needs of the non-human parts of the system. Employees should be allowed and encouraged to participate in and influence decisions that affect them (Mumford, 2006). One of the most important tools to implement these aspects and sustain them is organizational communication. Organizational communication is a unified system that aligns the two subsystems to increase motivation and engagement (Kontoghiorghes, 2016). Therefore, examining the STS Theory together with organizational communication standards and investigating its effect on motivation provides an important theoretical framework for this research. General Systems Theory enhances STS Theory by highlighting that organizations are open systems, where feedback loops foster adaptability; within STS, the interaction between social and technical subsystems with their environment, supported by communication, is crucial for maintaining organizational stability and promoting innovation.

1.3.2. General Systems Theory

Von Bertalanffy's *General Systems Theory* (1968) originally focused on living systems within biology but extended its principles to the social sciences. This led organizational scholars to adopt the metaphor of organizations as living organisms rather than machines (Muhamad et al., 2019). The work of Ludwing Von Bertalanffy recognized the need for any organization to interact with its external environment, contrary to what was suggested by classical school theorists such as Max Weber, F. Taylor and Fayol, who viewed the organization as a closed system. According to him, in order for an organization to survive, it must work in an open system, not a closed system, just like a living organism survives (Chikere & Nwoka, 2015). Studies of cognitive development and human perception are increasingly beginning to rely on a systems approach. Systems theory does much to make comprehensible the complex dynamics of human bio-psycho-socio-cultural change (Laszlo & Krippner, 1998). Systems theory introduced the concept that an organization is more than just the summary of its individual parts, recognizing the complexity and interdependence within systems. However, it did not offer specific guidance for managers, leaving their roles somewhat unclear and generalized. While organizations are encouraged to adapt to their context for greater effectiveness, the practical methods for achieving this adaptability have not been thoroughly addressed by the theory (Winzenried, 2010). Systems theory emphasizes the relationships and interactions between the parts of a system rather than merely reducing it to its individual components. For example, rather than analysing the human body by isolating its organs or cells, systems theory examines how these parts are arranged and how they interact to function as a cohesive whole. The organization and interaction of these parts are what determine the overall properties and behavior of the system. This approach highlights the importance of understanding the interconnectedness within a system to fully grasp its functioning and outcomes (Chikere & Nwoka, 2015). Organizational system consists of elements of managers, employees, stakeholders, environment and communication. Human factors in the system are one of the most important components. Human performance is the development of the management, the resulting systems, using a systems approach to achieve organizational and individual goals (Weinberger, 1998). Since the General Systems Theory emphasizes the importance of internal relations and communication within organizations by viewing them as interconnected systems composed of various interdependent parts (Winzenried, 2010),

the author of the present dissertation states that the theory is important to be examined from the points of effective communication and coordination which are essential for maintaining the system's overall balance and achieving organizational goals. General Systems Theory complements STS Theory by emphasizing that organizations function as open systems where feedback loops drive adaptability. In STS, both the social and technical subsystems interact with their environment, and communication plays a vital role in sustaining organizational stability and innovation (Shani & Sena, 1994). General Systems Theory suggests that businesses must continuously exchange information within and beyond their boundaries to remain competitive and resilient (Fiksel, 2003). Within an STS framework, effective internal organizational communication serves as a feedback mechanism that allows both subsystems to adjust in response to changes in business conditions, technological advancements, or shifts in employee needs. The author of the present dissertation states that this aligns directly with business excellence models, as adaptability and continuous improvement are essential for maintaining high performance and organizational success. Based on General Systems Theory's view of organizations as open and adaptive systems, the combination of Theory X and Theory Y applied within STS further illustrates how different managerial assumptions about human behavior shape the interaction between social and technical subsystems (Appelbaum, 1997).

1.3.3. Theory X and Theory Y

Theory X and Theory Y, developed by Douglas McGregor, offer two contrasting views on employee motivation and behavior, each of which has significant implications for coordination, communication, and motivation within organizations. Understanding these theories helps managers design communication strategies and motivational techniques that align with their assumptions about employee behavior, fostering an environment that either controls or empowers employees based on the perceived underlying motivation. Therefore, it is important to examine the theory in the process of the current dissertation. Douglas McGregor has mentioned Theory X and Theory Y firstly in 1960, in his management book named "The Human Side of Enterprise". He described two different managerial viewpoints and their influence on the employees' perceptions. Theory X and Theory Y describes management views on employee work orientation. Theory X views employees as lazy, uninterested in doing a good quality of job, and having little interest in the goals of the organization. As a result, management must closely monitor employees to ensure that business is running successfully. On the other hand, Theory Y predicts that

employees have a desire to do a good quality of job and are therefore interested in organizational goals. They want to be involved in organizational decision making and use their skills and responsibilities to be able to ensure the success of business and themselves (Bass, 2015). Theory Y determines the employees as motivated and if they are motivated, they care about the successful functioning of the company. Therefore, it is important to ensure the employees' motivation and satisfaction. But even though the two theories seem totally different, it is not possible to generally differentiate the Theory X and Theory Y personalities. It is likely that Theory X and Y are not opposites (Burke, 2011). The interaction between the two is strong, and furthermore, each of us, whether in management and leadership roles or not, is likely to have both X and Y beliefs and these two beliefs interact within us (Burke, 2011). Theory X and Theory Y suggest two completely different management styles and it has definitive consequences for both cases. However, management styles differ through the type of business, working conditions, goals of the organizations, and personal characteristics of employees and managers. Therefore, it is necessary to understand the basic conditions and develop behaviors accordingly. Otherwise, it is highly expected to lose the loyalty and motivation of the employees and decrease the job quality. In this case, human resource management and its departments have essential importance for the companies to understand and support the continuous motivation of employees. Theory X and Theory Y is consistent with STS Theory by explaining how managerial assumptions affect the social subsystem within an organization. In an STS-based framework, the effectiveness of the social subsystem depends on how management interacts with employees and structures communication (Kant, 2016). Theory X and Theory Y approach, which assumes that employees are able to motivate themselves and take responsibility, supports an open, participatory communication system that promotes better integration between social and technical elements. In STS, this means that businesses that adopt a Theory Y mindset are more likely to have adaptable and collaborative social subsystems that complement technical efficiency and are more aligned with business excellence models. Theory X and Theory Y, when viewed through the lens of the Human Resource Management approach within STS, demonstrate how managerial beliefs about employee motivation directly shape the interaction between social and technical subsystems by either constraining or empowering the workforce as vital organizational assets.

1.3.4. Human Resource Management Approach

Human resource management refers to “the managerial, scientific, engineering, technical, craft and other skills which are developed and employed in creating, designing and developing organization and in managing and operating productive and service enterprise and the economic institution” (Igwe et al., 2014: 210). As a very important business function, human resource management creates a specific management style with the philosophy that positions employees as the most important competitive advantage. The direction of this philosophy places people at the center of elements of organizational success (Mihanović, 2021). Employees are one of the most important factors in human resource management. Building an effective communication flow is crucial for engaging with the employees as an organization. To have a well-established relationship with the employees, human resource management practices on business performance is significant. Human resource management mostly deals with the employees’ motivation, satisfaction, performance, and working behavior (Kehoe & Wright, 2013). The effects of human resource management on employees’ job performance can be basically divided into the following three types:

1. Developing employee skills if businesses try to encourage employees to contribute extra efforts (for example, professional licenses, upgrade skills, and improve work motivation), they are more likely to create attention to work performance.
2. Empowering the working attitude of the employees. The working attitude of the employees is very important, because it will affect their working behavior.
3. Provide incentives to motivate employee contribution to the company (Su et al., 2022). Ensuring the employees’ involvement in organizational functioning has a large impact on organizational success.

To be able to provide the involvement, human resource management is one of the key aspects in organizational communication (Putra & Ali, 2022). Employee involvement positively impacts such work behaviors as job satisfaction and organizational commitment. Employees tend to be more productive when they are trained and involved in decision making (Amah & Ahiauzu, 2013). Communication and decision making are closely related to performance. Communication influences the decision-making process (Fahmi & Ali, 2022). Because with the communication ability, it would be very helpful in the management of existing resources, especially in the terms of human resources management (Fahmi & Ali, 2022). Human resource departments in the organizations have

the main role of giving the training to the employees to be able to assure the employee involvement. In this case, communication has a large influence on creating the involvement and decision-making process. The success of a company lies in how it manages its human resources (HR) from recruitment, selection, placement, development to the end of career. Every company does not only expect talented, competent and skillful employees; the most important thing is their willingness to work hard and achieve the best result. For this reason, leaders should encourage their employees and ensure that their motivation to fulfill their duties is high (Ramadanty & Martinus, 2016). The examined theories and approaches are theoretically proved that organizations choose the management styles and shape their communication accordingly. The excellence in the organizations comes firstly from the top management and leaders. The leadership effects will be evaluated during the next chapters, but it is important to note that organizational communication cannot be considered through the leaders' opinions and top management decisions. The factors affecting employee motivation and satisfaction are usually developed by the managers, therefore it is essential to analyze the management of organizational communication and the structural changes in workplace environments through communication. The human resources management approach fits within STS Theory by focusing on optimizing the social subsystem through leadership, motivation, and employee development. STS suggests that the social and technical elements of an organization must be in harmony, and HRM plays a key role in ensuring this balance (Thomas, 2024). HRM-driven communication strategies, such as employee feedback systems, leadership training, and continuous learning programs, enhance the social subsystem by making employees more engaged and responsive to organizational processes (Koman et al., 2024). It can be noticed that this approach supports STS principles, as a well-functioning social subsystem facilitates effective use of the technical subsystem (e.g., workflow systems, technology, and structured processes). As a result, HRM ensures that communication strategies are not only top-down but also interactive, reinforcing adaptability and continuous improvement within business excellence models.

1.4. Management of Organizational Communication

“Communication within any organization is crucial for its smooth functioning” (Chitrao, 2014: 355). Organizational communication's tools and methods have been updating since the new technological developments in the world (Jablin & Putnam, 2004: 551). The improvement does not only cover the tools, but it also influences the area of application.

1.4.1. Methods and Tools of Organizational Communication

Although it varies from organization to organization, organizational communication includes traditional disciplines such as public relations, sponsorship, human resources, media relations, labor relations, technical communications, training and employee development, marketing communications and management communications in external communication (Baygül Özpınar, 2021). In the context of internal traditional communication tools such as magazines, corporate brochures were used within the scope of organizational communication, it is seen that the internet, which emerged with the development of communication technology, has started to take its place among the tools. The internet revolution, which initiated an important process in communication, points to a transition from one-way communication dimension to multi-directional communication process in the structure of traditional internal organizational communication tools (Mert, 2019). Organizational communication tools are divided into written, oral, and electronic (Adıgüzel et al., 2016). Written communication constitutes most managerial activities. Organizational activities need to be constantly edited in order to control or obtain information at later stages (Adıgüzel et al., 2016). Oral communication on the other hand, still is one of the most chosen communication styles in the organizations. The most important oral communication tools used in communication of organizations are face-to-face meetings. Despite the developments in communication technology, face-to-face communication is more effective than all other communication tools since direct communication can take place without any tools (Demir, 2011). Meetings and conferences can be given as examples for oral communication. For some organizations, meetings are the cornerstone of the communication strategy as they are environments where employees and superiors come together and share their thoughts, questions are expressed, and complaints are conveyed (Adıgüzel et al., 2016). Organizational communication practices have changed, and computer and internet-based communication tools started to have important functions in the field of communication. In addition to traditional oral and written communication tools, corporate websites with a high impact area, intranet, extranet, e-mail, corporate blogs, wikis, video sharing networks, forums, photo sharing networks, location-based tools, podcasts, social media platforms have been added (Canpolat, 2023). Organizational communication methods and tools develop day after day. The author of the present dissertation suggests that if organizations follow the new trends, new workplace environment changes and analyze them through their

employees' expectations and suggestions; the motivation and satisfaction of the employees would decrease. Human resource management departments keep the track on the employees' comfortability factors and what are the measures of staying motivated during the work. Since organizational communication tools and methods change through the companies' preferences and working environments, the author suggests that it needs to be noted that the change should follow the employees' expectations and comfortless. As the new remote working systems and computer-mediated communication have consistently changing, it is another essential impact factor to examine remote working and its effects on communication.

1.4.2. Internal Communication

Organizations are established to achieve specific goals. In order to achieve these goals, employee motivation and communication style become very important (Nwata et al., 2016). Within the perspective of globalization, organizations recognized the importance of good communication. They often struggle to make the connection between "what is said" and "what is done." It therefore initially aims to explore the nature of the link between change, change management and internal communication (Kitchen & Daly, 2002). Consequently, the impact of internal communication in organizations increased. Internal communication is the term used to describe an organization's managed communication system in which employees are considered an internal public or stakeholder group (Yeomans & FitzPatrick, 2017). It refers to the communication between people who are employed in an organization or between components of an organization or between management and employees (Yue et al., 2021). Internal communication contains all communicative and information activities among the members of an organization (Stevanovic & Gmitrović, 2015). Internal communication is an essential communication network of a company (Robson & Tourish, 2005). When a strong network has been built, it ensures the best productivity and performance of the employees (Nwata et al., 2016). And the performance and productivity also reflect the quality of the product or service. The proper functioning of internal communication relates to the flow of information between employees and managers (Jakubiec, 2019). As we take into account the hierarchical structure in a company, this flow of information becomes more important. When the correct and sufficient information is not given to employees, the performance and motivation would be decreased (Bol & Smith, 2011). Meanwhile, the relationship and communication style between managers and employees

gains much more importance with internal organizational communication in the terms of performance and motivation (Taylor et al. 1995). The managers' way of communication affects the motivation of employees (Park & Rainey, 2012). Due to this reason, communication must constitute the correct and solid direction. Ineffective internal communication can lead to misunderstandings, lack of information, poor performance, and increased employee rotation. Failure of managers to communicate effectively with their employees causes performance and motivation to decrease (Chitrao, 2014). The directives of the managers to the employees must be stable and in order. When a change is involved, employees must be informed, and they must work on the change. Employees of the company are the internal stakeholders (Winkler et al., 2019). Definition of the term stakeholder can be given as "any individual or group who can affect or is affected by the achievement of the organization's objectives" (Metcalf, 1998: 30). A company has a responsibility towards its stakeholders, and it must point them out in new decisions. If an organization would like to perform well and successfully, supporting employees as internal stakeholders should be an integral part of the organization's identity and culture (Brunton et al., 2017). If an employee is unaware of the company's goals and is not aware that he/she is a part of this success and cannot receive feedback on the work, employees may have lost motivation and interest. This becomes a pressing reason for emergence of internal communication within an organization (Mubarak & Darmawan, 2019). An organization's focus on communication with its internal stakeholders contributes to a large importance for the organization to survive in the long term and achieve its goals, providing value to both the organization and its stakeholders (Sutton et al., 2022). It is recognized that effective internal communication provides potential benefits to the organization (Sutton et al., 2022). Effective internal communication leads to improved business outcomes and committed employees are being more productive (Verghese, 2017). Overall, effective internal communication supports employee loyalty and increases employees' performance and motivation in certain levels. In a production process where quality is focused, there is a disconnect between departments among company employees due to disruptions in in-house administrative work. Disconnection between departments will negatively affect the functioning of the institution. At this point, the organization should try to win its employees through a correct communication cycle and adopt a working model focused on increasing motivation. The present research suggests that the aim of organizations to keep the motivation of their employees high and,

in parallel, to obtain quality work, can be possible with effective internal communication. It is noted as an undeniable fact that internal motivation goes parallel with a successful internal communication effort. Therefore, it is suggested as an essential factor to provide effective internal communication strategies to employees to ensure the quality and excellence in the organizations. In an organization, “sharing information through all available channels is vital for effective internal communication” (Lee, 2023:1). Thus, within the high number of remote working, it is important to examine the remote working processes and computer-mediated communication with the focus of internal communication and motivation. Relationship between computer-mediated communication, organizations’ efforts on improving computer-mediated communication and its direct effects on employees are highly important in terms of motivation of employees.

CHAPTER 2: MOTIVATION

Motivation is the driving force behind all human activities, including work, and it energizes and directs employees toward achieving the organization's goals. Effective work motivation ensures that employees are aligned with the company's objectives and are committed to contributing to its success (Ramadanty & Martinus, 2016). Motivation is an important factor that encourages people to do their best and help them achieve business goals (Jain et al., 2019). In organizations, motivation is one of the most critical points which has an impact on employees' engagement and work performance. Therefore, it is crucial to analyze the details of motivation within the scope of employees, organizational tools, and environment.

2.1. Definition and Scope of Motivation

Motivation is a process that encourages individuals to achieve something they want. Motivation is about willingness and ability to work hard to achieve organizational goals (Mubarok & Darmawan, 2019). The motivation people bring to work plays a big role in work performance and engagement. Another definition of motivation by Tokarz and Malinowska (2019: 2) states as "Psychological processes that determine (or energize) the direction, intensity, and persistence of action within the continuing stream of experiences that characterize the person in relation to his or her work." Today, business environments started to be more competitive and highly stressful. Therefore, keeping employees in a motivated position has an essential impact on organizations' business success and achieving organizations' goals (Mubarok & Darmawan, 2019). When employees are motivated and satisfied, these emotions turn into full commitment to the organizations. Organizations usually try to create a positivity-based relationship with their employees. Motivation is an important factor for employees to work at a high-performance level and complete their tasks (Marczak & Yawson, 2021). There are several different methods and combinations for motivating employees, but some strategies predominate in organizations aimed at improving employee motivation. Given that the field of human resource management is characterized by dynamic development, a lot of theoretical and practical knowledge is quickly overcome. But there is one thing is certain: human resources mean not only the aggregate of employees but also tries to find individuals' potentials. For example, available knowledge and experience, possible abilities and skills, possible ideas and creations, degree of motivation and interest in achieving organizational goals, and the

like (Aleksić et al., 2019). Motivation contains many theories examining how it is structured. These motivation theories are generally examined in two groups. The motivation theories in the first group are generally theories that comprehensively investigate the causes of human motivation (Ergül, 2005). The first group; content theories try to preserve the formations, events and human needs that constitute motivation (Ergül, 2005). Motivation theories in the second group are process theories that examine the formation and stages of motivation. Process theories attempt to recognize the nature of the motivational process that can be observed from need emergence to its satisfaction (Ergül, 2005). Employees are sometimes motivated internally and sometimes externally (intrinsic and extrinsic motivation). Managers need to know the channels and efficiencies to motivate employees and follow policies accordingly. Although it is difficult to develop a motivation model suitable for every person, every society, and every organization, correctly determining what the motivation factors will be and how to use them will positively affect the job satisfaction levels and performances of the employees (Aslan & Doğan, 2020).

2.2. Factors Affecting Motivation in Organizations

There are many motivation factors that interact with each other and many other factors and may differ depending on the active situational variables (Karakaya & Ay, 2007). Motivational factors can be divided into two groups as: organizational and individual factors. Karakaya and Ay (2007: 58) identified the detailed factors (Table 1) about organizational and individual parts of motivation in organizations. According to the results of their research, individual factors are more effective on motivation than organizational factors. When an evaluation is made in terms of organizational factors; appreciating the work done, giving importance to the person are very important for motivation. Factors of being able to communicate with the management and not having the work monotonous are very important in terms of motivation (Karakaya & Ay, 2007).

Organizational Factors	Individual Factors
Appreciation	Time
Decision making	Learning
Importance	Goals
Discipline	Expectations
Communication	Emotions

Monotony	Material Awards
Circumstances	Information
Workload	Co-workers
Social Possibilities	Canorousness

Table 1: Organizational and individual motivation factors

(Karakaya A. ve Ay F.(2007). Çalışanların Motivasyonunu Etkileyen Faktörler Sağlık Çalışanlarına Yönelik Bir Araştırma, Cumhuriyet Üniversitesi, Sosyal Bilimler Dergisi, 31(1):55.)

The main purpose of motivation practices in organizations is to harmonize the goals of employees with the goals of the organization, so that employees benefit both themselves and the organization while continuing their activities in line with the goals of the organization (Örücü & Kanbur, 2008). Motivational factors in the organizations that shape the motivation practices examined in three groups: economic, psycho-social, and organizational-managerial. It is stated that economic factors that motivate employees are wage increase, bonus wage, economic reward, and profit participation (Onay & Ergüden, 2011). For example, in a motivation study, it is suggested that seniority-based wage payment can be used as a motivation tool (Örücü & Kanbur, 2008). Psycho-social motivational factors contain independent work, social participation, value and status, personal development and success, adaptation to the environment, individual suggestion system, psychological security (Hakmal et al., 2012). Lastly, organizational management can be listed as unity of purpose, balance of authority and responsibility, training and promotion, participation in decisions, intra-organizational communication, job expansion, job enrichment, autonomous work groups and improving the working environment (Karadağ et al., 2015). Motivation is a process valid for every person, regardless of the field they work in, and in short, it is the process of influencing the individual to act (Karadağ et al., 2015). Thus, it is necessary to analyze the importance of motivation in organizations in detail.

2.3. Importance of Motivation in terms of Organizations

Work motivation is defined as a set of forces, both internal and external, that enable the formation of work-related behaviors, determine the form, direction, intensity, and duration of these behaviors (Baltacı et al., 2016). The concept of human capital and knowledge management is that people have skills, experience and knowledge and therefore have economic value for organizations. These skills, knowledge and experience

represent capital because it increases productivity and motivation (Ramlall, 2004). Motivation and satisfaction are considered as the factors that affect job performance. Job satisfaction is arguably considered one of the most important elements in assessing the efficiency and effectiveness of any business organization. According to the results of business research, today, businesses with a modern management approach take into account the personal needs, wishes and desires of their employees as necessary, and this is a very good indicator of ensuring job satisfaction (Jalagat, 2016). Motivation and satisfaction are evaluated as crucial factors in organizational growth and every employer needs to support the most effective motivation approach for their organization to ensure sustainable development in the competitive area (Kalogiannidis, 2021). For employees, it is important to know what factors are necessary to improve daily job tasks and how to meet the manager's expectations. It is called importance since employees' motivation is related to their daily work and their environment at workplace with the other colleagues and managers (Zaki & Norazman, 2019). In terms of the importance of motivation in organizations, it is another perspective to analyze the relation between job performance and motivation, as it is mentioned earlier. Job performance can be defined broadly as the overall value expected from employees' actions during a certain time period. Employee performance has become significant as human resources, and organizational specialists have become more interested in the degree of output achieved from employees (Hemakumara, 2020). Aboazoum et al. (2015) conducted a study in Libya which contains the job performance level's relation with certain elements in the organization such as organizational culture, motivation, and leadership skills of the managers. According to the research, the authors found out that in creative environments employees' performance increases and their motivation increases accordingly. Meanwhile, constant motivation combined with a teamwork environment can increase employees' performance and encourage them to repeat the desired behavior. Another study conducted by Khan (2012) analyzed the job performance related factors. Khan found out that there is a positive relationship between job performance, motivation, and workplace training. Motivation and training were the most repeated factors from the participants, and it is undeniable to state that each of these factors play a key role in increasing the job performance. Nadeem et al. (2014) studied with a qualitative study that all aspects of employee motivation are important in job performance and organization's success. Authors concluded the study with the facts that employee motivation is necessary and important for all kinds of

organizations. It increases efficiency and effectiveness and helps achieve the company goal. It seems that companies that take care of their employees are progressing rapidly. According to the related literature, motivation and its engaged factors as leadership, job performance, culture, and satisfaction (Al-Jedaia & Mehrez, 2020) are necessary as a combination in the organizations to ensure the success and employee loyalty.

2.3.1. Examination of Relationship Between Organizational Behavior and Motivation

“Organizational behavior focuses on the behavior, attitudes, and performance of people in organizations. Organizational theory focuses on the design and structure of organizations” (Champoux, 2010: 6). Organizational life and organizational behavior are unimaginable without at least some level of bureaucracy, authority, and management style. Therefore, it is crucial to analyze the organizational behavior research area in a detailed way (Mumby, 2012). Organizational behavior is the study of human behavior in organizational environments and how human behavior interacts with the organization and the organization itself (Olutoye & Asikhia, 2022). The research area of organizational behavior is interested in employees' thoughts, feelings, emotions, and actions in a workplace (Rollinson, 2008:7). The purpose of organizational behavior is to provide a better understanding of the factors that affect individual and group dynamics in an organizational environment so that individuals, the groups, and organizations they belong to can be more productive and effective (Dartey-Baah & Amponsah-Tawiah, 2011). Leaders and managers in the organizations must be able to understand the impact of the elements of productivity and effectiveness to the employees' motivation while placing short- and long-term goals, because employees do not work on their own in isolation. They encounter other members and the organization in various ways, especially among communication processes (George & Jones, 2012). Organizational survival and related behavior connect to management's ability to receive, transmit, and act on information. (Ivancevich et al., 1990). Points of contact include managers, colleagues, the organization's official policies and procedures, and various changes implemented by the organization. The organization is also affected by the presence and eventual absence of the members. Therefore, it is clear that the study of organizational behavior must consider the ways in which the individual and the organization interact (George & Jones, 2012). Organizational behavior is the analysis of people and social situations in a context, which is, organizations. It differs from other approaches to social situations in its focus on this particular context (Peterson & Thomas, 2007). Organizational behavior management is a

subcategory in the field of applied behavior analysis on the improvement of employees' performance and relationship with leaders (Wilder et al., 2009). Employees are one of the key factors for sustaining the organization's success (Osabiya, 2015). Thus, it is very essential to know how well the supervisors and managers interact and work with the employees, especially in terms of trust and motivation (McCauley & Kuhnert, 1992). This would also show the manager's success to the organization. A manager who is talented in organizational behavior is the one who can work effectively with employees among the organization and influence them to support and achieve the success through organizations' predetermined goals (McGinnis, 2007).

Motivational scientists within the field of organizational behavior have studied how the characteristics of goals and an individual's interpretation of those goals affect planning and self-regulation during goal pursuit and performance (Kanfer & Chen, 2016). In Macey and Schneider's (2008) review of various literatures on work engagement and employee motivation, they suggest regarding numerous organizational behavior concepts and criteria for viewing these concepts as aspects of emotional, behavioral, and cognitive engagement (Balwant, 2018). An inwardly pleased, delighted, and motivated worker or employee is a productive employee in an organization who contributes to the efficiency and effectiveness of the business, resulting in profit maximization (Manzoor, 2012). Understanding organizational behavior is critical for improving performance and motivation. Organizational management is undoubtedly inextricably linked to managerial aspects closely related to organizational activities, one of which is associated with transformational leadership, organizational commitment, motivation, organizational behavior, and employee performance (Rita et al., 2018). Organizational behavior's potential determinants of ability were found as motivation, leadership, work design, social interaction, and culture (organizational expectations and incentive structures). As a result, these areas are likely to be the focus of initiatives meant to improve knowledge usage in companies as organizational behavior supporters (Kelloway & Barling, 2000). Employees are one of the most important aspects in determining organizational performance. Consequently, employee motivation, satisfaction and their impact on organizational behavior are extremely important in terms of job quality and assuring the organization's success.

2.3.2. Examination of Employee Motivation in Remote Working Process

The coronavirus disease (Covid-19) has prompted a rapid transition to full-time remote work for many employees (Yang et al., 2022). For many organizations, it has provided employees with the opportunity to work remotely during the pandemic, allowing them to continue supporting their core activities, thus minimizing disruption to the services they provide and the spread of Covid-19 (McTaggart & McLaughlin, 2020). Remote working is another important aspect in this research to analyze remote working conditions and its effects on employee motivation. Before the Covid-19 pandemic, most employees and managers did not see remote work as an option, but now it is a choice for many (Oliver, 2021). Organizations must ensure that employees have the right technology before adopting a remote working environment. When structured well, remote working can offer employees a better balance between work and personal life, potentially increasing motivation and productivity (Ferreira et al., 2021). However, while the transition to remote work has its benefits, it also presents challenges that require companies to find effective strategies for managing remote teams (Oliver, 2021). Remote working models vary depending on the company and the nature of the work. These models can be classified as home-based remote working and center-based remote working (Karaköse, 2021). Home-based remote working, where employees work from home using electronic communication networks, is one of the most widespread forms (Kurowska, 2020). This model can reduce stress by eliminating commute times and daily office demands, contributing to better employee well-being (Lange & Kayser, 2022). On the other hand, center-based remote working, where employees work in remote offices near their homes, is a newer concept (Stanek & Mokhtarian, 1998). It offers certain advantages over home-based remote working, such as shared technological resources and a structured environment with supervision. Both models have advantages and disadvantages that can impact employee motivation. While remote work offers flexibility and increased autonomy, it can also lead to challenges like isolation, communication difficulties, and blurred boundaries between personal and professional life (Ferreira et al., 2021; Kłopotek, 2017). Therefore, a well-established organizational communication structure is critical to maintaining motivation and productivity in remote working environments. The coronavirus outbreak has forced a significant number of organizations around the world to implement remote working. Organizations found it challenging to sufficiently train managers to lead in a virtual work environment because of the Covid-19 pandemic's fast

embrace of remote working, particularly for businesses without prior experience (Pianese et al., 2023). According to recent studies, working remotely can lead to increased productivity, greater organizational flexibility, and improved prospects for work-life balance (Spagnoli et al., 2021). However, it can also result in challenging time management, social isolation, stressful situations, and work-life problems (Spagnoli et al., 2021). Therefore, it is important to keep employees motivated during the remote working process for the companies. To ensure the well-being of employees in conditions of psychology and behavior human resource management strategies take a large amount of attention. Human resource management strategies should be used by managers to increase employee satisfaction, productivity, motivation, adaptation to change, well-being and health in the workplace by creating better working conditions, talent management and flexibility in remote working or hybrid conditions (Azizi et al., 2021). The working condition changes within the companies' working styles are not affected only the functioning of organizations but also the relationships between employees and managers. Therefore, leadership practices cannot be the same in this new working environment with possible risks, opportunities, and flexible working arrangements. For effective working conditions, motivation, leadership and sustainable performance, leadership practices must adapt to new remote or virtual conditions (Contreras et al., 2020). According to recent research, remote workers reported being satisfied with their work arrangements, especially if they were not required to do so by their employers (Siha & Monroe, 2006; Bailey & Kurland, 2002). Working conditions, planning one's own work hours, and dealing with family/personal responsibilities were sources of job satisfaction (Siha & Monroe, 2006; Bailey & Kurland, 2002). As it is mentioned above, even though there are considerable positive influences of remote working in employee motivation, it is still important to consider the negative effects. One of the main negative factors is the social aspect. It is among the largest challenges of working remotely; therefore, it can be expected the offices of the future to focus more on bridging this gap, building relationships, creative forms of collaboration, and strengthening a shared sense of unity. In this sense, both employees and managers will need to develop new skills and competencies to adapt to new ways of working and find the best way to take advantage of the opportunities of hybrid working in the sense of motivation and satisfaction (Babapour Chafi et al., 2022). Leadership skills and managers' perceptions on the employees gained prominence in every working environment.

2.3.2. Examination of the Relationship Between Employee Motivation and Leadership

Shoraj and Llaci (2015:7) states that “good communication between superiors and subordinates fosters increase in motivation”. Every organization aims to improve motivation among employees. As a result, leaders must seek methods and solutions that increase staff performance. This is significant because achievement represents a profound sense of enjoyment for the work done, allowing employees to complete tasks faster and achieve greater results (Susanto et al., 2023). Today, the most important elements of the organizations are leadership, motivation, and performance. The success of leaders and improvement depends on the continued expansion of the work team and their ability to spend their knowledge, talents, and strength in this direction. Unmotivated employees should not be expected to perform well. Considering all these factors, it is noteworthy that there is a direct relationship between the leadership characteristics of managers and motivation and performance (Koçak & Özüdoğru, 2012). Leaders should exhibit behaviors that are prone to teamwork and will increase staff motivation. In addition, leaders sharing responsibility with their employees and behaving in a way that gives importance to change, and innovation will make them one step more successful and supported (Akman et al., 2015). Leadership behavior and employee motivation are interconnected phenomena that are positively or negatively affected by each other. Leaders who keep employee motivation high will increase employee performance and productivity, thus providing a competitive advantage to the business (Bayrakçi, 2016). Especially during the changing working environments, leadership has more attention in terms of employee motivation. Remote working and hybrid processes, as examined, give employees’ space to work individually but their performance and motivation are highly connected to the organization’s structure and managers’ leadership styles. Communication flow in the organization has an impact on employee motivation and leaders are the responsible individuals to support this flow. Employees’ motivation and performance are linked to the effective communication structure in the organization, and it leads managers to choose their leadership style according to the organization’s goals and perform efficiently. Meanwhile, leaders ensure the concept of organizational loyalty while supporting employees’ motivation. It is another critical point for organizations to support organizational loyalty and leadership styles influence the process.

2.4. Organizational Loyalty

Organizations' economic performance, regardless of industry, is becoming increasingly dependent on the engagement, commitment, and, more broadly, loyalty of their employees (Guillon & Cezanne, 2014). Therefore, organizational loyalty becomes more important in today's business competition.

2.4.1. Definition of Organizational Loyalty

To comprehend the concept of organizational loyalty, it is necessary to investigate why employees form an emotional bond with their companies and why they demonstrate a genuine dedication to their companies (Fettahlioğlu et al., 2017). There are various literature definitions of organizational loyalty. Ünlü (2017) explains organizational loyalty as; it is to remain committed to the organization in every way, to praise and defend the organization against the external environment, to feel a sense of belonging to the organization's employees, values, beliefs, and goals. Another definition made from Adler and Adler (1988: 401) defines organizational loyalty as “a bond formed either to an organization or to some person or group within it that can be either individually or collectively forged. It consists of feelings of attachment, of belonging, of strongly wanting to be part of something; it involves the readiness to contribute part of oneself; it incorporates trust, the voluntary alignment of self with the group, and a willingness to follow faithfully the leadership or guidelines of the organization”. Arai (1995) gives the definition and explanation of organizational loyalty in a broader perspective. According to him, the concept is defined as an individual's identification with a group, specifically an individual worker's identification with his enterprise or organization. When making a decision, an individual can be identified as identifying with a group if he evaluates the available alternatives of choice in terms of their impacts for the group rather than his own self-interest.

Within a corporation, a member's loyalty may be directed toward their immediate supervisor, their manager or management in general, their coworkers, the union of the company, the division in which they work, their profession, or the service or product that the company provides. One organization may contain more than one object of allegiance, and one employee may be concurrently involved in a complex of loyalties within the company (Schrag, 2001). Gill (2011) analyzes the perspective of organizational loyalty as the recognition that working for a company is the best option for employees and the

commitment that employees must the success of that company. Organizational loyalty is the degree to which an employee identifies with the organization's culture, structure, and leadership influences that connection and support (Gill, 2011). As regards the literature definitions, the importance of organizational loyalty needs to be considered in terms of organizational commitment, leadership, satisfaction, and employee engagement. Nevertheless, the difference between organizational commitment and loyalty is another considerable factor in terms of functioning. Organizational commitment is derived from an organization's standing in society, positive reputation, relationships with its representatives, and social recognition (Minárová, 2018). On the other hand, organizational loyalty is about doing well toward the organization and being identified with its emblems even within the hard times. Within this framework, organizational loyalty can be interpreted as an outward manifestation of the employee's organizational commitment (Minárová, 2018).

2.4.2. Importance of Organizational Loyalty

One of the most important factors which affects organizational loyalty is job satisfaction. Employees' job satisfaction—which includes challenging work, opportunity for advancement, employment development and growth, respect and recognition, and a flexible work environment—is the most significant element influencing their loyalty (Singh et al., 2020). Organizations need to discover ways to engage people in order to foster loyalty and encourage them to share their intellectual capital (Long et al., 2012). In the context of loyalty, many organizations are dedicated to using their workforce as an organizational structure in order to increase productivity. Increasing employee job satisfaction is largely dependent on the three primary components of human resource management practices: payroll procedures, job training, and leadership (Catio, 2020). Nurzanah and Damaiyanti (2023) analyzed the impact of motivation, work discipline, job satisfaction, and loyalty on employee performance through narrative literature review. The study shows the important aspect of organizational loyalty in the context of employee performance and satisfaction. Employee performance is impacted by work discipline, motivation, job happiness, and work loyalty. These factors in their study have a positive correlation with one another. It is difficult to cultivate organizational loyalty in many businesses. The most significant potential drivers of employee loyalty are job satisfaction (personal satisfaction with participation and recognition, community engagement, career advancement, salary, and benefits), and employee retention (interaction with managers

and companies, working conditions, personal benefits, service, and location elements) (Muhammad, 2023). Work performance and concern for the organization are good indicators of an employee's loyalty. For the purpose of working for the company's profit as well as for themselves, employees must possess a high level of loyalty. This commitment stems from a strong understanding that businesses and employees are mutually dependent (Tobing, 2022). Organizational loyalty, defined as an employee's commitment to and identification with their organization, can be effectively examined through socio-technical systems theory, which emphasizes the interdependence of social and technical subsystems in workplace design. In an STS framework, organizational loyalty is not solely an individual psychological construct, but a systemic outcome influenced by how well an organization balances its human (social) and operational (technical) elements (Chowdhury et al., 2022). The social subsystem consists of leadership styles, team dynamics, communication strategies, and motivation policies, all of which shape employees' emotional connection to their workplace (Men & Stacks, 2013). The technical subsystem, on the other hand, includes digital infrastructure, workflows, and performance management systems that enable employees to carry out their responsibilities effectively (Kant, 2016). If these two subsystems are misaligned—such as when employees lack proper technological support or experience ineffective communication structures—organizational loyalty is likely to decline due to frustration, disengagement, and diminished motivation. In the context of remote work, the STS framework becomes particularly relevant in understanding how organizational loyalty is sustained or weakened (Lundgren et al., 2023). A well-balanced socio-technical system ensures that employees receive structured communication, digital collaboration tools, and motivational incentives that reinforce their sense of belonging and purpose (Thomas, 2024). The social subsystem must adapt to remote settings by fostering virtual team cohesion, transparent communication, and recognition mechanisms that compensate for the lack of physical presence (Pariani, 2024). Simultaneously, the technical subsystem must provide reliable remote work tools, task automation, and adaptive performance management systems that support efficiency without creating excessive workload or stress. When both subsystems are optimized, employees are more likely to experience psychological safety, job satisfaction, and a sense of embeddedness within the organization, leading to stronger loyalty (Parker & Grote, 2022). However, if the social subsystem is weak—characterized by a lack of feedback, isolation, or unclear

expectations—loyalty may deteriorate despite advanced technological infrastructure. Thus, from an STS perspective, organizational loyalty is not just a function of employee attitudes, but a systemic outcome shaped by the integration of social and technical workplace elements, requiring a strategic balance between human-centered motivation and technology-driven efficiency in modern work environments (Menti et al., 2023). Organizational loyalty relates to many other aspects in organizational structure. In the 21st century, the functioning and success of the organizations mostly depend on the employees' behavior through the sense of loyalty, reputation, work quality and communication. The importance of organizational loyalty is created within this sense, and it continues to gain importance. Leaders and managers of the companies need to focus on the human resource management activities and communication flow in the terms of employee loyalty.

2.5. Relationship Between Employee Motivation and Organizational Loyalty

It is critical to create a positive working atmosphere and encourage peer cooperation. If negative stress is consistently high, employers/employees' job satisfaction will continue to decline, resulting in disloyalty to the workplace (Omar et al., 2010). In this context, ensuring a positive environment for employees and keeping them motivated give the lead to organizational loyalty. Job satisfaction and employee engagement are other factors that affect organizational loyalty. Meanwhile, motivation is another part of loyalty which affects each other. Low productivity can be attributed as one factor to leaders' inability to communicate effectively. If employees do not trust their superiors and do not communicate, the same result will occur. Companies are effective in reaching their goals, which prioritize employee communication, and they have established a proper department to create and improve communication (Nadeak & Naibaho, 2020). If organizations improve their communication style and motivation of employees, organizational loyalty starts to increase. Work desire (the preference for one job over another), effort intensity (how much effort employees put in to achieve tasks and financial compensation), and permanence (how long employees continue with specific behaviors) are the three key elements that motivate employees. Inspired personnel would result in higher quality performance, higher productivity, and loyalty, regardless of how terrible the circumstances are. Therefore, it is critical to recognize the need of managing employee motivation in order to reinforce employee happiness and loyalty (Khuong & Linh, 2020). Employee motivation plays a critical role in fostering organizational loyalty, particularly

in the context of remote work, where traditional workplace structures and direct supervision are minimized (Dryselius & Pettersson, 2021). Motivation in remote work settings is driven by both intrinsic and extrinsic factors, including autonomy, clear communication, and a well-structured reward system (Ahmad et al., 2024). When employees perceive that their efforts are recognized and fairly compensated, their commitment to the organization strengthens, leading to higher levels of engagement and loyalty (Vance, 2006). Furthermore, internal organizational communication becomes a key mechanism in sustaining motivation, as transparent and continuous interactions with leadership and peers help remote employees feel connected to the organization's vision and goals (Mishra et al., 2014). The absence of physical proximity makes communication strategies even more crucial, ensuring that employees understand their role, receive feedback, and maintain a sense of purpose, all of which contribute to long-term motivation and commitment (Nozari & Seyedsalehi, 2024). The interplay between motivation and organizational loyalty in remote work environments is also shaped by employees' perceptions of fairness, career development opportunities, and organizational culture (Adriyanto, 2023). In the absence of a traditional office setting, employees rely on virtual communication and digital collaboration tools to establish a sense of belonging and recognition. An organizational culture that prioritizes open communication, trust, and work-life balance enhances intrinsic motivation, reinforcing employees' psychological attachment to their organization (Qi et al., 2024). Moreover, remote work provides greater flexibility, which, when paired with effective leadership and structured motivational policies, strengthens employees' willingness to remain with the organization (Yarberry & Sims, 2024). Organizations that successfully integrate motivation strategies tailored to remote work settings not only retain talent but also cultivate a workforce that is more committed, engaged, and aligned with business objectives.

There are several theories which are developed by the scholars who investigate motivation, loyalty, organizational effectiveness. The selected theories for this present dissertation are process theories rather than content theories since the link between the motivation, communication and effectiveness will be examined through the concepts. Process theories of motivation, such as Porter-Lawler's model and Vroom's expectancy theory, explain how motivation arises and leads to satisfaction. These theories focus on the cognitive processes involved in motivation, exploring how individuals make decisions

about their efforts based on expected outcomes and perceived fairness (Badubi, 2017). As cognitive process theories of motivation, equity theory and expectancy theory provide complementary frameworks for understanding work motivation. Equity theory focuses on the perceived fairness of outcomes relative to inputs, suggesting that employees are motivated when they believe they are being treated fairly compared to others (Stecher & Rosse, 2007). Expectancy theory, on the other hand, emphasizes the relationship between effort, performance, and outcomes, proposing that employees are motivated when they expect that their efforts will lead to desired performance and rewards. Together, these theories offer a comprehensive understanding of how perceptions of fairness and expectations about outcomes influence employee motivation in the workplace (Stecher & Rosse, 2007). Since motivation is a key driver of employee engagement with both social and technical elements of work (Rodrigo et al., 2022), integrating STS into the framework of motivation allows for a more comprehensive understanding of how workplace structures, communication systems, and technological tools influence employees' willingness to perform, collaborate, and remain committed to the organization. STS Theory conceptualizes organizations as interdependent social and technical subsystems, where effective organizational communication serves as the bridge ensuring alignment. However, STS alone does not explain how employees are motivated to interact with technical structures and contribute to organizational success. By integrating process theories of motivation, this framework explains why and how employees engage with work processes, technological systems, and organizational goals.

2.5.1. Vroom's Expectancy Theory of Motivation

Among today's industrial and organizational psychologists, the expectancy theory is the most widely accepted theory of work and motivation. The idea is founded on two well-known concepts: expectancy and valence. The theory suggests that work-related behavior may be anticipated if we understand the valences and probabilities that people assign to various outcomes (Wabba & House, 1974). Vroom's theory (1964) is based on the premise that people prefer certain goals or results over others. As a result, they anticipate feeling satisfied if their desired outcome is realized. This sensation regarding specific outcomes is referred to as valence. If the outcome has a positive valence, having it is preferable to not having it. If there is a negative valence, not having the outcome is desirable (Vroom et al., 2015). Vroom defined valence as affective attitudes toward specific outcomes. According to Vroom, an outcome is positively valent when the person

prefers attaining it to not attaining it, has a valence of zero when the person is agnostic about attaining or not attaining it, and is negatively valent when the person prefers not attaining it to attaining it. The expected enjoyment from a result (valence) and the actual satisfaction from an outcome (value) can differ (Lee, 2007). Vroom's Expectancy Theory attempts to explain motivated behavior in terms of goals. He contends that people tend to act in a hedonistic manner, selecting behaviors that provide the greatest subjective utility. The expectancy theory essentially contends that the strength of a tendency to act in a particular way is determined by the intensity of an expectation that the act will be followed by a given consequence and the attractiveness of that outcome to the individual (Suciu et al., 2013). Vroom's expectancy theory's motivational aspect is shown below, in Figure 2. The expectancy theory has three major components. Vroom proposes that the equation $M = E * I * V$ (Motivation = expectancy * Instrumentality * Valence) connects motivation, expectation, instrumentality, and valence (De Simone, 2015).

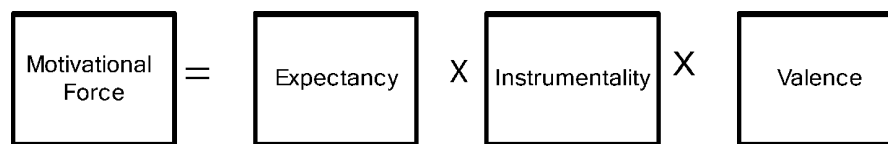


Figure 2: Vroom's expectancy theory
(Lee, S., 2007: 790.)

Expectancy motivation theory proposes that the level of output performance of an employee may be described by taking into account his or her expectations about achieving desirable results when performing at high levels of effort. Employees will create work outputs at a higher rate when they understand that they are expected to do so, that they have the opportunity to do so, that they have the ability to do so, and that there is a reward for doing so (Johnson, 2009). The author of the present dissertation states that the all-encompassing understanding of an employee's motivational needs can help create motivational components according to expectancy theory methods. The key to understanding the process behind expectancy theory is determining the balance between effort and performance, performance and reward, and rates and employee satisfaction. An employee in the high value price range was also on track to be highly motivated to improve performance. Expectancy Theory highlights the importance of clear communication in shaping employee expectations, effort, and performance. Within an STS framework, an organization's technical systems (e.g., performance metrics, digital

workflows) must be designed to align with employee expectations and perceived rewards to sustain motivation.

2.5.2. Adam's Equity Theory

Adams' equity theory (1963, 1965) is a widely recognized theory of distributive justice, often featured in management and organizational behavior textbooks as a key theory of work motivation. According to Adams, individuals experience psychological discomfort when they perceive inequity in the distribution of rewards relative to their inputs compared to others. To alleviate this discomfort, individuals can employ various cognitive and behavioral mechanisms (Stecher & Rosse, 2007). Equity theory focuses on two sides: input and output. An employee compares the inputs of his job to the results. If the employee perceives inequality, he/she will take action to correct the inequality. It can reduce employees' productivity or reduce the quality of their work. Many times, inequalities can lead to increased absenteeism and even resignation from an organization (Al-Zawahreh & Al-Madi, 2012). The examples of the inputs and outcomes of the mentioned theory can be seen in Table 2 below.

Inputs	Outputs
Education, intelligence, experience, training	Pay, intrinsic rewards, satisfying supervision
Skills, seniority, age, sex, ethnic background	Seniority benefits, fringe benefits, job status
Social status, job effort, personal appearance, health, spouse's characteristics.	Status symbols, job perquisites, poor working conditions, monotony, fate, uncertainty.

Table 2: Inputs and Outcomes of Equity Theory

(Source: Al-Zawahreh, A. and Al-Madi, F., 2012. The utility of equity theory in enhancing organizational effectiveness. European journal of economics, finance and administrative sciences, 46(3), pp.159-169, on 10.08.2024)

Equity Theory suggests that people evaluate fairness based on the ratio of what they get out (outputs) to what they put in (inputs). This ratio can be balanced, unfairly low (under-rewarded), or unfairly high (over-rewarded). The key point is that people compare their own ratio with others' ratios to determine if they are being treated fairly (Tseng & Kuo, 2014). Equity Theory is important and focused on communication (Bell & Martin, 2012).

Equity theory suggests that a person will attempt to change inputs, outputs, or other comparisons (reference), and this will have obvious consequences on workplace behavior. This assumption about the existence of relative fairness in a change process has important implications for how employees may feel and behave in an organizational or social context regarding the motivational aspects (Ryan, 2016). The author of the present dissertation states that according to the equity theory, organizations can benefit by fostering fairness in reward systems, performance evaluations, and decision-making processes. By promoting transparency and equity, organizations are more likely to enhance employees' psychological well-being, intrinsic motivation, and overall job satisfaction, thereby contributing to positive organizational outcomes such as sustained employee engagement, improved performance, and reduced turnover. The theory provides a crucial link between perceptions of fairness and employee motivation, both of which are deeply influenced by organizational communication practice; therefore, it was essential to analyze Equity Theory. It provides a theoretical framework to analyze the intricate relationships between motivation, fairness perceptions, and communication strategies, offering deeper insights into how organizations can effectively foster a motivated and engaged workforce through equitable and transparent communication practices. Equity Theory fits into the social subsystem of STS by explaining how employees evaluate fairness in their treatment compared to peers. A lack of transparent communication about rewards and workload distribution disrupts the balance between social and technical elements, reducing motivation and engagement.

2.5.3. Porter-Lawler's Model

Porter and Lawler (1968) proposed a comprehensive model of motivation, positing that the effective realization of incentives requires a thorough examination across three interconnected stages: effort and performance, performance and rewards, and rewards and satisfaction. To establish a virtuous cycle of "effort-performance, performance-rewards, and rewards-satisfaction," it is essential to address a multitude of influencing factors (Ling & Badiane, 2022). This theory is a broad and detailed explanation of motivation that covers various aspects. It helps explain the connection between job performance and attitudes, making it relevant for managers. The model also considers basic assumptions about human behavior (Badubi, 2017). Lyman Porter and Edward Lawler developed a comprehensive theory that integrates various elements from preexisting motivational theories, offering a more complete model of how motivation functions. Their multivariate

model elucidates the relationship between job attitudes and job performance. Porter and Lawler's theory represents an advancement of Vroom's expectancy theory (Yao, 2019). Porter and Lawler's expectancy theory conceptualizes the motivation process as a cyclical process of change. In this model, performance, rewards, and employees' expectations of rewards collectively influence the level of effort exerted, which in turn affects their performance. Motivation, categorized into intrinsic and extrinsic rewards, eventually becomes internalized as employees' personal satisfaction (Han & Hu, 2024). Before determining the level of effort to exert, employees evaluate the following factors, as illustrated in Figure 3, whether their satisfaction aligns with their performance; whether their performance meets their expectations; and whether the performance outcomes correspond with the rewards they believe they deserve. If the rewards received exceed their expectations, it will enhance satisfaction, which will then provide feedback, influencing subsequent evaluations of work outcomes (Han & Hu, 2024).

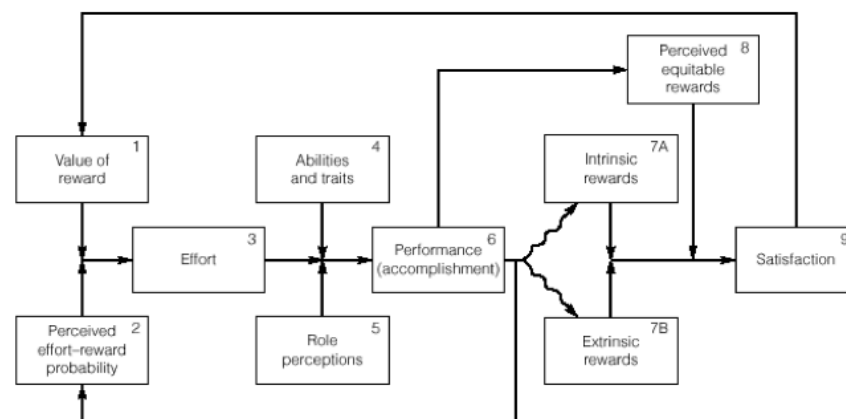


Figure 3: Porter-Lawler's Model
(Source: Mdhlalose, D., 2022. *10*(3), pp.433-448, on 10.08.2024)

Porter and Lawler's theory posits that an employee's effort is influenced by two key factors: the value assigned to specific outcomes and the belief that effort will lead to the attainment of these rewards. The value of the reward, combined with the perceived likelihood that effort will result in these rewards, determines the level of effort exerted. The relationship between effort and performance (achievement) is moderated by individual abilities/traits and role perceptions. The subsequent stage of their model explores the relationship between performance and job satisfaction. Porter and Lawler

contend that this relationship may or may not exist, depending on whether performance (achievements) leads to intrinsic or extrinsic rewards and whether these rewards are perceived as equitable (Barbuto, 2006). The author of the present dissertation states that incorporating the Porter-Lawler Model into the dissertation is crucial because it helps explain the complex interaction between intrinsic and extrinsic factors that drive employee motivation. The model posits that clear and consistent communication about performance expectations, feedback on job performance, and transparency in reward distribution are essential in shaping employees' perceptions of effort-performance-reward relationships. Effective organizational communication ensures that employees understand what is expected of them, how their performance will be evaluated, and how rewards will be distributed, thus reducing ambiguity and enhancing their motivation to perform well. All these theories are classified as process theories, which seek to map the mental processes underlying the decision to exert or sustain effort. Process theories emphasize the mechanisms by which motivation is activated, focusing on the "how" of motivation. Most process-based motivation theories delineate the pathways through which motivation is elicited and offer general recommendations for interventions aimed at enhancing motivation (Barbuto, 2006). Organizations frequently invest substantial time, effort, and financial resources in efforts to enhance productivity, efficiency, and employee satisfaction. One key strategy for achieving these improvements is through employee motivation, which significantly influences organizational effectiveness (Furlich, 2016). Porter-Lawler's Model aligns with STS Theory by treating motivation as a process influenced by both intrinsic (social subsystem) and extrinsic (technical subsystem) factors. It emphasizes that employee performance is not just about effort but also ability, role clarity, and access to resources, which are managed through communication within an STS-based organization.

2.6. Analysis of Organizational Effectiveness through Motivation Perspective

Companies not only seek employees who are capable, competent, and skilled in their work but also place paramount importance on their willingness to exert effort and achieve optimal results. Consequently, it is imperative for leaders to foster an environment that enhances employee motivation, thereby driving them to perform their duties with dedication. The critical role of motivation in bolstering employee morale and ensuring the effective completion of tasks cannot be overstated (Ramadanty & Martinus, 2016). One of the most persistent and complex challenges faced by organizations is ensuring that

employees perform at their best, even under strenuous conditions. This can be effectively addressed by fostering strong employee motivation (Manzoor, 2012). The existing literature on organizational communication and motivation clearly indicates that an organization's communication system plays a crucial role in influencing staff motivation and productivity (Mutuku & Mathooko, 2014), therefore it effects the organizational effectiveness. The analysis of organizational effectiveness through the motivation perspective, framed by STS theory, highlights the critical interplay between the social and technical subsystems within an organization. STS theory posits that organizational effectiveness is not solely driven by technical efficiency or operational processes but also by the motivation and engagement of employees (Zhang et al., 2025). From this perspective, motivation serves as the bridge that connects the human element (social subsystem) with the technical systems in place. Effective communication, feedback mechanisms, and employee involvement are central to ensuring that both subsystems function harmoniously (Kidron et al., 2013). By addressing employees' needs for autonomy, competence, and relatedness—key factors in motivation theory—organizations can enhance job satisfaction, performance, and long-term success. In this way, the STS framework emphasizes that organizational effectiveness is achieved not only by optimizing technical systems but also by fostering a motivating work environment where employees are empowered, engaged, and aligned with organizational goals. The composition of individuals who collectively establish a distinct business identity for a specific purpose is commonly referred to as an organization. Achieving the desired outcomes within the constraints of defined resources is known as effectiveness. Organizational effectiveness, therefore, refers to the extent to which an organization successfully attains its intended objectives and outcomes (Manzoor, 2012). Recognizing the critical role employees play and their significant impact on organizational effectiveness, companies are focusing on retention strategies that emphasize motivation and fostering a healthier workplace. This approach is essential, as lack of employee focus can lead to decreased productivity and effectiveness. Without motivation and satisfaction among employees, an organization cannot achieve sustained success (Nguyen My, 2017). Contemporary organizations increasingly attribute their success to their employees, recognizing that the presence of dedicated and industrious staff is crucial to reaching their current levels of achievement. The ultimate objective for any business entity is to attain effectiveness, which is fundamentally the capacity to achieve the intended goals and

objectives of its activities, policies, or interventions (Kumari & Thapliyal, 2017). Employees are pivotal in distinguishing between effective and ineffective organizations, as those who perceive their workplace as a personal domain contribute significantly to organizational success. Organizational effectiveness thus encompasses the extent to which an organization can fulfill its strategic objectives. In the current landscape, organizations face substantial pressure to demonstrate effective management, optimize performance with limited resources, and enhance accountability to improve overall effectiveness (Kumari & Thapliyal, 2017). Regardless of the extent of automation within an organization, high productivity is fundamentally dependent on the level of motivation and effectiveness of the workforce. Consequently, staff training is an essential strategy for fostering employee motivation. Managers can enhance motivation by providing employees with clear and relevant information about the impact of their actions on others (Peter et al., 2016). Therefore, the author of the present dissertation concludes that it is evident that motivation, communication, and effectiveness are interrelated factors that must be considered collectively to understand organizational sustainability and success. These elements are intricately linked and cannot be examined in isolation when evaluating an organization's capacity for sustained achievement.

CHAPTER 3: THREE MAJOR BUSINESS EXCELLENCE MODELS

This chapter is about examining three major business excellence models and their detailed analysis through organizational communication and motivation aspects. The first chapter will start with total quality management since the basis of the major business excellence models is total quality management.

3.1. Total Quality Management

Total quality management (TQM) enables businesses to differentiate themselves while also lowering expenses (José Tarí, 2005). The analysis and effects of total quality management has been investigating in various research (Talha, 2004; Kujala & Ullrank, 2004; Suarez, 1992), but the certain analysis of communication, motivation and working environment factors are still unvalidated under the review of total quality management and business excellence models.

3.1.1. Concept of Quality and Total Quality Management

There are various definitions for quality in different scientific areas (Kumar et al., 2016). Therefore, the author of the present dissertation gives the following general description for the term quality. According to the Oxford Dictionary, quality is “The standard of something as measured against other things of a similar kind; the degree of excellence of something”. As it is stated, quality is a degree which describes the level of excellency. The concept of quality differs from age to age. Quality and total quality approaches have developed with the industrialization process. Along with industrialization, the phenomenon of quality has been considered to be one of the most important criteria used by organizations to show their superiority (Külcü, 2018). The author of the present dissertation states that quality is also determinant in the consumption tendencies of people who are customers of the products or services realized by the institutions. The fact of quality is also directly related to the material power of the people and the supply-demand balance of the product or service. Nowadays, quality is perceived as a lifestyle and behavior. It is expected to be valid in every stage of daily life, not only in business environments (Külcü, 2018). Total quality management (TQM) puts quality into the focus point in an organization. It tries to integrate all the employees to the participation of the organization. The goal of total quality management is not short term, it aims at long term goals. The management’s quality is also very important in total quality management (Lau

& Anderson, 1998). All the managers influence the quality of the work. The way they behave, the way they communicate with each other, or the employees are essential points of the motivation and quality of business life. For that reason, the way behavior formulates is very important in an organization. A manager should not be only the one who has power. A manager should have leadership skills, he/she should know how to control behaviors. Total quality management aims for the satisfaction of the customers, the employees, and other shareholders (Topalović, 2015). The detailed evaluation of total quality management, ISO 9001: 2015 quality management system and its criteria can be found in Annex 1. Total quality management is a systematic approach to quality. This approach is shown schematically in all excellence models. Total quality management is the basis of business excellence models. The next chapter of this dissertation will give detailed literature explanation on major business excellence models in the world (EFQM, Deming, Malcolm Baldrige) and their principles within the perspective of employee Motivation and organizational communication.

3.2. Business Excellence Models

Organizational excellence is one of the prerequisites for long-term success in today's competitive and globalized world. As a result, greater emphasis should be placed on studying and applying models of organizational excellence, a concept that should not be viewed as something that organizations will achieve in the short term, but as a management philosophy, a set of principles, criteria, and approaches that will produce the best overall results in the medium and long term, thereby supporting a future of sustainable development (Sampaio et al., 2012). Business excellence models have evolved as structured frameworks for assessing and improving organizational performance by integrating quality management principles, continuous improvement strategies, and leadership-driven excellence (Gray et al., 2022). Rooted in TQM and continuous improvement philosophies, early models such as Deming Prize Model and the Malcolm Baldrige National Quality Award (MBNQA) emphasized customer satisfaction, data-driven decision-making, and process optimization (Nesbitt, 2006). The EFQM Excellence Model, developed in Europe, introduced a holistic perspective, incorporating leadership, people management, strategy, partnerships, and societal impact as key enablers of excellence (Fonseca, 2022). These models rely on systematic performance measurement, benchmarking, and feedback loops to ensure adaptability and innovation. However, traditional BEMs often prioritize process efficiency and outcome metrics over

the human and communication aspects of organizational success (Dahlgaard et al., 2013). Recent research highlights the need for integrating organizational communication, motivation theories, and socio-technical principles to ensure that excellence is not just a function of process optimization but also of employee engagement, leadership effectiveness, and workplace adaptability particularly in remote and technology-driven work environments (Beer, 2009; Grant, 2007).

The three major models, which will be evaluated in this dissertation, are:

- 1) European Foundation for Quality Management (EFQM),
- 2) Malcolm Baldrige National Quality Award,
- 3) Deming Prize Model.

The name of “major business excellence models” have been used and justified in different research. Veselova (2018) states EFQM, Malcolm Baldrige and Deming models as the excellence major ones in her research named “A Comparison of Business Excellence Models”. Another example can be given as Bohoris (1995) has evaluated in the “Comparative Assessment of Some Major Quality Awards”, which includes EFQM, Malcolm Baldrige and Deming excellence models. These excellence models are based on total quality management. Sampaio et al. (2012) mentions in their study called “A comparison and usage overview of business excellence models” that the three major and most used business excellence models are the European Foundation for Quality Management (EFQM) model, the Malcolm Baldrige National Quality Award (MBNQA) and the Deming Prize.

3.2.1. European Foundation for Quality Management (EFQM)

The Business Excellence Model of the European Foundation for Quality Management (EFQM) is widely acknowledged as a typical theory to improve traditional total quality management (TQM) by broadening the narrow quality-oriented notion into a holistic management concept. The EFQM model, an integrative business system, encompasses all management operations that include input, process, and output (Young Kim et al., 2010).

3.2.1.1. Definition and Scope of EFQM Excellence Model

EFQM or European Foundation for Quality Management was founded in 1998 in Belgium with 14 European companies. These companies are Bosch, BT, Bull, Philips,

Renault, Sulzer, Volkswagen, Fiat, KLM, Nestlé, Olivetti, Electrolux, Dassault, Ciba-Geigy. The European Quality Award was founded in 1991. The aim of EFQM is sustainable excellence in business systems. Since 2003, the number of members of this foundation has increased to 800. The categories of this award are “large company”, “operational unit”, “public sector”, “SME group subsidiary” and “SME independent”. There are the fundamental concepts of excellence that we see below, in Figure 4. These concepts are valid for all companies regardless of sector, industry or enormity and these form the basis of the EFQM excellence model. In detail, they are “results orientation”, “customer focus”, “leadership and constancy of purpose”, “management by processes and facts”, “people development and involvement”, “continuous learning, innovation and improvement”, “partnership development”.

- Results Orientation; Satisfy shareholders.
- Customer focus; Sustainable customer value.
- Leadership and Constancy of Purpose; Visionary leadership.
- Management By Processes and Facts; System management.
- People Development and Involvement; Employee participation.
- Continuous Learning, innovation, and improvements; Necessary changes.
- Partnership Development; Develop collaborations.

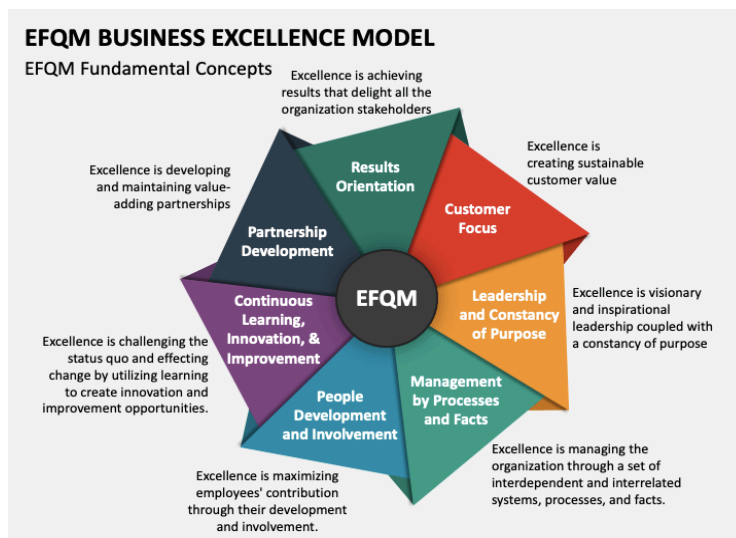


Figure 4: EFQM fundamental concepts

(<https://www.sketchbubble.com/en/presentation-efqm-business-excellence-model.html> , Retrieved on: 30.12.2023)

Since its foundation, the EFQM excellence model has served as a strategy that companies use with the aim of catching up with the global competition. Compared to other models, EFQM is a regional model. This model only accepts requests from European companies to the award process. The supreme aspect of this model is its structure which is flexible and open evolution (Fonseca, 2022). The logic of the EFQM excellence model is based on improving and practicing approaches essential to the use of operational processes. It forms the strategies and policies that the company arranges with the help of its vision. This model influences business performance. It helps to improve their system and with this help the companies increase their quality. This model contains consumers and company personnel. When a company uses the excellence model EFQM, this influences the motivation of its employees and the satisfaction of consumers because the system in the organization works better. The EFQM criteria have a complicated structure in which changes in one element can be related to changes in other parts, emphasizing interdependence between components. Furthermore, because it is based on the premise that excellent results in key stakeholders are achieved through excellence in enablers, for example having strong leadership and clear strategic direction, developing, and improving people, establishing partnerships and processes to deliver value-adding products and services to customers, the model assumes a causal relationship between enablers and results (Escrig & de Menezes, 2015). Self-evaluation in relation to excellence a model enables an organization to clearly recognize its strengths and opportunities for improvement. It is also a useful technique of coordinating an organization's quality programs (for example, ISO 9000) in order to establish a unified and systematic approach to business excellence. Top benefits of the EFQM model can be considered as follows: development of clear, concise action plans; clear and more focused leadership; better and more focused policy and strategy; process improvement allowing achievement of an organization's objectives; improved resource prioritization; and increased motivation and satisfaction of an organization's personnel (Bhatt, 2000).

3.2.1.2. EFQM Excellence Model 2020 Version and Main Changes

The EFQM excellence model has changed to a new version in 2020, as seen below in figure 5. The last update on the EFQM excellence model was developed in 2013. In 2020, the model itself has changed, and its requirements developed.



Figure 5: EFQM excellence model 2020 version

(retrieved from <https://shop.efqm.org/about-efqm/> , Retrieved on: 31.12.2023)

EFQM 2020 Model is based on the connection between an organization's goal and strategy to continuously deliver performance and drive transformation, creating lasting value for its key stakeholders and achieving outstanding results aligned with the United Nations Sustainable Development Goals (SDGs). The model adopts strategic management criteria and establishes a new excellence perspective in every step of functioning. There are fewer concrete rules and prescriptions in the new 2020 version of the model compared to the 2013 version and consists of seven criteria grouped into three dimensions: Direction (why), Implementation (how) and Results (what), supported by 112 Criteria along with RADAR assessment tool (Fonseca, 2022). These three dimensions were not regulated in the previous version, so it is one of the newest changes. The last version of the EFQM model had nine criterions. In the latest version, the criterions were changed, and they reduced it to seven. These seven criterions will be analyzed deeply during the next sub-chapters, but to compare the changes within the framework of the previous version, the criterions can be seen below.

- 1.Purpose, vision, and strategy (5 partial criteria are included in this criterion).
- 2.Organizational culture and leadership (4 partial criteria are included in this criterion).
- 3.Engaging stakeholders (5 partial criteria are included in this criterion).
- 4.Creating sustainable value (4 partial criteria are included in this criterion).
- 5.Driving performance and transformation (5 partial criteria are included in this criterion).
- 6.Stakeholder perception (there is no partial criterion).
- 7.Strategic and operational performance (there is no partial criterion)

The connections between the strategic nature of the model (presented by criteria 1 and 2) and operational performance (criteria 3 – 5) or the results of the whole organization (criteria 6 and 7) show to the organizations a truly remarkable feature compared to the previous version. The cause-effect relationships of the excellence model are much more visible in the new model, which may contribute to its wider acceptance by managers and academics at all levels (Nenadál, 2020). Meanwhile, another big importance in the newest version of the model is the word “sustainability”. The version 2013 did not reflect the point of sustainability, but now the model concentrates on the importance of sustainable value and reflects this idea to the organizations. The EFQM 2020 model involves and works together with Total Quality Management, Industry 4.0 and sustainability principles and approaches. Industry 4.0 focuses on delivering exceptional performance while managing paradigm transformation. The model can contribute to quality and organizational excellence in the era of Industry 4.0 by providing organizations with a comprehensive, up-to-date, and integrated business model. It is seen that the EFQM 2020 model emphasizes on Industry 4.0 and Quality 4.0 approaches within the concept of sharing common goals for improving organizational performance and success (Fonseca et al., 2021). The innovation in the version of the EFQM 2020 is to be the designation of being a more practical and objective tool for organizations to gain a comprehensive overview of their current level of exceptionality. It also aims to support the identification of priorities and motivate constant improvement, but it also serves as a decision aid (Turisová et al., 2021). Within the consideration of Industry 4.0 and Quality 4.0, EFQM 2020 version has made a huge difference in the industry. The goal of organizations in the new model includes creating value for society, which can be stated as the importance of corporate social responsibility and sustainability, and contribute to its well-being, and it is supported not only by strategy but by a culture which is now considered as a means of serving leadership of the organization. The new version of the model emphasizes collaboration and involves all individuals who have a relationship with the organization in decision-making, innovation, and development of constantly updated strategies to integrate changes in the environment (Saoudi & Dehane, 2020).

3.2.1.2. Criteria of EFQM Excellence Model

According to the criteria of the EFQM model, the first five criteria found in the first two parts are qualified as describing the basic assumptions about the exceptional character

of the object evaluated. They describe and evaluate what the organization does and how it does it. The two remaining criteria, belonging to the third part, evaluate the results obtained. As it is known, the post evaluation part of the EFQM model has a high importance in terms of sustaining the quality achieved. (Turisová et al., 2021).

a. Direction

The Direction chapter of EFQM gives answers to the question “Why” and it contains the sub-chapters of Purpose, Vision, and Strategy; Organizational Culture and Leadership (Fonseca, 2022). The first chapter is about the general goals of the organization and how they can be achieved through the EFQM excellence model.

Criterion 1: Purpose, Vision & Strategy

Companies must analyze the market for the benefit of shareholders. Companies that use the EFQM excellence model must define their policies and objectives to apply total quality management. To achieve and carry out these policies and objectives, companies develop their strategies taking into consideration all the corresponding shareholders. These corresponding shareholders contain partnerships, customers, employees, and the company's competitors. Systems thinking is a change in perspective with what is seen in an organization. Strategic and systematic thinking is about moving from a view of the organization as a combination of distinct and irrelevant components competing for resources to a view of the organization as a system. Strategic thinkers must look for new approaches as well as the best ways to get things done. The key element of strategic thinking is having a vision and a purpose (Janatyan et al., 2020). The first criterion explains what the purpose of the organization is, what are the goals that need to be achieved, the vision which creates the long-term actions of the organization according to the purpose and strategic priorities which are shaped through the organization's vision and mission. The following steps need to be followed to define the purpose and vision and create a strategy accordingly in terms of Purpose, Vision & Strategy.

- I. “Define Purpose & Vision
 - II. Identify & Understand Stakeholders Needs
 - III. Understand the Ecosystem, own Capabilities & Major Challenges
 - IV. Develop Strategy
 - V. Design & Implement a Governance & Performance Management System”
- (EFQM, 2021:16).

This criterion includes statements regarding sustainable value creation and preparing the environment for the creation and delivery of sustainable value for stakeholders in the perspective of organization's long-term goals and vision (Martusewicz, 2022).

Criterion 2: Organizational Culture & Leadership

Leadership is a form of management which aims to ensure customer and employee satisfaction. Leaders are the people who manage change dependent on technology and time and resources of this change for the success of the organization. They ensure employees adapt to this change. Leadership is one of the most essential concepts in total quality management. Since this philosophy can be applied more effectively with support, the participation and leadership of senior administration. The leaders are the people who integrate the total quality management philosophy into the culture, and they strive to translate that philosophy into the organizational culture. In this meaning, the first objective of a leader is to define the problem areas in the company and define objectives to rectify these problems. Excellent organizations: while shaping and realizing the future, it has leaders who set an example with their values and ethical understanding and constantly instill confidence according to the criteria of the EFQM model. Leaders of excellent organizations are flexible, ensuring that what is needed is anticipated and delivered in a timely manner to ensure the continued success of the organization (YURTSEVEN, & FINDIKLI, 2022). The EFQM model requires being market oriented as it is based on meeting customer needs and expectations and the stability and control of processes. It is predicted that cultures with these characteristics will have a greater impact on the results therefore organizational culture development is highly important (Giménez Espín et al., 2020). Leadership in an extraordinary organization is positioned as an activity, not a role, and leadership behaviors are evident in every member's level and department of the organization. The role of leadership behavior inspires others, reinforces, and adapts where necessary values and norms that help guide organizational culture (EFQM, 2021). The following activities need to be recognized by the organization to ensure a successful environment within the terms of Organizational Culture & Leadership.

- I. "Steer the Organization's Culture & Nurture Values
- II. Create the Conditions for Realizing Change
- III. Enable Creativity & Innovation

IV. Unite Behind & Engage in Purpose, Vision & Strategy” (EFQM, 2021:18).

b. Execution

The Execution chapter answers the question to “How” and elaborates the details according to what sense and which developments the organization needs to accomplish to reach the goals determined in the first part (Saoudi & Dehane, 2020).

Criterion 3: Engaging Stakeholders

Organizations using the EFQM excellence model manage activities planned and systematic. Planning includes external stakeholders, internal resources such as suppliers, human resources, finance, or employees. While the company is making this planning, there are also areas that need improvement. Companies collaborate with stakeholders to enable organizations to manage their activities more effectively. But the organizations must be compatible with the organizational image and culture. Otherwise, consumers and employees may stop trusting the company. The company leverages resources in order to ensure the sustainability of the activities. In this way, these resources are used more effectively. The criterion of Engaging Stakeholders contains the participation of representatives of partner organizations and employers in strategic planning and development, planning and execution of training activities for teaching and training personnel (Sütöová et al., 2022). It is stated that while quality means meeting the demands and expectations of customers, excellence in business means exceeding the expectations of all stakeholders (employees, customers, society, etc.) in a global competitive environment. EFQM business model’s highlights are based on the stakeholder management and engagement, while creating a sustainable value in the direction of organization’s goals (Bukvič, 2023). EFQM model states the following stakeholder classification to be considered in an organization to take into account in business:

- I. “Customers: Build Sustainable Relationships
- II. People: Attract, Engage, Develop & Retain
- III. Business & Governing Stakeholders – Secure & Sustain Ongoing Support
- IV. Society: Contribute to Development, Well-Being & Prosperity Partners & Suppliers: Build Relationships &
- V. Ensure Support for Creating Sustainable Value” (EFQM, 2021:24).

Criterion 4: Creating Sustainable Value

This criterion includes the participation of representatives of partner organizations and their employers in the development of training strategies and programs, developing appropriate and effective communication processes with internal and external stakeholders and development of procedures for carrying out teaching and training processes for employees (Bukvič, 2023). To achieve and sustain excellent results that meet or exceed its stakeholders' expectations of the management group, an organization should be able to define from the beginning a compelling purpose, create a vision of what it wants to achieve in the future, it should be focused on creating sustainable value, the strategy fosters a culture that leads to success (Val et al., 2020). Creating sustainable value is a new criterion in the EFQM model, it is different from the previous version of the model. This criterion aims at long-term sustainability perspective, only then can an organization gain financial strength (Hauber, 2020). In general, the target group of creating sustainable value is customers, but meanwhile it doesn't mean that organizations do not consider key stakeholders during creating sustainable value. Managers, employees, external stakeholders like business groups can also be the target of this criterion (EFQM, 2021). The principles and steps for achieving this criterion are shown below:

- I. Design the Value & How it is Created
- II. Communicate & Sell the Value
- III. Deliver the Value
- IV. Define & Implement the Overall Experience

Criterion 5: Driving Performance & Transformation

Predictive measurement for strategic goal achievement, performance improvement, transformation support and future-oriented metrics are very high on outcome criteria and evaluation is left to the applicant organization and evaluators (Murthy et al., 2022). Organizations should continue to manage delivery successfully from its current business activities, which is the part of "Driving performance." Meanwhile, there are constant changes inside and outside the organization where needed. If it remains, it will be managed in parallel successfully, which is the part of "Directing Transformation." Driving performance and confirms the need for transformation the organization will deliver while preparing for the future (EFQM, 2021). Key elements to support the performance and transformation activities is innovation, and organizations need to follow the below mentioned steps while focusing the use of critical assets and resources.

- I. "Drive Performance & Manage Risk

- II. Transform the Organization for the Future
- III. Drive Innovation & Utilize Technology
- IV. Leverage Data, Information & Knowledge
- V. Manage Assets & Resources” (EFQM, 2021: 28).

c. Results

The last part of the EFQM excellence model answers the question “What” and it contains the feedback and perceptions from the internal and external stakeholders about the activities which have been done during the direction and execution phases.

Criterion 6: Stakeholder Perceptions

Customers are one of the stakeholders for organizations. Companies that use the EFQM excellence model carry out assessments to perceive customer satisfaction and expectations. Here, the essential goal is to ensure a satisfaction beyond customer expectations. Companies must evaluate the existing and potential customer perceptions for sustainability. The company develops the EFQM excellence model in relation to this data and with the current information the company can see its annual performance and customer’s perceptions. Employees are another stakeholder which needs to be considered in the organization. Companies that use the EFQM excellence model apply various methods to measure employee motivation, the definition of satisfaction and measuring success. When using the mentioned methods, they apply the periodic indices, and they obtain various results. The sector in which the company is active, the company's objectives and strategies influence the indices for internal clients. These indices may relate to motivations, leadership, the pricing system, communication, or personnel circulation. Furthermore, they help the company to examine and increase employee performance. Organizations which use the EFQM excellence model know how to manage the pre-evaluation and post-evaluation data in terms of stakeholders and take the parts that need to be improved into account. This phase of the model is for organizations to compare the data and evaluate it. Another evaluation in the area would be making in the society and general business activities as external stakeholders. Organizations carry out the assessments periodically by noting the various clues to find out how they perceive. These indices concern the general image of the company in society, the activities with non-profit organizations, risks for society (pollution, accident etc.) and government authorizations. Organizational data non-profit or legal organizations are also evaluated in

this content. The company supports public activities to examine the perception of the society. The investigations, government authorities or reports can be a resource. After all these evaluations, the company obtains a credible result. According to the results of key stakeholders' perception, EFQM supports the following general areas.

- I. "Customer Perception Results
- II. People Perception Results
- III. Business & Governing Stakeholders
- IV. Perception Results
- V. Society Perception Results
- VI. Partners & Suppliers Perception Results" (EFQM, 2021:34).

Criterion 7: Strategic & Operational Performance

Organizations form the indices of performance regarding strategies and policies in the content of this model. Business information, technology, buildings and facilities, the competitive situation, the market, and finance can give the example to these indices. This criterion is about linked results to organization's performance in terms of organization's eligibility to fulfill its purpose, presenting the strategy and creating sustainable value and post-evaluations as a proof to the future activities. Strategic and operational performance indicators include reported results, and the predictions were used to show how well was the functioning of the organization. Achieving the organization's strategic goals and reported indicators show the organization's operational goals and how well they achieved. These indicators include the following examples according to EFQM model.

- I. "Achievements in delivering Purpose, Strategy & Creating Sustainable Value
- II. Predictive Measures for the Future
- III. Fulfillment of Key Stakeholder Expectations
- IV. Economic & Financial Performance
- V. Achievement in Driving Performance & Transformation" (EFQM, 2021:37).

3.2.1.3. Evaluation of Principles of EFQM Excellence Model

Total point of the award system of the EFQM excellence model is 1000 (100%). The scoring system of the whole model can be seen below in Table 3.

Concept	Criteria	Points
Direction	Purpose, Vision & Strategy	100(10%)
	Organizational Culture & Leadership	100(10%)
Execution	Engaging Stakeholders	100(10%)
	Creating Sustainable Value	200(20%)
	Driving Performance & Transformation	100(10%)
Results	Stakeholder Perceptions	200(20%)
	Strategic & Operational Performance	200(20%)
Total Points		1000(100%)

Table 3: EFQM categories and scores

It is useful to pay attention to the layout of the basic criteria in the visual model. The beginning of the cycle appears to be Results, which become input to the criteria for determining Direction, which in turn form input to the Implementation criteria, which then turn into the achievement of Results (Wierzbic & Martusewicz, 2019). The three main points in the model feed themselves and they cannot be thought of separately. Organizations need a feature to increase visibility in the competitive environment. With the development of technology and customer demands to be more selective, companies are making an effort to obtain excellence and more importantly sustainable excellence. Sustainable excellence can be ensured with the EFQM excellence model and its criteria. EFQM is an organization with a vision of “sustainable excellence”. Organizations offer more productive services to their customers, their stakeholders and their employees while establishing the criteria of the EFQM. Organizations have the chance to see what steps should be taken in the future. Within the perspective of the model, it motivates employees, evaluates performance, and has an award system. Therefore, it leads to the organizations to evaluate the previous activities, what is in the present and what will be done in the future. This type of assessment has a high importance and complex structure which ensures the activities are under proper direction. With the EFQM excellence model, organizations offer the best opportunities to internal and external stakeholders by developing strategies and future making. Consequently, if a situation is not planned at the time better way, a company cannot achieve excellence. It's for This the EFQM excellence model ensures sustainable excellence in business. The EFQM excellence model helps

increase performance and motivation in the company by assimilating the philosophy of total quality. Therefore, both the quality of the products/services and satisfaction of stakeholders that the company represents increases while applying the criteria of the model.

3.2.1.4. Examination of EFQM Excellence Model Principles within the Perspective of Employee Motivation and Organizational Communication

The author suggests that in an organization which is founded on the notion of excellence, internal communication needs to be developed. Leaders define the organization as an appropriate act to excellence while influencing organizational culture and employee motivation. Meanwhile, leaders must implement the strategies and plans that the company reviews. In today's competitive market, employee and stakeholder motivation is one of the biggest problems for company reviews. Organizations which cannot ensure the motivation and satisfaction of employees cannot achieve excellence and success. EFQM excellence model guides the organizations according to every functioning of the success and employee motivation is one of the steps. Organizations must try to strengthen the performance of their employees with an understanding of quality. When an organization knows the needs and necessities of internal and external stakeholders, and when it applies this information to products/services, it can achieve success in the competitive environment. To achieve the above-mentioned success, the communication structure of the organizations takes the lead. The EFQM excellence model gives the instructions for maintaining the satisfaction, creating the definition and goals, and ensuring the post-evaluation but it lacks the communication flow guidance. Within the perspective of motivation and satisfaction of the employees, who are one of the key stakeholders determined by the EFQM excellence model, internal communication and organizational communication are key elements. Nevertheless, the EFQM excellence model states that key stakeholders and their satisfaction, loyalty and motivation are completely important for the success of an organization but doesn't mention the communication flow which should be structured according to the progress of the success. The EFQM excellence model defines the strengths and points that must be improved in the organization. This is one of the most well-known and doable procedures of the model. Within this perspective, the defined strengths, and points to improve inform the organization about the existing situation, in addition to it, ensures that developments are measured, and concrete results

are obtained. The EFQM excellence model creates a common organizational culture by improving the relationship between employees and managers. On the other hand, the model supports the training and performance evaluation of the employees therefore it is surely pointed out that employees understand the importance of the concept of quality. Thus, it is expected to ensure the fractional increase of the motivation with an effective organizational communication structure.

3.2.2. Malcolm Baldrige National Quality Award (MBNQA)

Malcolm Baldrige National Quality Award established by an effort to improve quality management practices and the competitiveness of American organizations. President Ronald Reagan signed the Malcolm Baldrige National Quality Improvement Act on August 20, 1987. The main aim of this award and its systematic model is to promote quality awareness, quality control in the companies, identify requirements for quality excellence and share information about successful quality strategies and their benefits (Sampaio et al., 2012).

3.2.2.1. Definition and Scope of MBNQA

Malcolm Baldrige is a quality model that is used in the United States. Firstly, it was founded in 1987, and it is cited with the name of Malcolm Baldrige who was a minister of commerce. The Malcolm Baldrige National Quality Award only accepts applications by organizations based in North America. Malcolm Baldrige has a prize system with three categories, like the Deming Prize. The model's system can be seen below in Figure 6 It is a system that accepts organizations' quality applications. In a competitive space, this model is founded to increase performance regarding quality and ensure consumer satisfaction. The award system and the Baldrige model are for the purpose of explaining the use of quality in business and the steps to ensure excellence to other businesses. The steps and award-winning organizations' systems are publicly open because Malcolm Baldrige aims to train all applicants to know the steps to ensure excellence. In the model there are seven criteria and nineteen sub-criteria.

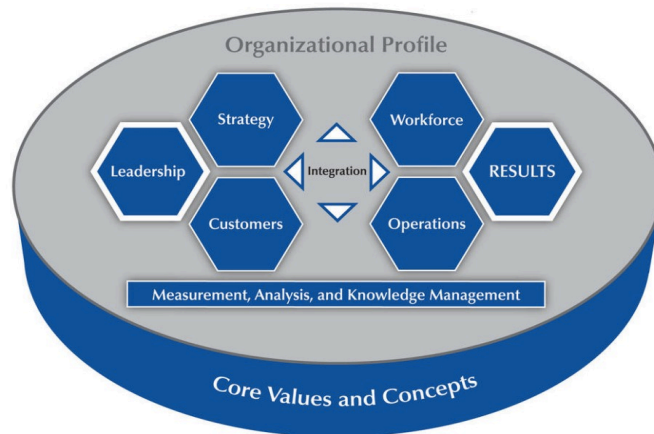


Figure 6: Malcolm Baldrige National Quality Award Model
(Baldrige Excellence Program 2021, Retrieved on 01.01.2024)

MBNQA's aim is to encourage organizations to address quality across a wide range of issues. Companies wishing to compete for this award must demonstrate leadership and long-term planning, have verifiable quality control procedures in place, ensure the happiness and well-being of their employees and, above all, work towards the satisfaction of their internal and external stakeholders (Curkovic, 2000). The Malcolm Baldrige model has quality elements in seven categories: 1) leadership, 2) strategic planning, 3) customer and market focus, 4) measurement, analysis, and knowledge management, 5) workforce focus, 6) process management, and 7) results. Three or fewer awards may be presented each year by the President of the United States to organizations in each of the following categories: manufacturing, services, small business, education, health care, and nonprofit organizations (Prybutok et al., 2011). After three years of program development, in 1991, Malcolm Baldrige programs collectively received 111 applications. In 1997, the increased number was 974, and the programs have trained more than 2,400 Baldrige trainers and auditors (Lee et al., 2003). When organizations use the MBNQA process, they steer their business activities in consistent directions to improve customer value and overall business success. The criteria are considered a framework for organizational improvement and MBNQA winners have been found to generate significant shareholder value according to the results (Giunta, 2015). MBNQA is widely accepted as a standard of service excellence, measured in terms of leadership, strategic planning, customer and market orientation, information analysis, human resources, management of processes such as those in education and health establishments (D'Souza & Sequeira, 2011).

3.2.2.2. Criteria of MBNQA

The MBNQA criteria are developed by seven categories, with each category being allocated a certain number of points defined in the award criteria. Hundreds of quality experts, using consensus expert opinions, assigned a total of 1,000 points to these seven Baldrige categories and subdomains (Wilson & Collier, 2000). According to Baldrige's model, an organization cannot ensure excellence without having the criteria that are shown in Figure 8 and without evaluating these criteria. A company must evaluate each activity with these criteria. This evaluation shows that the dimensions would suit or not to the company. If this evaluation is not constituted, the company cannot be completely excellent and successful. In the end, it couldn't be successful in the competitive market environment. There are seven categories and nineteen sub-questions in the model. The criteria are used to evaluate an organization's performance, helping the organization identify its strengths, opportunities for improvement and gaps/blind spots. An assessment against the Baldrige criteria has three elements. (1) In the organizational profile, the organization describes what is important to it (its operating environment, its key relationships, its competitive environment, and its strategic context). (2) In responses to categories 1 through 7, the organization explains how it accomplishes what is important to it. (3) Scoring guidelines allow the organization to assess the extent to which it is accomplishing what is important to it: the maturity of processes and their deployment, and the extent and importance of the results of the organization. Responses to the criteria questions serve as applications for the Baldrige Award and are used internally by organizations to self-assess their own performance (Bailey, 2015). The MBNQA framework also proposes two triads in order to reflect the systematic and synthetic nature of the model. The leadership triad combines the three criteria of leadership, strategic planning and customer and market orientation and it highlights the importance of a leadership orientation towards strategy and customers. The results triad integrates HRS focus, process management, and business results, focuses on an organization's people and the key processes that accomplish the organization's work and drive business results (Sun, 2011). The detailed explanation of each criterion can be found in Annex 2. The MBNQA is not used in the methodological part of the dissertation, therefore the details of the criteria are put in annex as a supportive document.

3.2.2.3. Evaluation of MBNQA

Scoring system of MBNQA is 1000 points in total. Aydın and Kahraman (2019) states that Baldrige criteria for performance excellence can be applied to manufacturing, services, and small businesses. Maximum points of each criterion are organized into seven categories as follows:

- Criterion 1: Leadership (120 points)
- Criterion 2: Strategic planning (85 points)
- Criterion 3: Customer focus (85 points)
- Criterion 4: Measurement, analysis, and knowledge management (90 points)
- Criterion 5: Workforce focus (85 points)
- Criterion 6: Process management (85 points)
- Criterion 7: Results (450 points)

According to all seven criteria, 55% of the criteria in MBNQA are related to how an organization should be managed, and the remaining 45% focus on the results achieved. Criterion 1 to Criterion 6 (550 points) focus on companies' approaches or systems. The remaining 45% of the scores belong to Criterion 7 (Aydın & Kahraman, 2019). In their research, Sampaio et al. (2012) states that the MBNQA can be used not only as a set of criteria for companies applying for the award, but also as a guide for those wishing to implement proven performance excellence initiatives. The MBNQA criteria are used very often and in the majority of cases for self-assessment. It is mentioned that self-assessment is important because it helps an organization define its quality system and select customer-focused quality objectives. Tummala and Tang (1996) argue that most companies use the Malcolm Baldrige Award criteria as a quality model to improve their quality to the point where they are as competitive as possible in the marketplace without competing on price. Additionally, the price can be tailored to the needs of any organization. The MBNQA not only codifies quality management principles in clear, accessible language, but also provides companies with a comprehensive framework for evaluating their progress toward the new management paradigm and commonly recognized goals like customer satisfaction and quality increased employee involvement. Particularly, the MBNQA criteria were very useful as an internal assessment tool and, if followed, would provide quantifiable results. In another study, Dror (2008) states that the establishment of the MBNQA provides an organization with the following benefits: (1) a multidimensional assessment using seven criteria; (2) a basic causal structure such as the

leadership triangle influences the outcomes triangle; and (3) an organizational profile to characterize the individual organization and its environment. The MBNQA model has been widely criticized, particularly in the United States. Critical literature says that the MBNQA excellence model is static and does not truly reflect product quality, pointing out that high self-assessment scores are not enough to test high product quality. MBNQA is only a set of guidelines, not a rule requiring companies to comply with each indication without research or interpretation of its contents. In addition to the arguments mentioned above, the important shortcoming lies in a disproportionate distribution of points for the criteria (Veselova, 2018). Overall, MBNQA excellence model guides organizations through the perspective of quality improvement and continuous assessment. The model is only used in the United States, but there are other local based models which are developed within the base of MBNQA. The author of the present dissertation states that even though there are some negative criticisms of the model, it still shows that its perspective helps organizations to build a trustworthy, satisfaction and motivation-based environment for internal and external stakeholders. The specific examination of MBNQA principles within the perspective of employee motivation and organizational communication will be given in the next chapter.

3.2.2.4. Examination of MBNQA Principles within the Perspective of Employee Motivation and Organizational Communication

The companies high scored in Baldrige framework shows the correspondence with increased job satisfaction, better participation, reduced turnover, improved quality, reduced costs, increased reliability, increased on-time delivery, fewer errors, reduced delivery times (customers), improved satisfaction, fewer complaints, higher customer retention rates (profitability), improved market share and improved financial indicators. In summary, considerable evidence suggests that organizations that perform well on the Baldrige Standards perform better than those that do not (Ruben et al., 2007). Employee motivation and organizational communication are not directly included in the Baldrige model. But as seen in the criteria, the model supports the satisfaction of the workforce, the leadership skills, customer feedback and the results from the internal and external stakeholders to control the steps of functioning. Even though it is not mentioned directly in the model, to ensure the satisfaction of the related parties, communication structure and its effectiveness are one of the questions in the subcategories. Therefore, the author of the

present research states that the particular model influences the organizational communication structure and employee motivation in an indirect way. The Malcolm Baldrige Model identifies what the key to success is when improving spending performance, and the deadlines that must be met to achieve this, the results that must be stopped, and the work that must be done for greater excellence. Successful organizations are particularly characterized by continuity and effectiveness, meeting the needs of all systems, selection of the results obtained and continuous learnable changes and expansions of the department (Baraçlı & Yildirim, 2023). The needs of all systems contain the factors of communication and employee motivation. Thus, they can be considered as important factors in the model, but they are not one of the primary principles of the Baldrige model.

3.2.3. Deming Prize Model

The Deming Prize is an award given in Japan. In 1951, the prize was first made known by the Japanese. This name was given the prize for his work on the quality of W. Edwards Deming. Deming was an American statistician and after World War II taught many countries about quality.

3.2.3.1. Definition and Scope of Deming Prize Model

The increase in the Deming quality approach is based on efficiency and cost reduction of business costs. It also played a major role in the propagation of the Plan-Do-Check-Act (PDCA) cycle. The PDCA model is now referred to as the wheel by Deming. Deming is based on real business problems. At the same time, education is also an important concept for Deming. Deming Prize application is an activity carried out by the prize committee. The committee meets in mid-March each year and reviews the documents submitted by applicants to decide whether they are eligible for consideration for the Deming Prize. Within one week of this meeting, the applicant will be notified of receipt of the application, a description of TQM practices and the request for submission of other documents, and the upcoming document review and schedule. The applicant organization is requested to submit the following documents to the Secretariat of the Deming Prize Committee (Tuna & Diker, 2021). The Deming Prize is a degree of outstanding quality; it recognizes anyone who has achieved sustainable business success through quality management achievements. Organizations can choose the exact answer items and sounds and be sure to look for details and strategies that will allow you to do this. Deming's frameworks for institutional capacity, particularly current and overall performance

(Alauddin & Yamada, 2022). It was announced that the award will initially be given to Japanese companies that provide consistent performance increases in quality and profitability. Many companies around the world have been striving for this award for a while. The industry regards the Deming prize as equivalent to the Nobel Prize in terms of quality (Kudtarkar, 2014). Organizations do not necessarily compete every year for the Deming Prize. On the contrary, obtaining this award means that an organization has reached a certain level of quality. There is no limit to the number of winners per year. The award has several categories, including individuals, factories and divisions or small businesses (Izadi et al., 1996). Iaquinto (1999) states that Deming Prize winners increased their annual sales by an average of about 14 percent, while the Japanese industry increased its sales by an average of 12 percent. The annual profit margin of Deming Companies has increased by almost 3 percent, which is higher than the Japanese industry average of 1 percent. Compared to other quality awards, the Deming Award offers a unique mode of evaluation and evaluation process. The MBNQA and EFQM are used as a self-assessment for companies seeking business excellence. In contrast, for the Deming Prize, it focuses on the concept of total quality management at the operating site (Alauddin, & Yamada, 2022). In 1951, the Japanese Union of Scientists and Engineers (JUSE) established the Deming prize, to be awarded annually to companies that demonstrate adoption of Deming's principles and to individuals who recognize achievements in statistical theory (Lawton, 1993). The Deming Medal, which includes Deming's profile image, was prepared to be given to award-winning companies (Figure 7). The first awards were given to four Japanese companies in 1951. The award is given in 4 categories: the Deming Prize, the Deming Grand Prize, the Deming Prize for Individuals and the Deming Distinguished Service Award for Dissemination and Promotion (Overseas) (Ertugrut, & Gürler, 2019).



Figure 7: The Deming Medal
(Deming Prize, 2024: https://www.juse.or.jp/deming_en/ Retrieved on 02.01.2024).

Although it was initially created to be given only to Japanese companies, after 1980 it became international and started to be given to foreign companies as well. It has also started to be provided to businesses outside Japan. Thus, Deming Award models, which are an award system open to application profiles without any restrictive elements such as public - private, national - international, small - large, are built on Deming's fourteen principles, which form the basis of Total Quality Management (Ece, 2016). Deming's 14 principles are shown below:

1. "Creating a constancy of purpose for improving service.
 2. Adapt a new philosophy with management learning what their responsibilities are and by assuming leadership for change.
 3. Cease dependence on inspection by building in quality into the service.
 4. Aim for continuous improvement of the service to improve quality and decrease costs.
 5. Aim for continuous improvement of the service to improve quality and decrease costs.
 6. Institute training on the job.
 7. Institute leadership with the aim of supervising people to help them to do a better job.
 8. Drive out fear so everyone can work effectively together for the organization.
 9. Break down barriers between departments and encourage departments to work together.
 10. Eliminate slogans, exhortations and numerical targets for employees and recognize that difficulties belong to the whole system.
 11. Eliminate work standards (quotas) on the factory floor and substitute leadership.
 12. Remove barriers that rob the hourly worker of his right to pride of workmanship.
 13. Institute a vigorous program of education and self-improvement.
 14. Put everybody in the company to work to accomplish the transformation"
- (Deming, 2000: 45)

The categories of the Deming Prize are mentioned above but the detailed explanation of the categories and application stages will be given in the next chapter.

3.2.3.2. Categories of the Deming Prize

The award is given in 4 categories: the Deming Prize, the Deming Grand Prize, the Deming Prize for Individuals and the Deming Distinguished Service Award for

Dissemination and Promotion (Overseas). Application and award stages according to the categories of the Deming Prize can be seen below. Kömürcü et al. (2014) summarized the application stages through the categories in a detailed perspective as follows;

- Providing the “Deming Award Guide” and “Deming Award Application Guide”.
- Applying to the Deming Prize Office.
- Application to the JUSE secretariat and the Deming Prize Committee.
- Submission of the application form to the secretariat of the Deming Prize Committee. (by January 15)
- Submission of explanations of Total Quality Management practices. (by March 31)
- Document Examination (April-May)
- Determination of the applicant's qualifications for the field inspection (by the preliminary committee) (Until mid-June)
- Specifying the people who will conduct field inspection and the exam schedule. (End of June)
- Arranging a meeting with the chief of the people who will conduct the field inspection. (One month before the field inspection)
- Field inspection (21 July - 30 September)
- Deciding on the qualifications of the candidates for the Award. (Mid-October)
- Ongoing examination if not agreed upon • Identification and public announcement of successful candidates (Mid-October)
- Awards Ceremony and Celebration Party (Mid-November)
- Reports of award winners (Mid-November)
- Status report and field review three years after receiving the award (3 years later)
- Applying for the Japanese Quality Award. (At least 5 years later, including the award year).

The Deming Prize is divided into two categories for participating organizations, and each category has different minimum merit scores for evaluation. The Deming Prize and Deming Grand Prize category require entrants to score more than 70 points and more than 75 points for all categories A, B, and C, respectively. The Deming Prize is awarded to the organization that implements TQM in accordance with its management philosophy, business scale and management environment. The Deming Grand Prize is awarded to the organization that maintains and improves its Total Quality Management level for more than three years after winning the Deming Prize. Understanding the target assessment

points helped design a more comprehensive conceptual framework with more sub-elements to represent the TQM processes the organization would carry out (Alauddin, & Yamada, 2022).

3.2.3.3. Criteria of Deming Prize

The Deming Application Prize is an annual award given to a company that has achieved significant performance improvements through the implementation of Total Quality Management. Any organization, regardless of sector type, public or private, large, or small, domestic, or international, can apply for the award. The 10 evaluation criteria of the prize are listed below.

1. Top Management Leadership, Vision, Strategies
2. TQM framework
3. Quality Assurance System
4. Management System for Business Elements
5. Human Resources Development
6. Information management
7. Standardization
8. Implementation status of quality control
9. Overall effects
10. Future plans

Total points of 10 criteria are 100: each criterion by 10 points (Michalska-Ćwiek, J. (2009). To be eligible for the award, senior management must score at least 70 points, and no unit of the company can score less than 50 points. A report containing the Deming Prize Committee's comments and recommendations is sent to companies applying for the award. Reports contain findings on desired and undesirable aspects of quality operations and include constructive recommendations (Izadi et al., 1996). The Deming criteria are categorized into three main categories: A, B and C. "Category A" defines clear objectives defined by top management and reflected in the management philosophy, industrial scale, and environment. Additionally, the company needs to establish a proactive, customer-focused business goal and strategy based on corporate social responsibility. Additionally, senior management must show leadership in establishing the business goal and strategy. "Category B" describes how Total Quality Management is appropriately implemented and used to achieve the business objective and strategy specified under "Category A". "Category C" indicates results achieved through "category B" processes that describe

impacts on the organization and the achievement of “category A” business objectives and strategies, including outstanding TQM activities in the organization. (Alauddin, & Yamada, 2022).

Establishment of business objectives and strategies and top management’s leadership

Deming (2000) states that the aim of leadership should be to improve the performance of man and machine, improve quality, increase output and at the same time give people pride in the work accomplished. In negative terms, the goal of leadership is not only to detect and record people's failures, but also to eliminate the causes of failure: to help people do better work with less effort. Leaders and managers of organizations should be aware that each of the elements underlying the Deming management model is important. Additionally, leadership at the top of the organization is closely linked to achieving higher levels in each area (Douglas & Fredendall, 2004).

3.2.3. Examination of Deming Prize Model Principles within the Perspective of Employee Motivation and Organizational Communication

The Deming Prize Model presents an overview of the idea of creating a more comprehensive model for implementing top management principles and leadership effects. The model emphasizes the importance of the leaders in an organization and how they should coordinate the business objectives and strategies. It aims for gradual improvement in the progress of the organization, and it is suggested that monitoring be carried out in several phases in a thorough manner in terms of employee motivation. Consideration of schedule, labor, and financial needs must also be factored into implementation. In other words, close discussions and decision-making by top management are the ultimate starting point for implementing the Deming Prize model (Alauddin & Yamada, 2022). An organizational competitive advantage depends on the individual performance of each employee and manager, and the organizational infrastructure that supports the business. Thus, this competitive advantage can largely be achieved using a Deming Prize model. The model provides opportunities for personal improvement in leadership, a structured holistic approach to organizational improvement, benchmarking opportunities and access to demonstrate best practices. The model's assessment process is a unique training experience for managers to align teams of assessors or align large and small businesses around clear shared goals through mutual understanding of managers and employees (Sampaio et al., 2012). Employee satisfaction

and motivation have considerable effect on the model but in the Deming Prize there was more emphasis on process control and little consideration of customer and market knowledge according to the criteria (Ranjan Kumar, 2007). Over time, MBNQA and EFQM have become the most widely used business excellence models in the world. It has been adapted and developed to face the new realities of 21st century society in general and the business environment in particular. Although the Deming Award was the first quality management model to be recognized globally, the Baldrige framework formed the starting point for the design and development of business excellence models all over the world. Thus, MBNQA remained the oldest and most popular business excellence model worldwide (Toma & Marinescu, 2018). All models start with the “Leadership” criterion and end with the “Results” criterion. Although these three business models have changed over time, their core values, concepts, and principles have remained the same. These models use these criteria to emphasize their commitment to business excellence (Toma & Marinescu, 2018). But the existing models do not have the aspect of the communication in quality processes. For the methodological approach of this research, interviews and questionnaires developed, and the main methodology is the pilot scheme for the new business excellence model creation. Firstly, the interviews and anonymous questionnaire, and their results will be shown. Following that, the new business excellence model and its pilot scheme will be shown and evaluated. The preliminary analysis and post-evaluation of the new business excellence model, and the details of the pilot scheme will be seen. The next chapter of the research will show the methods, the results and evaluation of the data according to the research questions of the current dissertation.

CHAPTER 4: METHODOLOGY AND RESULTS

For the examination of present dissertation, the methodology is both qualitative and quantitative. Interviews, questionnaire, and a pilot scheme which is applied through a new business excellence model are the methods of the research. As a first step, preliminary interviews and questionnaires are conducted as supporting methods for the pilot scheme and the development of the new business excellence model. The preliminary interviews are carried out with management representatives from different European countries, reflecting the management perspective within organizations. In the second step, the questionnaire is administered to employees working in companies that have implemented the EFQM business excellence model, providing insights from the employee perspective. Based on the results from the literature review, interviews, and questionnaire, the criteria and application areas for the new business excellence model are formulated. By integrating both management and employee viewpoints, this research aims to create a comprehensive and effective model. Preliminary interviews and questionnaire are applied as a supporting methodology for the pilot scheme and new model offering. The preliminary interviews are conducted with different European countries, and they will reflect the perspective of the management part of the organizations. The questionnaire on the other hand covered the viewpoint of employees who work in the companies which implemented EFQM business excellence model. The reason to choose both methodologies is to understand the perspective of both management part and employees about the functioning of EFQM business excellence model.

Preliminary Interview

Interviews are a part of qualitative research methods. Griffie (2005) stated that interviewing is a general way of improving qualitative research data because it is perceived as “talking” and talking is natural. Interviews are mostly closer to the people and more practical/emotional data can be obtained. Preliminary in-depth interviews were conducted with different European companies which currently use the EFQM business excellence model. The interviews were conducted with the quality or human resource managers of the companies. The companies selected through the official website of EFQM which shows the awarded organizations during the past years. One of the most important topics by selecting the organization is to be a multinational company and have international employees. Face-to-face and online interviews took place between 09.2022

- 09.2023. 5 interviews were conducted for the analysis of the topic. Another point here should be mentioned that the EFQM award is one of the most prestigious and hard business excellence awards in Europe, thus the companies which gained the award and were willing to cooperate with this research were highly small. One of the most essential advantages of in-depth interviews to this research is showing the exact opinions of the individuals who established these models to the organizations. Therefore, the interviews and their evaluations were an availability to make comparisons and have feedback from the managers of the companies. The author of the present dissertation decided to conduct preliminary interviews with the management part of the companies to support the building of the new business excellence model. For this interview guide, the author prepared pre-questions for the companies which have EFQM Excellence Model. There were 20 questions in total. First 6 questions will take approximately 6 minutes in total, because they do not require an interpretation or commenting. Other questions will have 2-3 minutes for each. In total it will take around one hour. The preliminary interviews' aim is to understand how organizations built EFQM business excellence model, what are the benefits and lacks the model, and would the managers think a new business excellence model would be beneficial for the companies according to the functioning focuses on communication and motivation. The interview questions are presented in Annex 3. There are 5 companies in total which the author has interviewed with. 2 of the companies did not give consent on sharing their names, they will be presented as Company X and Company Y; the 3 of the company's names and brief history will be presented in the dissertation.

Preliminary Questionnaire

According to Kabir (2016), a questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Although they are often designed for statistical analysis of the responses, this is not always the case. The questionnaire was invented by Sir Francis Galton (1822 - 1911) (Kabir, 2016). One of the advantages of questionnaires is having quick answers. It's easy to collect results with online and mobile tools, the data can be quantified, and questionnaire results are easy to compare. On the other hand, there are some disadvantages of questionnaires, for instance there is always the risk that participants will not answer a question, and the answers may not be honest. Respondents may not be

hundred percent truthful with their answers. The aim of the questionnaire is to understand how the EFQM business excellence model got perceived by the employees, and what their effects are to the motivation and satisfaction of the employees to ensure the proper construction of the new business excellence model. Interviews are reflecting the perspective of the management part of the organizations, but the questionnaire gives information about the employees' viewpoint. The main goal of the questionnaire is to take information about the employees' true opinions about the EFQM business excellence model and apply the viewpoint on the criteria of the new business excellence model. There are 2 separate questionnaires. One of them is in English and the other one is in Turkish. In total, there are 111 answers from the participants. The reason to select two languages for the questionnaire is to reach more respondents. The Turkish language is the author's native language, that is why it is selected as the second questionnaire's language. The questions in both questionnaires are the same, there are no differences. Participants from Turkey received the Turkish version, the participants from Europe received the English version. The questionnaires' links were sent to the employees who work at the companies which use the EFQM business excellence model, with the conformity and approval of the companies. Thus, the first step was to contact the companies for the approval, then the questionnaires are sent to the employees via the human resources departments. Firstly, the research was made to identify the companies that implemented EFQM business excellence model in Europe. As it is previously mentioned, there are not large numbers of companies that have EFQM business excellence model because of its long and detailed implementation process. The exact number of companies that have EFQM model is not registered in EFQM's official website, therefore a number cannot be given. The selection of the companies was made through the EFQM's official website, which gives the data that which companies won the award year by year. The author got in touch with the identified companies through the EFQM official website. The authorized person's email address is collected from the website. The communication through the companies to share the questionnaire with their employees constructed by email. It should be mentioned that the companies who got the questionnaire for the employees are not the same with the interviewed companies. The language selection was made according to the company's location. Answers of the employees were only visible by the author of the present dissertation and the questionnaires were anonymous. 6 out of 49 responses in the English questionnaire were determined as the respondents were not working in a company

which established the EFQM business excellence model; therefore 43 responses are valid. 7 out of 62 responses in the English questionnaire were determined as the respondents were not working in a company which established the EFQM business excellence model; therefore 55 responses are valid. The questionnaire is anonymous and contains 7 sections. The questionnaire which is used as a qualitative method is anonymous to ensure privacy and confidentiality.

New business excellence model – Pilot scheme

The new business excellence model is constructed through the data of the literature review, the interviews with EFQM excellence model user companies and anonymous questionnaires with the employees of the companies which use the EFQM excellence model. The reason to choose only EFQM established organizations is that the new business excellence model will be focused on Europe, and it will be usable for Europe based companies. Therefore, the EFQM business excellence model is selected for the supportive methods to show the results from the viewpoints of managers and employees. With the creation of a new excellence model, organizational communication and human resources departments will be integrated more in the quality process. This integration is necessary because every organization, especially with the increasing number of remote workers, must give the needed value and time to its employees to be able to ensure satisfaction, motivation, and productivity. The new model will be focusing on the communication aspect and increasing employee motivation and loyalty, so small and mid-sized companies will be able to implement and use it. The pilot scheme of the new business excellence model will be implemented in Altınbaş University, Dean of Students Department. The specific department will be voluntarily contributing to the current study, and the pilot scheme will take place in the mentioned department during June 2023-September 2023.

4.1. Evaluation of Preliminary Interviews and Questionnaires Results

Preliminary Interview Results

The interviews' full responses can be found in Annex 7. The first company was interviewed with is Yorkshire Water. Yorkshire Water is a UK based company which was founded as a result of the Water Act of 1973. Yorkshire Water is one of the ten local water authorities in England and Wales, but its real origins are found in the Yorkshire Water Authority, a large water company of the time which was folded into Yorkshire Water

(Yorkshire Water, 2024). The idea was to simplify the systems by which the nationalized water companies supplied. The company ensures that all 5.2 million people living in the region have clean and safe drinking water on tap and that their wastewater is taken away. The interview took place with the Service Delivery Manager of the company, who is the main responsible person for EFQM business excellence model. The interview was conducted on 23.03.2023 via the Teams platform and it was recorded. The transcription was done by the author from the auto-generated document in Teams. The interview was conducted in English. Firstly, the interview started with the general questions about the company and its EFQM history. Then, it follows the questions about the implementation process of EFQM, how does the system help the company to improve productivity and motivation, what are the communication factors, and would a new business excellence model be beneficial for companies. The interviewee states about the interpretation and benefits of EFQM as follows:

“Safe move was probably focusing our mind on the number of measures and KPI that we had at the time of establishing the EFQM model. I think we probably had about, you know, taking key performance indicators to the forefront in that we probably all have around about well less than half of that. So, it just focuses on what was key to measure. It also really focused on the rationale behind the target setting. Key performance indicator perspective, establishing EFQM has been a huge benefit for the company.”

For Yorkshire Water, EFQM business excellence model helps to understand where the standing point is, what they can do better and what are their improving areas, which are the key components and requirements of all business excellence models to accomplish while implementing the model. This process comes from the PDCA cycle, which is mentioned previously in the literature review. But it proves that the EFQM business excellence model gives the requirement/idea to the companies to regularly check their functioning system and evaluate themselves through the points of internal and external stakeholders, products/service quality and sales after services. On the other hand, the Service Delivery Manager states that EFQM also helps to improve the sustainability activities in the company. She mentions that:

“it's not just looking at you know, are you good at what you do now, but what other factors are happening within the industry or globally that might impact the business and how do you plan for that and mitigate any risk related to those? EFQM makes you consider the current and future conditions. Which is good for the company and employees, you know where to stand.”

Sustainability and corporate social responsibility are the new terms in the EFQM, which came through the latest update on the model. The benefit of it can be considered as that

organizations do not live instantaneously but they consider the future and upcoming conditions of the market and the world. This perspective gives employees the feeling of guarantee that the company would not fail in the market with the consideration of all possibilities. About the communication and motivation perspective of the model, the interviewee states that:

“EFQM drives a part of the business with the consideration of communication. But it's not just about communication in terms of what you are doing as a business. What you expect from people and how they can deliver their part in the success of the business. But it's really driven us down a route that says people should be involved in those strategies, that the setting of the strategy there should be involved in the target setting. And so, it's more about communication across the whole piece and not just about what we decide and we're doing, and this is what we'd like you to deliver.”

It is clear that the system which indicates the participation of the internal stakeholders into every step of functioning helps to improve the motivation of the employees. To ensure participation, internal communication takes a huge place. But the interviewee states that communication is not truly mentioned in the requirements of the EFQM; even though it is one of the most important aspects while implementing this model. Yorkshire Water had the plan of remote working option before the pandemic, but they were able to finalize the process and make it happen only during the covid. Service delivery manager states that:

“If we speak in terms of productivity motivation, I think it's dependent on the individual. Some people prefer to be in the office and feel more productive. Some people feel more productive at home, but as a company we try to provide as much help as we can if the employees choose to work from home. 85 percent of the majority prefer the option of working from home and feel that they are more productive now.”

It is mentioned during the interview that they've been operating under the current remote working rules for just over a year now and they've not seen any drop in productivity levels since the arrangements are being in place. Yorkshire Water took help from a consultant when they started to implement the EFQM business excellence model. Service delivery manager states that they tried to implement it by themselves without a consultant at first, but it turned out that they couldn't understand what exactly they should be doing and how they were interpreting some elements or criterion parts of the model. The last part of the interview contained the question about the new business excellence model and its necessity. The author of the present dissertation asks that as a company which implemented and still uses the EFQM business excellence model, would Yorkshire Water consider using a new model which helps to improve the organizational communication

structure and motivation of the employees, and focuses on the remote working environments. The interviewee states that:

“Yes, I’d be positive on this idea, because I think COVID has given, you know, the world away a new way of working, isn’t it? And encouraged remote working. And I think it is one of the first. When we started down a remote working route, how do you maintain good communication and effective communication methods was a risk. And I don’t think anybody’s got that spot on yet including us. And I think this new model is great. If you’re looking for a holistic approach to performance excellence. But I think that is probably the biggest risk for organizations in terms of maintaining the culture. If you’ve got and I would say safe move that we pride ourselves on good communication with our team and the culture and that for me, it is a big risk that you’d lose that. I think an independent model if you focus on communication and employee motivation would be certainly welcomed globally and I think it’s not as daunting to deal with one element as well. So, for us at the time we were looking for that umbrella piece. But you know if, let’s face it, without good communication and good employee engagement, no organization will be successful. So, it’s got to be something that would be attractive or of interest to most organizations and particularly since remote working. So yes, I would say it would be welcome, and it would be worthwhile”.

The second company is Minetta Insurance. Minetta is a company which is based in Greece (Minetta Insurance, 2024). It is one of the oldest insurance companies in Greece. The company was founded in 1973. Today the shareholders of the company, the Theocharakis family, having embraced the values, vision, and goals of the founder, ensure with the same zeal the uninterrupted continuation of its operation. The company employs more than 160 employees in the offices in Athens, Thessaloniki and Heraklion, Crete. They make the products available through a reliable network of more than 1,200 professional insurance intermediaries (insurance consultants, insurance agencies and insurance brokers) throughout Greece, having long-term partnerships with international reinsurance companies. The interview was conducted with the Director of Customer Care & Complaints Management Department on 24.02.2023, via Teams platform. The structure of the interview followed the pre-prepared questions. Minetta Insurance uses the EFQM business excellence model from 2019. They received the certification in 2019 and in 2022 they applied for an international excellence level award. The Director of Customer Care & Complaints Management Department explains the reason to implement EFQM model in Minetta Insurance as; *“It was a very good benchmarking tool for our company. So, we can bench our mark where we are in terms of other companies in Europe that apply the EFQM model. So that is also good and important for us. And we wanted to see where we stand, where we stand in terms of the different let’s say requirements at the EFQM.”* As can be seen from the comment of the second interviewee, the EFQM model is usually used to see the current and possible future

situations of the companies. The model supports the situational analysis and with the requirements of the criteria, it ensures the pre and post analysis in a company within the perspective of internal and external stakeholders. But the director states that the performance and motivation is not only due to the implementation of the model.

“It's not only due to the EFQM model. I mean, it's things that work within the company as well which help. For example, we upgraded our performance appraisal system, which did help like our appraisal system before was not based on targets, they were not specific targets, no specific objectives for each employee, so. But EFQM tells you, it's good to have systems and frameworks in place.”

Minetta Insurance got help from a consultant during the stage of the first implementation of the model, because the requirements of the EFQM were too deep. The interviewee states that *“I thought that we were supposed to provide information for the specific, but it was like a cascading effect. Like you needed to, let's say, talk about strategy, organizational culture. But you really needed to go into the depth of each, let's say, a specific topic during the implementation. And somehow it helped us to create a better working environment with a definite organizational culture”*. According to the motivation and communication in the company, Minetta Insurance states that it is extremely important and with the help of the EFQM system, the company can develop its systems, but the model does not give specific information about the performance, motivation, or communication. Companies need to follow the instructions of the model; but they do not get particular information about for example how to create a corporate culture or how to measure the effectiveness of the communication. This is a systematic problem in the model. The director mentions that:

“It's the company's responsibility, regardless of how many awards it receives. To apply for awards like EFQM, you need to have things in place. EFQM's specific framework helps put things into perspective, especially for communication. It asks you to provide examples and evidence of how you measure communication, and if you don't have an effective communication system, it won't support you. However, if you do have one, it helps you improve it”.

Minetta Insurance thinks that EFQM as a whole process is valuable because once you submit the information, it goes through the assesses, revises all the information that you've provided, and they come and have an on-site visit. It's not only what you submit written, they come to your offices, and they check whether it's ready for documentation. The whole process begins at the end and if companies give false information, it wouldn't work in the assessment process. The director states that:

“I wasn't giving any fake information because the EFQM evaluation cross-references employee feedback with managers' statements through private focus groups. If weaknesses, like

communication or culture issues, are identified, they are documented in the evaluation report, which becomes a valuable tool for improvement.”

The company believes that what is really important about the model basically is how the company uses the system. It is not only about the report, but they are mostly focused on applying it in practice and to gain the maximum efficiency. The weak part of the model according to Minetta Insurance is to have multiple details and it is not sometimes clear how to apply them into the company's system, especially when it comes to the details about the employees. The company has a remote working system, they started it within the beginning of the pandemic. They had a system for remote working before the pandemic also, but they didn't have all the infrastructure for the workforce. After the pandemic, they put in a specific infrastructure. Not all employees work from home, but they have limited it to two days per week and it depends on the employees the employee wants to work from home. About the evaluation of the remote working employees' motivation and performance, at the beginning of 2020 they had issued an employee opinion survey specifically for remote working and the director stated that *“we were able to measure the motivation and performance. We asked them for their feedback. Do you like working from home? What are the restraints? What is it that you like more? What would you like more from the company? Do you have the necessary equipment in place? What else would you like? So, we did measure the results and now we give them the option to work from home or office.”* At the end of the interview, the question of if they think it would be valuable to have a model which focuses on organizational communication, motivation and remote working was asked, and the Director of Customer Care & Complaints Management Department states that:

“Yes, I would. I would think that would be very, very helpful. Because you know the results come from people. And if people are not happy, are not motivated, are not trained or whatever, people need to be honest though, because lots of times surveys are not honest. Employees say, ‘let me put on a happy face’. But is it really a happy face? Are they really satisfied? Are they motivated? It's not easy to capture this. This information determines whether someone is motivated. Companies need to communicate, we certainly do. Face to face communication and effective communication is important if you want to reach success, it's not only surveys you need to see it, and that's the role of the manager and the supervisor. That is why I guess it would be beneficial for this type of new model”.

The third interview was conducted with EFQM itself. The interviewee was the Business Development Manager of the EFQM. The history and relevant information about EFQM were given in the previous chapters; therefore, it will not be given one more time. The interview was conducted on 23.03.2023 via the Teams platform. The interview with the

business development manager started with the benefits of the EFQM for companies. The interviewee states that:

“Obviously, if everyone in the business follows the model, it really helps. We’ve found that businesses either use it fully or in parts, and it ensures everyone is aligned and knows what they should be doing. The new ‘assess space’ allows the entire business to contribute to the assessment, which is a major improvement. Now, all departments and more people are involved, which helps the whole business believe in and support the model. Since the 2019 update, companies have reported financial benefits, and it’s not just a tick-box exercise—assessments reveal things that the business is doing really well.”

According to the business development manager, the EFQM model enables the companies to work on the particular areas to improve after the assessments. The awarding system is valid for three years; if the companies would like to assess again, they need to reapply it. The interviewee states that the companies do not stop when they reach a star or an award. She mentions that:

“they’re continually doing internal assessments. On a particular part of the business, once they’re in that frame of mind, they’re continually using the model to do. And you know it, you don’t just do an assessment and stop. Because then it’s a complete waste of time and energy. You need to keep going with it and that’s why we need to keep developing the model really to help with that.”

About the communication and employee motivation point of view, the business development manager states that the EFQM model is helpful in the sense of communication, performance, and motivation because all the businesses that were successful have got really good feedback from the employees. During the awarding process when the companies won, the business development manager states that they do not know the top management or CEO of the companies, mostly the employees who worked on the progress and made effort to implement it got the appreciation and award. Therefore, it is a way to show appreciation to the employees who are strategically involved in the assessment and making them feel valuable by the company. She thinks that *“The most successful companies are the ones where they’ve got that employee engagement in the model.”* As it can be seen here too, it is a choice to engage employees to the model or not by the companies but if the employee engagement is high in the company, if the employees are motivated, the model would have another level of success, it would not stay just on paper. To achieve excellence and success, EFQM recently started to have a foundation of training for the model. She states that:

“What we’re looking to do is that currently what you find is the training only tends to go. So, we do foundation training which anybody can do really. It’s really good. It’s just a good overview of the

model and then we go deeper and do assessment assessor training and then maybe change management training. They're all fantastic. But what we're trying to develop is a course where we can extend it out and you can do a foundation for the whole of your business. You know that that's something that we're looking to do and making it easier for people to be able to offer this training to everybody within their organization."

Since the world changes consistently and the business strategies change, EFQM also changed its culture. Previously, a few years ago, EFQM was very much a part of the training but mostly assessments. Currently they still do that but now they give consultancy where they go to the companies and train them internally. They organize workshops and do some benchmarking. The new transformation is beneficial for the companies and the employees because most of the problems that come with the EFQM is if the employees do not know anything about the model, its main culture besides the requirements, they only see it as another plus job on the workload. This viewpoint decreases their motivation and consistently feeds the negative opinions about the model. But within the perspective of the new training and benchmarking activities, the author of the present dissertation believes that the companies and employees can benefit more from the model. About the remote working process, EFQM does not have a specific requirement or condition for the working environments, including remote working. The director of business development states that:

"I think we just leave it to the company; I think because we're doing an assessment now or any of the training options that we have, we will do that either online or face to face. With Covid, we did some assessments that were purely online, and they worked fine. The only feedback we've got is that you can't, or you don't experience the atmosphere and the culture as much as you can face to face in an assessment, so it is important."

EFQM is quite flexible about it, but except the assessment, they do not have any situation analysis about how companies would work more efficiently and productively in a remote working environment, how internal and external stakeholders would take this working environment positively or negatively, and what should be assessed in that specific working environment. Therefore, this is one of the most distinctive parts of the new business excellence model which is offered through the current dissertation and EFQM business excellence model. According to the necessity of the new business excellence model offered by the author of the present dissertation, the business development manager of EFQM comments as:

"I think that what people do currently is that they don't want to apply the whole system and requirements, especially small and medium sized companies. They would take that employee section

out of the model and people just do use that section sometimes. It is not for awards or system stars but to use the section of that model to be useful in the company. So that's what we find that people do. Doing that new sub-model, it would be beneficial for the companies which only want to focus on employees, communication and working conditions."

The fourth interview was with Company X. The company decided to keep their name anonymous, therefore the name will not be shared and mentioned as 'X'. The interview was conducted with the Human Resources and Quality Specialist of the company on 22.02.2023 via the Teams platform. The Company X is based in Turkey. It was founded in 2011. Since its establishment in 2011, the production lines have been equipped with the most advanced technology, the world's leading natural and composite stone company. With the second production facility, which came into operation in 2020, they continue production on 3 fully automatic casting and 4 polishing lines. The quartz surfaces that the company produces, containing more than 90% quartz mineral, are state-of-the-art, very durable surfaces made of superior quality polymers (binders), with high scratch and abrasion resistance, chemical resistant, non-porous structure, hygienic and stain resistant. It is a surface material that requires minimum maintenance and has extraordinary performance thanks to its technical and physical properties, which can be used on kitchen and bathroom countertops, floors, wall and facade coverings, service and reception counters and various special application areas. The company X started to establish the EFQM excellence model in 2020. They have been using the model for 4 years now. The human resources and quality specialist states that; *"We decided to establish the system because of the desire to improve our company. We established the ISO 9001:2015 system for a long time and the EFQM model is one step forward from the ISO 9001. The establishment was hard and a long process, but at the end when we achieved the award it was an honor."* The company X didn't work with a consultant for the entire process, and the human resources and quality department took the lead on establishing the system. When the question of the model's benefits about the motivation and communication, the interviewee mentions that.

"This model is not just about motivation and communication; it creates a complete system for a company, focusing on service and product quality. While training employees on quality management and the model's requirements, we realized that communication flow, for example, needed attention. Although not a direct requirement of the model, it became clear that incorporating employee feedback surveys and having face-to-face meetings with employees could be essential for boosting motivation and continuous improvement."

One of the biggest challenges that company X faced was the not-detailed instructions from the EFQM, because they thought that the requirements were high, and the

instructions were not highly detailed. During the implementation period, they needed to think of every single detail written in the EFQM model within the consideration of all departments. This system is not functional for only establishing it in one department and ignore the others. Therefore, company X believes that it was highly extensive for them, and it was a challenge to implement it into every functioning process of the company. But one of their biggest accomplishments is commented as follows;

“Establishing the model was a long process, especially across every department, but we didn’t want to just create something that looked good on paper. We took our time to learn it thoroughly and then passed on the spirit of it to our employees. Once training began, we saw that they were excited to be part of the process, even though their workload would increase. The EFQM model ensures employee participation in every company function, similar to ISO 9001, which isn’t easy to support. However, we achieved this goal and saw that employees are now more engaged in company processes and organizational culture, which we consider a great success.”

The continuous progress and post-evaluation in the EFQM are a requirement but company X did this post-evaluation periodically and they still do it after the award achievement. The interviewee states that:

“We realized that the evaluation process provides feedback on both our strengths and weaknesses, not just in service quality but across the entire company. It involves the workload, employees, and external partners in assessing our overall quality. We focused on periodic evaluations and tried to assess them with both internal and external partners. The satisfying part is being able to measure satisfaction, motivation, loyalty, and the desire to work with our company. The challenging part is when we see a recurring weakness, which we know we must address and change. It’s not something we can ignore, making it a bit difficult.”

Company X had already established a communication structure before the EFQM model, but the interviewee thinks that there are indirect effects of the model to the communication flow. As it is mentioned before, the model does not have a direct and concrete communication requirement. But it has indirect effects on the flow. The interviewee states that:

“Our communication flow was effective, but the EFQM model improved it by increasing training frequency and facilitating one-to-one meetings. These meetings helped us listen to employees’ feedback, making them more loyal and motivated. The model has definitely enhanced this process.”

Company X has a hybrid working system after Covid. They did not have a remote working environment before the pandemic but with the extraordinary circumstances they had to implement the system. Now, they have the hybrid working system provided by the company which includes 2-3 days of home office and the other days office working. The interviewee mentions that:

It was challenging at first, as we didn't have a system in place and weren't sure how it would work. Now, it's easier with the implementation of IT systems and proper equipment. Employees are satisfied with the hybrid system, and while it's not mandatory to work remotely three days a week, we offer the flexibility for them to choose."

About the necessity of the new business excellence model, the human resources and quality specialist believes that it could be beneficial for the companies which would like to only improve their certain areas and not implement and change the whole system that they already have. She states that:

"For example, for us it was also true that the implementation part was so hard, and it took a lot of time and effort. If we could just choose one area to develop and still get a certain system assessment would be beneficial for us too. And some of the companies for example don't want to change their production system, but they would like to improve their relationship with the internal and external partners. So, this new model could help them accordingly. I have seen this in the sector before. I believe it could be good as a sub-system."

The last interview was conducted with Company Y. The company decided to keep their name anonymous, therefore the name will not be shared and mentioned as 'Y'. The interview date was 20.05.2023, and it was the only face-to-face interview during the preliminary interview process of the current dissertation. The Company Y is located in Turkey, and the interview took place with the Quality System Coordinator of the company. The company is an educational institution founded in 2005 as a foundation institution. The institution accepts Turkish and international students, and they have 7 faculties in total. The interview started with the implementation process of the EFQM excellence model. The interviewee states that:

"We didn't get any help from a consultant. We wanted to create a team within the internal employees of the institution and be a part of every process. It was hard and we struggled at some points but in the end it was worth it. Not all the institutions in Turkey have the EFQM excellence model so it was a success for us. We made pre and post evaluations. The most challenging part was separating the managerial and academic part of the institution because there are different requirements for that, especially this model is not specifically for academic institutions."

More specifically speaking about the challenging parts and why the institution decided to implement the model in the first place, the quality coordinator states that:

"Initially, we applied for the EFQM model to improve our institution's functioning. Through the process, we identified both strong and weak areas. Strengthening the weak parts and maintaining the strong ones wasn't easy. The implementation was challenging, as we had to be fully prepared before the EFQM auditor's assessments. We focused on improving the managerial perspective, training, and participation. We addressed issues with productivity and motivation, and after

conducting surveys, we worked on the identified areas. Now, with the EFQM model in place, the system works smoothly, and changes were implemented quickly and effectively.”

Company Y thinks that the model was helpful in the terms of organizational communication structure. The institution had a communication structure since they were founded but they had some challenges between the managerial and academic departments. The documentation of the management parts and the communication difficulties were creating some problems within the functioning of the company. Therefore, they chose an organized system to keep everything in a well-organized functioning. The quality coordinator states that:

“Establishing a strong organizational culture was crucial from the start, but it wasn't easy, especially with frequent employee turnover that led to a loss of corporate knowledge. The EFQM model didn't directly address these issues, but it helped us identify the problems and find solutions. While the model strengthens communication, it's still up to us to address the underlying issues. Many companies focus on profit, but we realized that without a productive workforce, profit isn't sustainable. We needed to focus on improving employee productivity to achieve success.”

As it is stated previously, the EFQM business excellence model does not have the specific criteria for communication flow, but it puts the companies on the way to search the issues within the functioning and if there is a problem with the communication, the model shows it. The direct solution or directions are not noted, and they are not a requirement within the concept of communication. Meanwhile, the literature review also suggests that without effective communication, the motivation and engagement of the employees cannot be succeeded. The author of the present research suggests that even the training, as a requirement for the EFQM, cannot proceed without effective communication strategies since the organizations wouldn't know what the employees need. On the other hand, the remote working environment is not possible in Company Y. They stopped working from home after the pandemic. Since this is an institution, they suggest that one to one meetings and face to face education is important, and the managerial part is also not allowed to work from home. The quality system coordinator states that:

“We get lots of complaints from the employees who work at the managerial part about demanding to work from home. But to be honest, we are not able to control the employees when they work from home. We determined some challenges during the remote working environment, employees were not that responsible about the workload. That is why we decided to cancel this type of work. We still get feedback from the employees who desire to work from home, at least the hybrid working system. But we do not have the necessary capacity to inspect every employee's workload.”

For some companies, it is hard to engage with remote working and control the quality of the job, as well as the employees' working system. In an office, it is easier, but in 2024,

most of the employees started to think that the office environments are not fully engaging. Therefore, they prefer to work remotely since the system's success was proved during the pandemic. But Company Y believes that they still do not have the necessary implementation of the remote working process. The necessity of the new business excellence model created by the author of the present dissertation was asked as a last question to the interviewee. She states that:

"If it mostly defines the terms of communication, productivity, motivation and working environment, I think it should be successful and benefited by the companies. The main problem in the world is we can support everything, and we can try to create the best quality job ever, but without the satisfaction of the employees, we cannot guarantee this success. Because you lose information, loyalty, money, and time when an employee quits. To prevent this type of situation, and make it minimum, I believe this type of model can really work. I don't even think that it should be a sub-model for any existing model, companies can use both of the models to improve their functioning and communication structures. But the model should definitely have an understanding of the particular company's system and how they work culturally."

According to the results of the preliminary interviews, EFQM business excellence model as a whole process is valuable because it checks every functioning system in the company and gives direction to the companies what they need to improve and what they need to keep. One of the most mentioned points during the interviews is the assessment system of EFQM. The interviewees stated that when an information is submitted, it goes through the assesses, revises all the information that provided, and the auditors come and have an on-site visit. It's not only about what is written down, but the auditors come to the offices, and they check whether it's ready for documentation. The whole process works systematically from the beginning until the end and if companies give false information, it wouldn't work in the assessment process. It is also documented that since there are no direct regulations or rules about the whole communication process in EFQM, interviewees stated that they need to indirectly find their own ways to ensure the effective communication. The motivation and communication processes are highly related regarding to the results of the interviews. During the interviews, participants had the question of the new excellence model's necessity. The answers were provided positively approached to the new business excellence model. The interviewees' results show that the new model would be beneficial for the companies, especially after Covid-19 pandemic since companies started to apply new ways of working and encouraged remote working. Maintaining the effective communication methods and ensuring the holistic approach for excellency in performance and motivation, interviewees stated that a new excellence

model would be a positive impact for the market. The main results of the interviews are shown below in Table 4.

	Yorkshire Water	EFQM	Minetta Insurance	Company X	Company Y
History	2016	-	2019	2020	2019
Reason	Improvement for the company	Following the same system	Good benchmarking tool	Desire to improve the company	Improve the functioning
Benefits	KPIs, multiple focus, current and future conditions	Keep developing (not just a single assessment)	Current and future conditions	Creates a whole system	Examination of weak and strong areas
Structural change after the model	More system focused	-	Upgraded appraisal system	Participation of the employees to every functioning process	Strengthening the managerial employees' perspective
Organizational communication (OC) structure	Not directly involved, but becomes a requirement	Employee engagement	Testing the system, doesn't give you one	Evaluation process improves the organizational communication	Training and pre/post surveys: numbered the areas to improve and working on them.
Relation EFQM and OC	Participation of all employees to the functioning system	Not directly involved; but supports the communication system	Evaluation report is very valuable, if you see a weakness (i.e. communication) you need to fix it	Increases the feedback and evaluation from the stakeholders	Identify the problem and finding a solution through right tools
Motivation and Performance	Success brings empowered and motivated employees	Training and benchmarking activities	Model helps put things into perspective, but not directly effective.	Ability to measure the satisfaction, motivation, loyalty, and desire to work	Engagement of the employees; directly effects the motivation
Difficulties and Lacks	Broad perspective of the model	-	Have multiple details and it is not sometimes clear how to apply them into the company's system	Not-detailed instructions, takes a lot of time and effort to implement	Too complex and hard to differentiate departments
New Business Excellence Model	Positive approach	Useful for small and medium sized companies	Very helpful	As a sub-system, it can be beneficial	Communication, productivity, motivation: can be beneficial.

Table 4: Main Results of Interviews about EFQM Business Excellence Model
(Source: Author's Work)

The next part of this chapter will give the preliminary questionnaire results which were taken from the employees who work at the companies which have the EFQM business excellence model. As it is mentioned before, the reason is to have a questionnaire with the employees to see the other perspective on the EFQM model.

Preliminary Questionnaire Results

The first section of the questionnaire is the question of if the person works in a company which established the EFQM business excellence model or not. The author is already contacted with the companies, but this question is still generated to ensure the questionnaire reaches to the employees who work at the EFQM installed organizations as

a second guarantee in the questionnaire to support the reliability. If the answer is “no”, the person cannot complete the rest of the questionnaire. The preliminary questionnaire was conducted with the employees who work in the EFQM implemented companies. The reason to conduct the questionnaire was to evaluate the perception of the employees about the EFQM business excellence model. The questionnaire is anonymous, therefore the information on the employees is not asked in the questions. The focus of the questionnaire is to have a perspective on the perception of the employees about the EFQM business excellence model. It is aimed to understand how the employees perceive the model from the points of communication, motivation, leadership, and productivity. The second section is general information about the demographic features of the respondent like age, nationality and so on. The third section is about motivation and communication. This section contains Likert scale type questions, and three open-ended questions as “What important communication feature do you think that the company lacks?” or “What important motivational aspect do you think that the company lacks?”. The fourth section is about the working environment, only with Likert scale questions. This section includes the questions about the social benefits and working environment like “Do you think your company provides you enough additional benefits outside of work? (For example; team gatherings, birthday celebrations, new year's greetings etc.)”. The fifth section is the question about if the respondent works remotely or not. If not, the sixth section will be passed directly to the seventh. The sixth section contains the questions related to remote working conditions of the employees and what are the effects on motivation, and how effectively the respondents communicate with their team members and managers. The last section is interpretation. It concludes the questionnaire with one yes/no question asked to the respondents: “do you think another excellence model, like EFQM, which focuses on your motivation, satisfaction, and working conditions (ex: remote working) would be beneficial for the company and for employees?”.

The demographic characteristics of the respondents of the English and Turkish questionnaires are showed in Figure 8 and Figure 9 below. As it can be seen from the graphs, the majority of the English questionnaire respondents’ age group is 39.5% between 31-40 years old. The majority of Turkish questionnaire respondents’ age group is the same, but with a bigger percentage, 54.5%.

English Questionnaire

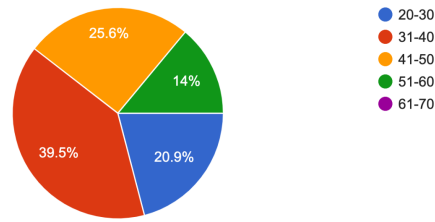


Figure 8: Age group of respondents (n=43)
Turkish Questionnaire

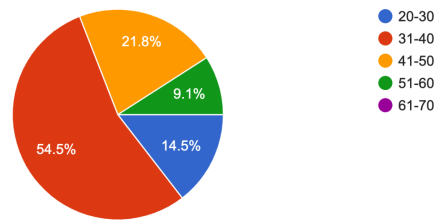


Figure 9: Age group of respondents (Turkish Questionnaire) (n=55)

Only Turkish citizens filled out the Turkish questionnaire, for the English Questionnaire the majority of the respondents were Hungarian, but there were respondents who work in Greece, Spain, France, Germany, Belgium, Austria, Finland, Britain, Netherlands, and Switzerland as can be seen from Table 5 below. Even though the gender differences are not taken into account in the present dissertation, to be able to identify the demographic characteristics, the gender specification question was asked to the respondents. The English questionnaire's respondents are 58.1% Female and 41.9% Male. The Turkish questionnaire's respondents are 50.9% Male and 49.1% Female.

Austrian	N=3
Belgian	N=2
British	N=1
Finn	N=1
French	N=6
German	N=3
Greek	N=3
Hungarian	N=16
Netherlander	N=1
Spanish	N=5
Swedish	N=1

Turkish	N=1
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Table 5: English questionnaire nationality table

46,1% of the respondents work in the same company more than 5 years, according to the total number of the two questionnaires. The big majority of the respondents (85%) had in-site training in quality management and business excellence when they started to work in the companies. According to the Motivation and Communication section; as it can be seen in Figure 10 and Figure 11, 93% of the English questionnaire's respondents stated that the EFQM business excellence model helps them to increase their productivity. It is not any different in the Turkish questionnaire's results, the respondents' 96.4% stated that the EFQM business excellence model helps them to increase their productivity.

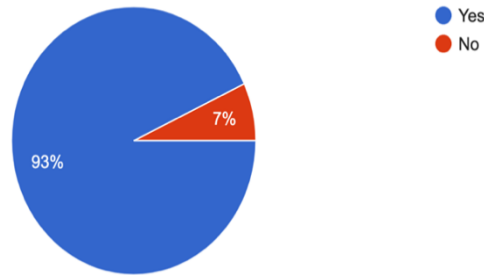


Figure 10: Responses on the relationship between productivity and EFQM
Does EFQM business excellence model help you increase your productivity? (n=43)

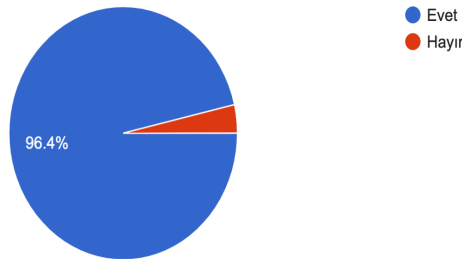


Figure 11: Responses connected to the relationship between productivity and EFQM
(Turkish Questionnaire)

EFQM mükemmellik modeli, üretkenliğinizi ve verimliliğinizi artırmanıza yardımcı oluyor mu? (Does EFQM business excellence model help you increase your productivity Evet (Yes) – Hayır (No)) (n=55)

Approximately 50% of the total number, both groups think that the managers and leaders set priorities in the improvement efforts regarding the perspective of the EFQM business excellence model and the managers and leaders encourage to work together as a team within the organization, regarding the prospective business excellence model and

motivational factors (Figure 12 and Figure 13 below). The results of the questionnaires show that employees are mostly believe that the relationship between the EFQM business excellence model and the leaders are positively connected and since the employees get in-site training about the quality procedures and business excellence; it shapes their perspective through the strengths of the model and the managers' behaviors for the employees. The positive correlation between the two are clearly seen from the results of the questionnaire.

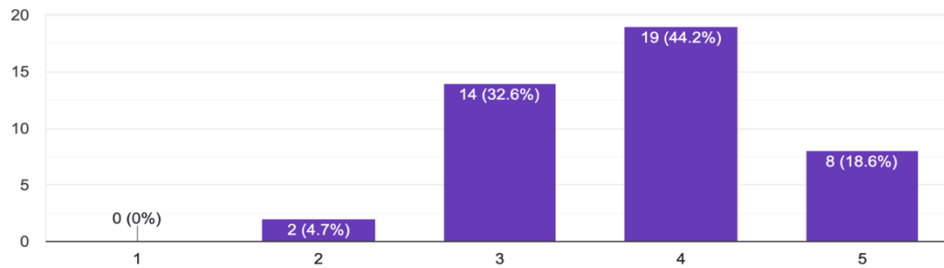


Figure 12: Responses connected to the relationship between leadership and EFQM. Manager/leaders encourage to work together within the organization, regarding to the perspective of EFQM business excellence model. (n=43)

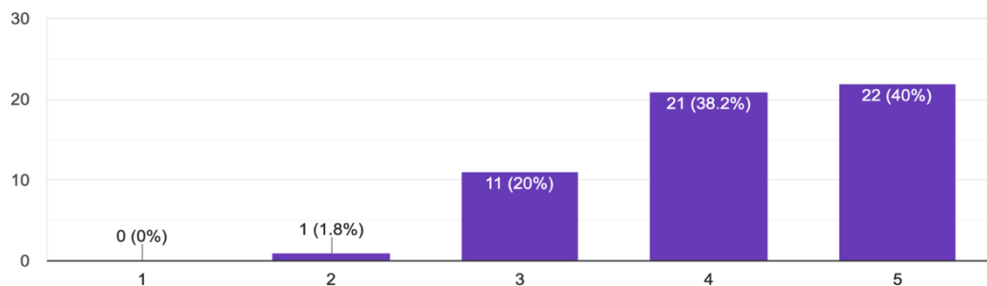


Figure 13: Responses connected to the relationship between leadership and EFQM (Turkish Questionnaire)
Çalıştığınız yöneticiler/liderler, uygulanan mükemmellik modeli perspektifine göre kurum içinde takım çalışmasını teşvik eder. (Manager/leaders encourage to work together within the organization, regarding to the perspective of EFQM business excellence model) (n=55)

The communication related questions on the other hand are more likely to have a positive impact on the company and leaders. The high majority of the respondents stated that the EFQM excellence model helps the organization in order to communicate effectively (the percentages can be seen below in Figure 14 and Figure 15) but according to the open-ended questions; the respondents believe that they have problems with “active listening”,

“reaching out to the managers”, “generational differences”, “having not enough time and space to communicate during working hours”. The results show that the respondents have the idea that the EFQM model supports the active and effective communication in the organizations, but if the leaders or managers do not directly involve this perspective into their organizational behavior, it is not enough to only have the supportive documentation from the EFQM model.

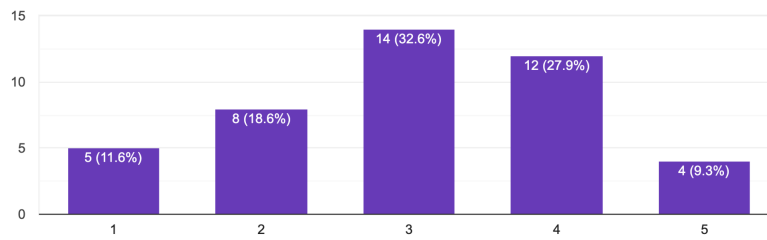


Figure 14: Responses connected to the communication flow.
The communication flow within the organization is well established. (n=43)

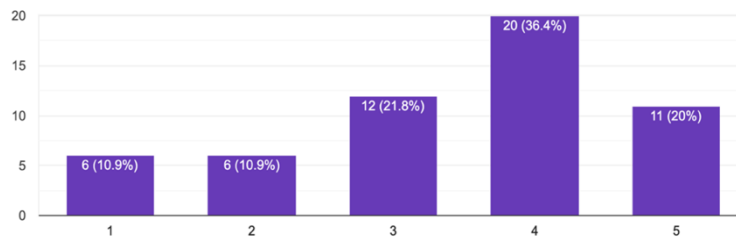


Figure 15: Responses connected to the communication flow
(Turkish Questionnaire)
Kuruluş içindeki iletişim akışı iyi kurulmuştur. (The communication flow within the organization is well established) (n=55)

The working environment section: The respondents answered that their company's social benefits were satisfactory with a total percentage of 84,9% (includes English and Turkish questionnaire results). The respondents believed that their companies provide enough additional benefits outside of work? (For example; team gatherings, birthday celebration, new year's greeting) with a total percentage of 74,1%. And as a last question, the majority of the respondents believe that the EFQM business excellence model has a positive impact on working motivation. The graphs related to the question can be seen in Figure 16 and Figure 17 below. The results from the motivational aspects in the working environment show that the EFQM model provides areas for employees to have more team activities

and social benefits, and it opens a door for the companies to see what the needs of the employees from the working environment are and what they can do better as satisfactory activities.

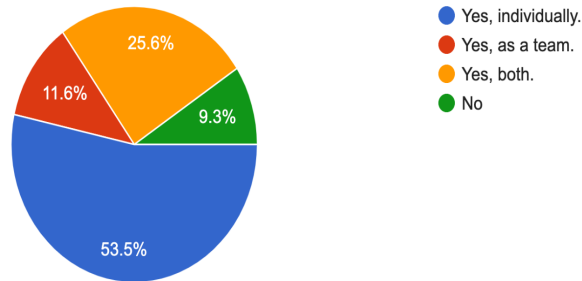


Figure 16: Responses connected to the relationship between team motivation and EFQM.
Do you think EFQM business excellence model has a positive impact on your working motivation individually and as a team? (n=43)

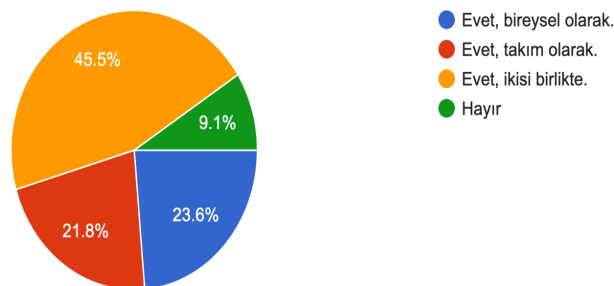


Figure 17: Responses connected to the relationship between team motivation and EFQM
(Turkish Questionnaire)

EFQM mükemmellik modelinin bireysel ve ekip olarak çalışma motivasyonunuza olumlu bir etkisi olduğunu düşünüyor musunuz? (Do you think EFQM business excellence model has a positive impact on your working motivation individually and as a team?) (n=55)

English questionnaire's respondents have 53.5% hybrid and 30.2% fully remote working conditions. Turkish questionnaire's respondents have 20% hybrid and 30.9% fully remote working conditions. The questions about the remote working environments are only set for the respondents who answered the first question "yes" and "hybrid". In total, the majority of the respondents have company regulations according to the hybrid or fully remote working system. The respondents' percentage of being motivated during the remote working environment is both higher than 85%, more specifically English questionnaire's respondents' percentage is 91.7% and Turkish questionnaire's respondents 89.7%. The respondents answered that remote working conditions are an impact to increase their motivation and their companies provide the necessary equipment and essential support systems such as assistance, accessibility, technological devices and

so on. The communication within the team members and the manager on the other hand is a challenging area according to the respondents. In total, almost 50% (English questionnaire: 52.8%, Turkish questionnaire: 48.3%) of the respondents are in agreement on having average openness and comfortability about expressing their concerns and problems to the managers. It means that during a remote working environment, the communication does not work as effectively as face-to-face meetings. Therefore, it is stated by the author of the present dissertation that a remote working environment can be challenging for the employees and managers to sustain the necessary communication elements for the job's success.

In the last section of the questionnaire, the respondents are asked to answer the specific question about the new business excellence model offering. The respondents' answers show that a new business excellence model which focuses on the motivation, satisfaction, and working conditions (ex: remote working) would be beneficial for the company and for employees. The results of the last question are given in below in Figure 18 and Figure 19. The main point to put the question about the new business excellence model at the end is to have a background check of the respondents about their already existing motivational factors, managers, and communication structures.

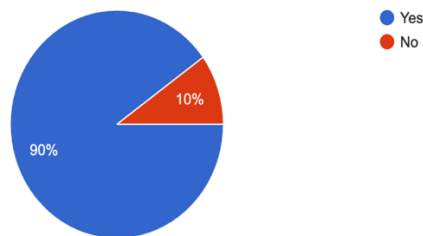


Figure 18: Responses connected to the need of a new business excellence model.

Do you think another excellence model, *like EFQM*, which focuses on your motivation, satisfaction, and working conditions (ex: remote working) would be beneficial for the company and for employees?

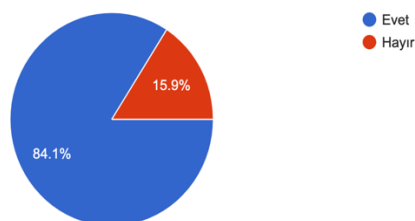


Figure 19: Responses connected to the need of a new business excellence model

(Turkish Questionnaire)

Çalışan motivasyonuna, memnuniyetine ve çalışma koşullarına (ör. uzaktan çalışma) odaklanan ve bu şekilde geliştirilen başka bir mükemmellik modelinin şirket ve çalışanlar için faydalı olacağını düşünüyor musunuz? (*Do you think another excellence model, like EFQM, which focuses on your motivation, satisfaction, and working conditions (ex: remote working) would be beneficial for the company and for employees?*)

According to the results of preliminary questionnaire, majority of the employees who participated to the questionnaire mostly believe that the relationship between the EFQM business excellence model and the leaders and communication are positively connected. When participants get in-site trainings about the quality procedures and business excellence; it shapes their perspective through the strengths of the model and the managers' behaviors for the employees. The results of the preliminary questionnaire show that the respondents have the idea that EFQM model supports the active and effective communication in the organizations, but if the leaders or managers do not directly involve this perspective into their organizational behavior, it is not enough to only have the supportive documentation from EFQM model. Therefore, again there is an indirect relation between the communication, motivation and EFQM business excellence model. The author of the present research interprets that the procedures of EFQM encourages companies to support the motivation, satisfaction, and productivity of the employees since the results from the employees do matter during the assessment processes; but there are no direct implementation of communication or employee related motivational factors in the regulations therefore it is complicated for companies. Participants considered the effectiveness of EFQM business excellence model positive from the perspective of effective communication, but they indicated that it would be beneficial to have a new business excellence model which focuses directly on the employees' motivation and productivity through effective communication flow, especially in remote working. According to the results of the preliminary interviews and questionnaire, the author developed a new business excellence model which combines the organizational communication and employee motivation aspects within the quality processes and emphasizes the remote working environment. The new business excellence model offering and its pilot scheme which is carried out to test the model will be presented as a main methodology of the current dissertation in the next chapter.

4.2. Pilot Scheme and New Business Excellence Model

Pilot schemes can be based on quantitative and/or qualitative methods and large-scale studies might employ several pilot schemes before the main survey is conducted (Van Teijlingen & Hundley, 2002). The primary purpose of a pilot scheme is not to answer specific research questions but to prevent researchers from launching a large-scale study without adequate knowledge of the methods proposed; in essence, a pilot scheme is conducted to prevent the occurrence of a fatal flaw in a study that is costly in time and money (Lowe, 2019). As one of the methodologies of the present dissertation, a new business excellence model offering, and its pilot scheme will be shown. The necessity of a new business excellence model takes an essential place in the dissertation. Existing major business excellence models include the main parts focusing on management style, customer and employee satisfaction, policies and strategies, and results. They do not have the elements of how the communication structure should be implemented, what the main points are, how it can relate to corporate culture and how related parties', especially employees', motivation and satisfaction can be increased. The necessity of the new model is coming from the fact that already established business excellence models do not focus on the role of communication, even though it is one of the most essential factors while assuring the motivation and satisfaction of the relevant parties. Additionally, with the creation of a new excellence model, organizational communication and human resources departments will be integrated more in the quality process. This integration is necessary because every organization, especially with the increasing number of remote workers, must give the needed value and time to its employees to be able to ensure satisfaction, motivation, and productivity. In the existing models (EFQM, Malcolm Baldrige and Deming), there are no details or criteria in the communication, organizational communication, employee motivation and remote working. Therefore, the new business excellence model will be the newness in the mentioned aspects. The author of the present dissertation states that in the mentioned business excellence models there is no connection between the organizational communication and leadership and employee motivation. The new business excellence model will emphasize the quality factor in organizational communication departments and will be a guide document for the International Standard Organization (ISO). Existing models are highly costly and mostly convenient for large sized companies (there is a need for human and material resources). The model will be focusing on the communication aspect and increasing employee motivation and loyalty,

so small and mid-sized companies will be able to implement and use it. The existing models do not have the aspect of communication and do not reflect the quality factor in organizational communication and employee motivation. The reason to have a communication factor in a business excellence model is; because the base of all the models is to increase productivity from the point of view of internal and external stakeholders, and without an efficient communication flow, organizations cannot achieve the productivity and motivation; therefore, they cannot achieve the success and excellence. According to the results of interviews, questionnaires and existing literature review, a new business excellence model is constructed as a result of this dissertation by the author. The name of the new business excellence model is named as **“Organizational Communication Excellence Model”**. A handbook of a new business excellence model is created to show the model’s application areas, how it should be established, what are the criteria and what are the evaluation processes. The handbook contains general information, scope of the model, necessity of the model, model definition and criteria, visual presentation of the model, steps of pilot scheme, application flow chart and expected results. The handbook can be found in Annex 4. Since the handbook is a supportive document, it is put in annex. The pilot scheme of the model was carried out at Altınbaş University in Turkey, Dean of Students Department on 30.06.2023. The consent of Altınbaş University was taken before the implementation of the pilot scheme, and it was fully voluntary. Altınbaş University is a foundation university based in Istanbul, Turkey (Altınbaş University, 2024). The university was established in 2008 under the name of Istanbul Kemerburgaz University and changed to its current name in 2017. Altınbaş University has more than 5000 international students and approximately 40% of the students are international. Altınbaş University has 3 campuses in Istanbul (Gayrettepe, Mahmutbey and Bakırköy). The Dean of Students Department has been operating as a separate department for 12 years. The previous name of the department was Department of Health, Culture and Sports for students. The name and organization of the department was changed in 2022 to the Dean of Students Department with 4 separate units under its operation. The Dean of Students Department is located in Mahmutbey campus. The Dean of Students Department’s main goal is to ensure that the students go through the process from the idea to apply to the university to business life in the most comfortable way. In this context, the students are always at the center of the work that colleagues carry out within the deanery. During all these processes, they stand by the students for all kinds of

support they need in the social, cultural, sports, psychological or health fields. They have four units under the Dean of Students Department; campus life unit, students' achievement unit, secondary education support unit, graduate candidates' relations management unit. A pre-evaluation report of the pilot scheme will be given in the next chapter. Before implementing the model, interviews were conducted with employees (8 employees in total) working in the Dean of Students Department at Altınbaş University, and an anonymous survey covering leadership, motivation and communication issues was filled out with each employee. Interviews with employees were conducted face-to-face in Istanbul, with questions based on the criteria and application areas of the Organizational Communication Excellence Model. At the same time, the items deemed necessary for the establishment and implementation of the excellence model were checked through the checklist (see Annex 2) prepared in this context and their details are presented in the evaluation report. The interviews and questionnaire were conducted in Turkish. The questions of the anonymous questionnaire are presented in Annex 5. The characteristics of the employees who work at the Dean of Students Department is presented in Table 6 below.

	Gender	Working Unit	Degree	Position	Working Years
Employee 1	Male	Student Achievement Unit	Master's Degree	Unit Coordinator	4
Employee 2	Male	Student Achievement Unit	Master's Degree	Senior Expert	3
Employee 3	Female	Secondary Education Support Unit	Master's Degree	Senior Expert	3
Employee 4	Female	Secondary Education Support Unit and Graduation Candidate Relations Unit	Bachelor's Degree	Expert	2
Employee 5	Male	Campus Life Unit	Bachelor's Degree	Unit Coordinator	10
Employee 6	Female	Secondary Education Support Unit and Graduation Candidate Relations Unit	Master's Degree	Unit Coordinator	6
Employee 7	Female	Secondary Education Support Unit	Bachelor's Degree	Expert	1.5
Employee 8	Female	Campus Life Unit	Bachelor's Degree	Expert	2

Table 6: Characteristics of employees who work at dean of students' department.

Before the implementation of the new model, the pre-evaluation was carried out on 19-20-21.06.2023 to complete the interviews and surveys with the employees. After the pre-evaluation the situation analysis was made with the director of the Dean of Students Department and on 30.06.2023 the implementation of the Organizational Communication Excellence Model was started. On 13-14.09.2023, after 3 months, the post-evaluation was made with the same 8 employees to understand how the Organizational Communication Excellence Model works and is it successful to ensure the communication aspect and increased motivation of the employees. The reports of situation analysis and evaluation will be presented in the next chapter. The timeline of the pilot scheme can be seen in Figure 20 below.

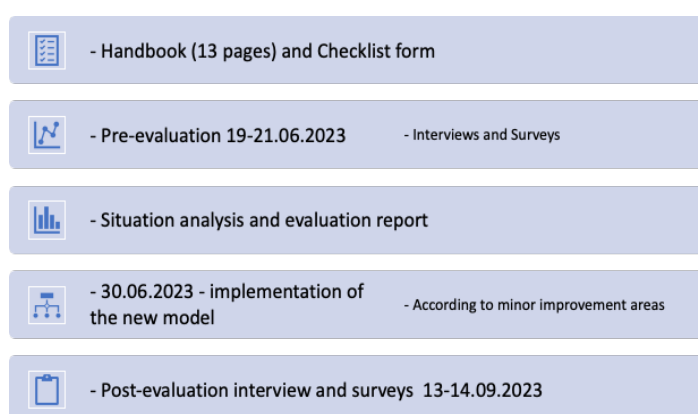


Figure 20: Timeline of pilot scheme

As it is seen from the Organizational Communication Excellence Model visual representation and criterions, this model contains the communication, organizational behavior, working conditions (remote working specifically), corporate information, motivation, and satisfaction criterions which the other major business excellence models do not contain. The practical difference of these criterions and the importance of containing these specific factors are to ensure the communication aspect in the quality and excellence process of the functioning and to support the employees' motivation and satisfaction with a communication focused system. The necessity of the model can be explained as there are management system standards that are applied to organizations around the world (ISO 9001, ISO 45000, etc.) and reward models based on these standards (EFQM, Malcolm Baldrige, etc.). However, the system defined in the management system standards includes minimum requirements for organizations. It is important to create a model that combines points of communication, including

management system standards, and provides added value for organizations. When the necessary examinations and research are carried out, it is seen that these standards and existing reward models have deficiencies in the field of communication. When organizations need to give more importance and value to human resources and communication networks; when the certification models created and the conditions imposed by the standards that form the basis of this certification are evaluated by highlighting the concept of communication, it is important and necessary to create a holistic model. The situation analysis and first evaluation report will be presented during the next chapter as a part of the pilot scheme. Before continuing the situation analysis and pre-evaluation report, the characteristics of the employees who work at the Dean of Students Department will be presented.

4.2.1. Situation Analysis and Pre-Evaluation Report

Designed within the scope of organizational communication, the "Organizational Communication Excellence Model" aims to create a management framework that focuses on effective organizational communication and employee motivation for the processes of organizations to operate more effectively and to increase organizational success and efficiency. One of the biggest challenges that organizations face organizationally is to support employee motivation from different perspectives. Communication is one of the most important elements in this sense. The ability of organizations to continue their activities does not only depend on the income and expense flow, competitive conditions, and relations with external stakeholders, but also directly depends on employee motivation and satisfaction, effective internal communication and organizational culture and loyalty. This model was developed with the aim of supporting all stages of organizations' business processes with an emphasis on organizational communication and motivation in order to achieve sustainable success. On the other hand, the model provides organizations with an innovative perspective in terms of organizational success, employee motivation and sustainability. In this context, research was carried out at Altınbaş University, Dean of Students Department between 19-21.06.2023 to establish the Organizational Communication Excellence Model (OCEM) draft as a pilot application. In this research, anonymous interviews were conducted with employees working in the Dean of Students Department at Altınbaş University, and an anonymous survey covering leadership, motivation and communication issues was filled out with each employee. Interviews with employees were conducted with questions based on the criteria and

application areas of the Organizational Communication Excellence Model. At the same time, the items deemed necessary for the establishment and implementation of the excellence model were checked through the question list prepared in this context and their details are presented later in this report. Within the framework of anonymous interviews and questionnaire results conducted with the employees of the Dean of Students Department, a situation analysis was conducted, taking into account the criteria and implementation steps of the Organizational Communication Excellence Model. This situation analysis covers the evaluation of face-to-face interviews with department employees through questions prepared by associating inputs, strategy development, leadership, communication, motivation, and outputs, which are the main criteria of the organizational communication excellence model. Interviews with department employees started with semi-structured questions and continued by focusing on the employee's problems in communication, motivation, and other issues. In addition, the findings obtained using the question list prepared during the interviews held during the preliminary evaluation were also added to the situation analysis report. Within the scope of the evaluation results, suggestions for corrective actions and improvement activities are presented for the nonconformities detected in the minor and major categories. Looking at the results of the interviews and questionnaire held at the Dean of Students Department with the employees as a part of the model; it was determined that department employees had no fundamental communication problems in general and specifically with the department's senior manager (Dean of Students Department). Although there is no specially configured internal communication tool in the department, communication is established through the e-mail system used throughout the University, verbal communication, and the private messaging system of department employees. Employees reported that they could easily communicate both verbally and in writing, and that they could easily reach the department's senior manager in case of any problems. However, some communication problems were expressed between the coordinator, specialist, and assistant specialists within the department. These problems are revealed verbally between the coordinators and the specialists and assistant specialists. This situation reduces the motivation of some department employees and is attributed to them as a problem. The fact that employee satisfaction surveys held within the university are not 360 degrees which means that department employees' criticism and suggestion options are eliminated. At the same time, department employees state as an element of complaint that although these satisfaction

surveys conducted throughout the University are conducted by the Human Resources (HR) department, no solution proposals or improvement activities are taken regarding the problems stated by the employees. It is thought that the results of these surveys, which measure the degree of employee satisfaction and motivation, are ignored and no action is taken on the issues stated as problems by the employees and no feedback is given to the employees. Although, according to the answers there is no fundamental communication problem within the department, there is a communication problem between departments. Especially the problems experienced with the HR and financial affairs departments shorten the time of the department employees in terms of the activities they need to do in the office and reduce their motivation. Problems experienced with HR regarding creating job descriptions and determining areas of activity are seen as a general problem for department employees. Even though the department is newly established, some of the biggest problems experienced with HR are that some employees do not have job descriptions according to their positions and that some do not fully understand their job descriptions. Job descriptions are one of the main documentation requirements of the corporate communication excellence model and also the ISO 9001:2015 quality management system. This situation also creates a feeling of uneasiness among department employees. In order to establish belonging to the department and the university, the job descriptions of the employees must be known by the employees, and the ambiguities must be resolved by the coordinator or senior management to whom they report. A second problem area reported at this stage is that the HR department requires the Dean of Students' Office employees to write their own job descriptions and areas of activity. Although this situation was stated unofficially, tension was created within the department in terms of employees' time management. Regarding other departments, some problems in communication within the university were noted. In this context, since they do not know each other both professionally and individually with employees in other departments, no activity is carried out to introduce new employees to the departments they will work closely with; it creates problems in the execution and continuation of activities. The other unit that employees at the Dean of Students Department generally experience difficulties with is financial affairs processes. The fact that financial affairs processes take too long (such as budget entry, additional appropriations, etc.) not only causes employees to spend from their personal budgets for activities outside the office but also causes them to follow a long and arduous process for expenses within the office.

It was determined that the orientation process of some department employees was not adequately implemented and was not completed. It is seen that there are department employees who are new to the job and learn directly during the working process and whose handover process has not been managed. At this stage, not carrying out the orientation process correctly, such as not knowing colleagues in other departments mentioned in the previous paragraph and not introducing the new employee by taking the orientation process into consideration, also creates problems in terms of the general functioning of the department. Starting work before the handover process is completed and learning the job while the job is being carried out both impose negative meanings on the university and the department in terms of professionalism and make it difficult for new employees to adapt to the working environment and learn the corporate culture. This situation also creates problems in the execution processes of activities. The Dean of Students Department works together with many administrative and academic departments, both because of its field of activity and because its work is directly related to students. The fact that other department employees do not know the new employees and are not aware of the title they work with slows down the functioning and creates problems. These problems can be taken under control with remedial activities to be carried out both during the orientation process of new employees and during the trial periods of new employees. In addition to the corporate culture of the university in general, the Dean of Students Department has a corporate culture that it has created/is trying to create. It is clearly seen in this process that this is generally accepted and cared about by the employees. Although it is a relatively new department, it demonstrates success in creating a strong corporate culture. In this regard, orientation and handover processes are of great importance so that employees who may start a new job or transfer from different departments to the Dean of Students Department can adopt and implement this culture. On the other hand, it is also important for employees that the university does not create a general corporate culture. This issue also poses a major problem in terms of institutional knowledge. If the handover process does not work correctly, there will be risk areas such as unarchived documents, unfinished work, and loss of creative works. An employee who is in the process of leaving the job may not back up these files, may not deliver all or part of them to the relevant parties, and the possibility of loss increases. Lack of access to documents creates an important problem area in terms of institutional information within the department. In order for the operations to not slow down and for the planned processes

to be implemented on time, corporate information must be archived, re-accessed, and used when necessary, and application examples of the processes must be shown to new employees during the handover phase. On the other hand, it is important to protect and effectively preserve corporate information in order to prevent the recurrence of these disruptions and prevent them from occurring again by handling the disrupted activities in new applications. The method of remote working throughout Altınbaş University ended after the pandemic period (January 2022), so no findings regarding remote working conditions were detected based on the interviews conducted. Considering the working conditions in the office, the open office concept has been adopted by all employees and satisfaction is high in this respect. However, working conditions are difficult depending on the summer and winter seasons. The office is completely glass-walled and on the ground floor so that students can easily access it. Department employees generally say that the working conditions in the office are very cold in the winter. Problems related to the working environment reduce the motivation of employees and affect the quality of the work done. Employees in the Dean of Students' Office are required to work both in and outside the office, and some staff in particular area required to work outside the office in general. One of the most important issues at this point is budget and financial problems. They stated that there was a general problem in providing financial support. Although these issues were sometimes resolved by taking initiative through the department manager, it was determined that there was a systemic problem. The budgetary and financial difficulties experienced by department employees in their in-office and out-of-office working environments reduce employees' performance and sense of corporate belonging. Considering the working environment outside the office, any emergency training was not given to employees when non-office tasks (such as sports competitions) are taken into account. It was determined that the necessary information was not provided. Considering the general concept, employees go to sports competitions, activities and extracurricular activities with students, and the responsibility of the students falls on the employees. In this regard, it is especially appropriate to take precautions by informing the employees who take an active role in these activities about the emergency training required by the activity, what to do in case of risks, if any, and to submit a written document when necessary. There are areas where employees can spend time during work breaks. Although no problems have been expressed by the employees in this regard, planning any special event within the department is also a matter of satisfaction. The

special event (such as coffee hour on Fridays, dessert day on Wednesdays, etc.) will increase the bond within the department and will also increase the performance of the staff by giving them a short break from hard work. It will also foster a sense of belonging to both the department and the university. Apart from HR training in general, the university also provides some training on quality and academic issues. Planning internal and external training for the department, taking into account the employees' areas of expertise, was expressed by the employees as a source of motivation. In particular, leadership training can be given not only to unit coordinators but also to experts and assistant experts, so that the qualifications of current leaders can be expanded, and the training of training personnel can help them improve themselves. Employees have requested training from HR regarding Microsoft Office programs, but it has not been implemented yet. In today's conditions, it is a matter of concern how much importance such training and certificates are given by employees. This can be shown as a useful activity in terms of increasing both corporate belonging and employee motivation.

In addition, although it is not a systematic problem, some employees in the department feel inadequate in terms of foreign language (English). Altınbaş University is an institution that hosts a high number of foreign students on an institutional basis. Therefore, it is important for the Dean of Students Department to periodically plan these trainings in case of situations requiring foreign languages. At this stage, the employee's feeling of lack of self-confidence and inadequacy is a demotivating factor. Some employees also have technological problems. Coordinators and specialist/assistant specialists in the department use computers with different features. Especially in the creative works produced, the fact that the computers of unit coordinators and experts/assistant experts are different creates problems when the activity is controlled by the superior. At the same time, computer memories filling up quickly and the need to keep and back up all work done electronically are stated as problems for employees.

a. Minor and Major Improvement Areas

It was determined based on employee satisfaction within the scope of the main criteria of the Organizational Communication Excellence Model.

Minor Improvement Areas
Insufficient staff training within the University and the Dean of Students Department.
Corporate culture is not defined

Communication problem with other departments
Insufficient or incomplete job descriptions
Incomplete implementation of the orientation process
Incomplete implementation of handover activities
Lack of employee satisfaction measurement within the department
Insufficient planning and follow-up of joint activities with other units within the university.
Update problem of common filing system
Lack of documentation required for emergencies

Table 7: Minor improvement areas

Major Improvement Areas
Applied wage policy
Working environment in the office
Technological inadequacies
Department budget
Personnel mobility

Table 8: Major improvement areas

Considering the situation analysis and pre-evaluation results at Altınbaş University, the improvement activities for the nonconformities in the 3rd section of the report are positioned specifically for minor nonconformities and the Dean of Students Department. The improvement activities presented in this report are suggestions. It is recommended to make arrangements that concern the university in general during the correction and improvement phase of major non-conformities, but improvement areas for major nonconformities have not been determined within the scope of this study, as they concern especially the financial processes and other basic processes of the university. The improvement activities suggested for minor nonconformities are aimed to increase employee performance and the quality of activities by improving the institutional affiliation, motivation, and effective communication skills of department employees through systematic changes.

Minor Improvement Areas	Reformative Activities
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Insufficient staff training within the University and the Dean of Students Department.	Training such as leadership, persuasion processes and marketing can be given to unit coordinators and other employees within the department. It is thought that leadership training, in particular, will be very beneficial for coordinators and other staff in terms of both effective communication within the department and its effects on motivation and performance. If requested, this training can be given free of charge to department employees by the model founder, and those who participate in the training can be given a certificate. Although there is no specific problem within the department, some of the staff feel inadequate in foreign language (English) skills. The department's scope of activity also includes relations with international students. Providing training to department employees within the university facilities on this subject will increase employee motivation.
Corporate culture is not defined	Although there is no known corporate culture within the department, there is a culture developed among employees and managers. This department-specific culture can be placed at the entrance in the form of a table with an appropriate emblem, considering the location and environment of the office. This table may include criteria and important issues regarding the corporate culture on which employees and managers decide jointly. In this way, the corporate culture is more easily transferred to new staff, and the communication of the staff is increased through joint work within the department. An activity that can be organized periodically and created by the department itself can be defined. For this example; It can be a collective event such as coffee hour every Thursday or dessert day every Wednesday. The critical points in this regard are that department staff collectively participate in an event, that employees get to know each other better, that they develop a close relationship outside of work, and that their sense of belonging to the institution increases.
Communication problem with other departments	One of the biggest problems in not being able to communicate with other departments is the high workload, and another is that employees across departments generally do not know each other. Therefore, an organization can be organized with the departments we work closely with (HR, Student Affairs, Financial Affairs, etc.). Although this organization does not need to be organized periodically, it can enable employees to establish close relationships and increase effective communication, both personally and professionally. Each personnel who is new to the department can create a template and send their name and surname, three information about themselves and the position they will start to, to their own department and other departments they work closely with, if not to the entire university. In this way, each new employee does not must introduce himself every time to ensure continued employment, and the performance process is accelerated by saving time. This practice has a high contribution to the corporate/department culture.
Insufficient or incomplete job descriptions	The fact that job descriptions and duties are not fully defined for some employees has been identified as a serious problem within the department. A poorly defined area of activity and duty increases the employee's anxiety level and reduces motivation and performance. At this stage, by working with the HR unit, each employee can shoot a video listing and generally showing the work they do in their position. This can also serve as an example for orientation studies.
Incomplete implementation of the orientation process	During the handover-delivery process, especially in the case of unfinished workflow, a document signed by both parties must be prepared by the senior management of the department, both for the new staff and the staff who have left the job, stating that all files and works have been received. This both increases the seriousness of the handover process and can ensure that possible problems are eliminated before they arise.

Lack of employee satisfaction measurement within the department	There is a satisfaction survey conducted by HR within the organization and applied to all employees. However, department employees stated that this survey was not applicable and was not 360 degrees. For this reason, a survey that can identify suggestions and criticisms anonymously and measure satisfaction and motivation can be organized and applied periodically within the department. Sharing the survey results with employees and communicating the necessary measures to senior management will support motivation within the department.
Incomplete implementation of handover activities	A common Outlook calendar or similar can be developed with other departments, especially departments with which work closely. Since there is no use of a calendar, employees have a responsibility to remind other departments in addition to the workload. In order to prevent such time losses, work can be tracked together using a common calendar. Thus, each employee can see the start and end date of the job and adjust their work accordingly.
Insufficient planning and follow-up of joint activities with other units within the university.	A common cloud archive (under platforms such as Teams) can be established on a unit basis within the department, apart from the corporate archive, in order to protect and store corporate information and at the same time to enable new personnel who are in the orientation phase to view previous works. Each unit's files and creative works can be saved there under customized template names. In this way, extra precautions are taken against losses, and it becomes easier to access documents. It would be appropriate to make the necessary assignments to ensure that the documents in the common folders are up to date.
Update problem of common filing system	There is no information about what to do in emergency situations, especially for events, competitions, or activities outside the office. For these types of events, which are mostly attended with students, a document explaining the steps to be followed in case of any emergency should be given to the personnel in charge of this subject during orientation training or on an activity basis, and this document should be kept accessible among the common files of the department.

Table 9: Reformative activities

These reformative activities in the situation analysis and pre-evaluation report have been suggested based on departmental interviews and surveys, and different suggestions can be developed later when implemented in other units within the university within the scope of the model.

4.2.2. Implementation of Organizational Communication Excellence Model

Before the implementation of Organizational Communication Excellence Model, interviews and anonymous questionnaire were conducted with the employees of the Dean of Students Department. According to the results of situation analysis and pre-evaluation report, the implementation of the model is started at the Dean of Students Department. The model implementation started from the communication structure of the department. Firstly, the author and researcher of the present dissertation organized a plan of training programs to improve the internal communication and leadership skills. The training contained leadership, persuasion processes, communication, and intercultural communication, and they were given separately to unit coordinators and employees. Three training sessions were planned and carried out by the author of the present

dissertation. The timeline was in July, August, and September and one training was given in each month. It was organized to be beneficial for coordinators and other staff in terms of both effective communication within the department and its effects on motivation and performance. After the training sessions, a certificate of participation was given to all of the participants of the department in both Turkish and English language. The training was given free of charge to department employees by the author and researcher of the present dissertation. Secondly, the English language usage was a taboo/issue for some of the employees in the department, as it can be seen from the situation analysis and pre-evaluation report. The department's scope of activity includes relations with international students. Therefore, English language training sessions are talked and organized within the university facilities (Foreign Language and Preparatory Department), and it is suggested that if the employees would like to participate, there can be training sessions during the working hours, 1 time a week, and it could include the formal and informal speaking contents. Thereby, the author of the present dissertation states that the employees can benefit from the university facilities, and they can improve themselves in the shape of their job requirements without wasting time and money, and they can be more motivated and satisfied from their jobs and workplace overall. Another important problem which affects the employee's motivation was the follow-up assignments with other closely working departments and insufficient archiving system to store the corporate information within the system of documentation. The solution found while the implementation of the new model was to use a common cloud archive with closely working departments such as finance and accounting and marketing departments of the university. With a common cloud archive, the employees started to follow the common works more efficiently. Also, another point to improve was the storage system of the corporate information. After the pre-evaluation, another system was suggested by the author of the present dissertation and accepted by the department that, apart from the university's corporate archive, the Dean of Students Department started to store and update a cloud system for the weekly works, which can be accessed from the department employees. Each unit's files and creative works are saved there under customized template names. In this way, extra precautions are taken against losses, and it becomes easier to access documents. Thus, the documentation system would be more updated and achievable. According to the communication problems within the other units of the university, the model suggests creating a template for each personnel who is new to the

department/university and send their name and surname, three pieces of information about themselves and the position they will start to, to their own department and other departments they work closely with. In this way, each new employee does not must introduce himself every time to ensure continued employment, and the performance process is accelerated by saving time. An intern started during the implementation of the new model and this practice has applied to her; it got highly positive feedback from the department and other departments. The working conditions were not eligible to change during the implementation of the new model because Altınbaş University stopped to support the hybrid and remote working options. Therefore, it will be a limitation of the pilot scheme that there was no information about how the model affects the working conditions such as hybrid working and remote working. Employee satisfaction and motivation measurement were one of the biggest problems of the department's employees. Thus, within the implementation process of the new model, a new system was established in the department to measure the motivation and satisfaction of the employees and to get feedback from the employees with an anonymous 360-degree survey which is only applicable in the Dean of Students Department. This survey identifies suggestions and criticisms anonymously and measures satisfaction and motivation. It is suggested to apply periodically (every 6 months) within the department. The survey results were shared with employees and communicated with the senior management of the department with a common meeting to solve the internal problems, and it turned out that the employees were satisfied with the results. The results are also included in the documentation system, which all personnel can reach through the shared cloud files. The model improved the documentation and archive system, and it helps employees to keep track of the previously prepared files, examples and what are the near future requirements about their workload. The problem within the perspective of workload and job descriptions were another point in the situation analysis. The new model helped to identify and define the employees job descriptions clearly and transparently. On the other hand, each employee started to shoot a video listing and generally showing the work they do in their position. It is stated that this application can serve as an example for orientation studies for new coming employees to the department. As an organizational culture improvement, the monthly team gatherings are started to organize in the department. It was mentioned that these types of organizations were already happening, but it was not on a planned basis. The employees of the department stated that they had positive feelings

about the gatherings and team activities, and they suggested that it would be beneficial for them to have organized team events. Because of the workload, the author of the present dissertation offered a monthly team gathering in the department's office to have a cake and coffee during the working hours, to support the organizational culture and increase the motivation of employees. This way, employees adopt the culture more openly and it develops the communication skills with the other employees to have common personal time. As a part of sustainability and corporate social responsibility, the department didn't have any specific activities about recycling in the department's working environment. Therefore, during the implementation of the model, new recycling bins are requested from the university's budget, and it will be staged in the office. During the three months the above-mentioned applications are prepared and implemented as the establishment of the Organizational Communication Excellence Model. On 13-14.09.2023, the post-evaluation process began to measure the effects of the pilot scheme on the employee's motivation. The post-evaluation report is represented in the following chapter.

4.2.3. Post-Evaluation Report

After the implementation of the model, another interview session was conducted with the 8 employees of the department. The interviews were one to one, and face-to-face in Turkish. The author of the present dissertation asked questions about the new changes in the department while the implementation of the Organizational Communication Excellence Model, within the framework of the checklist (Annex 6) and the model's advantages or disadvantages to the employees. The minor improvement areas which are documented in the pre-evaluation report were shown to the employees during the interview. The following table (Table 9) shows the general interpretation of the employees about the Organizational Communication Excellence Model and its implementation process within the perspective of minor improvement areas. (I) states for the employees' opinion which indicated improvement with the Organizational Communication Excellence Model, (AI) states for average improvement and (NI) states for not improved at all with Organizational Communication Excellence Model.

	Employee 1 (E1)	E2	E3	E4	E5	E6	E7	E8
Insufficient staff training	(I)	(I)	(I)	(I)	(I)	(I)	(I)	(I)

Corporate culture is not defined	(NI)	(I)	(I)	(AI)	(I)	(I)	(I)	(I)
Communication problem with other departments	(I)	(I)	(NI)	(AI)	(I)	(I)	(I)	(I)
Insufficient or incomplete job descriptions	(I)	(I)	(I)	(AI)	(AI)	(I)	(I)	(AI)
Incomplete implementation of the orientation process	(NI)	(AI)	(NI)	(I)	(I)	(NI)	(AI)	(AI)
Lack of employee satisfaction measurement within the department	(I)	(I)	(AI)	(I)	(AI)	(I)	(AI)	(I)
Incomplete implementation of handover activities	(I)	(AI)	(I)	(I)	(AI)	(I)	(NI)	(I)
Insufficient planning and follow-up of joint activities with other units within the university.	(AI)	(I)	(AI)	(I)	(I)	(NI)	(NI)	(I)
Update problem of common filing system	(I)	(AI)	(NI)	(I)	(I)	(I)	(AI)	(AI)

Table 10: Interpretation of employees about organizational communication excellence model after pilot scheme

As it can be seen from Table 10, in terms of motivation and communication practices of the pilot scheme, Employee 1 states that training activities are improved by the new model, and it affects the motivation and satisfaction. The statement from the post interview of Employee 1 contains.

“I believe training which includes communication, leadership and other related areas are beneficial for everyone, especially since I am in my early career, but I became a unit coordinator, it develops my skills to be a good leader and good team player. On the other hand, it gives the impression that my workplace supports my personal education, and it also affects my loyalty”. (Translated by Özkan Beste Naz)

The most (NI) sign comes from “incomplete implementation of the orientation process”. Employees think that the orientation process is highly important and since some of them did not get a proper one, they struggled a lot during the first chapters of their work. Therefore, even though the pilot scheme had new changes in the orientation process and new implementations to support it in a more efficient way, employees think that would not be sufficient in terms of corporate information and new workforce. Employee 3 states that.

“When I first started, the orientation process was lacking, and the previous colleague, who was the only one who knew how the job should be done, didn't provide much support. Although other

colleagues helped me, I still felt unmotivated and insufficient during my first weeks because I didn't understand the task requirements. This new model could improve our department's orientation system, but I believe a more structured process should be developed in cooperation with HR and unit coordinators, focusing on workload, department systems, and collaboration with closely working departments to help new employees perform better.” (Translated by Özkan Beste Naz)

Employees of Dean of Students Department stated that internal communication practices and documentation system would handle better with the implementation of the pilot scheme, and that is another subject for their motivation and satisfaction since they would be able to reach out the common information easily, not missing the deadlines with the other departments, and improved communication with other department's coworkers. Employee 7 states that.

“I personally believe that internal communication is one of the most important parts in the workplace. If I am not able to communicate with my managers and team members, if I cannot reach them in case of a need it would decrease my motivation because I cannot complete my tasks. The documentation system is another thing because we work in this department collaboratively. When I design an announcement for social media, another colleague would take it for training, another colleague would take it for a brochure. So, we need to have access to all work that has been done and we need to know the responsible coworker on this project. Therefore, I believe this model would help us to improve the system in the department and not put everything good on paper but bad in practice”. (Translated by Özkan Beste Naz)

Institutional surveys are highly important to the employees in the Dean of Students Department because they believe that their job does not only contain desk jobs, but they need to integrate with the students, they take them to the sports tournaments, they prepare training for the students, and they need to cooperate with other departments and managers highly often. Therefore, it is essential for them to give and get feedback from the institution. The 360-degree feedback system is confidential, and they can elaborate their opinions and ideas about their managers and team members in this system. On the other hand, they would freely share their thoughts about satisfaction and motivation. Thus, it is an important factor of the Organizational Communication Excellence Model. Employee 2 states the opinions about the lack of employee satisfaction measurement within the department as follows.

“I never believed that the surveys coming from the HR department reflect the true feelings because I think it is only on paper. Also, we cannot represent our thoughts about our managers, the lack of systematic issues and why we would like to have more improvements. The new model you implemented gives us the chance to share our ideas and after the consideration of the surveys we have a meeting with the manager. That is an improvement for me since I see that it really works on the measurement of satisfaction”. (Translated by Özkan Beste Naz)

One of the main problems with the employees is the indefinite job descriptions. Since the department's name and operational system has changed in 2022, the previous employees' job descriptions have slightly changed, and the new employees' job descriptions were not clearly defined yet. Therefore, it created a huge problem for the employees when they did not have a transparent and written job description since it affects their workload, who they get orders from and what are their main responsibilities. Within the progress of documentation, the model offered a new system for the job descriptions and their notification to the HR department. Employee 6 states that.

"Without a definite job description, I do not feel safe. Because I don't know what my real responsibilities are, I only follow the orders from the dean, but I am a unit coordinator now, so I need to be able to give orders to my experts according to their job descriptions, which are also not described yet. The change in our department from 2022 still not 100% established, therefore we were having little troubles sometimes about these operational issues. But I think this new model's system can help us; it suggests only one job in which we can write every responsibility down and create a video on how to do it. It also helps the handover activities, because we lost a lot of information during the transformation of the department when some previous coworkers resigned. I believe it can be beneficial from both sides." (Translated by Özkan Beste Naz)

Corporate culture is a factor which influences the dynamic of coworkers. The problem within the concept of the Dean of Students Department was a corporate culture was somehow adopted by some of the employees, but it was not written and it was not tried to be adopted to the employees by the top management. Without the transparent and decided corporate culture, especially within the change of to a new departmental operation, some of the employees indicated that they were not able to adopt a company or departmental culture because there are several subjects going on and they are not able to decide what to focus besides the workload. Employee 5, who is the longtime coordinator in the department states that.

"Before the transformation to the Dean of Students Department, we did have a different corporate culture in the department. Even though we were doing the same job, our top management was different, my colleagues were different, and we did have a different working environment. Right now, I know that the transformation was better for us and for the students, but still our corporate culture is not steady yet. It is the issue coming from the top management, but I can see that my other colleagues struggle with embracing their job, responsibilities and values of the department and the university. I believe that we should've definitely adopted a new corporate culture and try to create common values within our team. This model started to help us in the way of building this culture, it is not finished yet, but I think it was a good start." (Translated by Özkan Beste Naz)

Since Altınbaş University has not adopted and accepted remote working conditions after the pandemic ended, the results of the remote working are not identified. This is a part of the limitation of the present pilot scheme. But employees of the Dean of Students Department stated that remote working or hybrid working conditions would be improving their motivation. Employee 4 states that:

“Istanbul is a gigantic metropole, and it takes me 1.5 hours to get to the office from home. I use the company service so I don’t use public transport but sometimes I need to finish an urgent work, or I need to go to another campus for work and I cannot catch the service at the end of the day. Then I need to use public transport which takes at least 2 hours to reach home for me. In this type of situation, I’d rather have hybrid working options because it really decreases my motivation most of the time.” (Translated by Özkan Beste Naz)

The post-evaluation report contained the interpretation and adoption of the new business excellence model’s pilot scheme by the employees who work at the Dean of Students Department. The results show that even in a three-time period, the new model started to improve employees’ perspectives in a positive way about their department’s operations and workload and also increased the motivational factors. The post-interviews show that a new model which focuses directly on the communication and motivational aspects of quality can be used in a departmental progress as well as it helps to increase the motivation of the employees while considering the effective organizational communication structure including corporate culture and efficient leadership behaviors. Therefore, the author of the present dissertation states that according to the obtained data from the pilot scheme, the Organizational Communication Excellence Model was beneficial for the organizations who would like to support motivation and satisfaction of the employees while establishing an effective organizational communication structure to ensure the success and excellence in the competitive market. The summarized evaluation of the pilot scheme of Organizational Communication Excellence Model can be seen below in Table 11.

	Pre-evaluation	Post-evaluation
Inputs	Lack of corporate culture	Building a new corporate culture and its documentation, adaptation to the team
Strategy development and management	Lack of strategic development plans	Quarterly strategic development plans with employee participation
Leadership	Lack of employee satisfaction measurement	360-degree feedback system Joining the training sessions Regular based team activities Motivation and effective communication-based approach
Communication	Indefinite job descriptions Departmental communication problems	Cloud system for the weekly works Tracking the corporate information

	Update problem of common filing system	Basic information of new employees will be shared Job descriptions will be prepared and stored
Internal shareholders (employees)	Insufficient staff training Incomplete implementation of the orientation process Incomplete implementation of handover activities	Trainings started to be given Mandatory orientation and the data will be shared with departments Video content for handover
Outcomes	<i>(not applicable)</i>	Takes actions in the areas decided to be developed Regularly gives feedback

Table 11: Summarized Evaluation of Organizational Communication Excellence Model
(Source: Author's Work)

CHAPTER 5: DISCUSSION

Business excellence models connect the business success and continuous quality to the satisfaction and motivation of internal and external partners. To be able to ensure motivation and satisfaction, communication is one of the most important tools. Nevertheless, business excellence models do not have communication process as an element of quality included into the models. Additionally, existing business excellence models do not have the criterion on evaluation of remote working process and employee motivation. For that reason, it was still a gap in the communication research: a model needs to emphasize the quality factor in the role of organizational communication into a functioning business excellence model. The research questions of this research are developed to fill and answer the defined research gaps and during the methodological part of the dissertation, within the conduction of preliminary interviews, questionnaires, and pilot scheme the answers are obtained.

RQ1: How can a company improve the employees' motivation with an organizational communication structure?

RQ1.1.: How can the improvement be more efficient with business excellence models?

RQ2: What are the impacts of business excellence models to employee motivation?

RQ2.1.: How establishment of business excellence models can increase employee motivation?

RQ3: How can a new business excellence model, which focuses on effective organizational communication help implement a well-structured process to increase the motivation of employees?

5.1. Employee motivation and organizational communication structure

Starting with the first research question and its sub-question, the current dissertation suggests that organizations can improve the employees' motivation with the help of well-established organizational communication structure and a business excellence model, within the perspective of its system, can help the structure to be more efficient. Regarding to the results of the preliminary interviews, the author of the present dissertation states that companies can improve and support employees' motivation with a well-structured organizational communication and EFQM business excellence model gives directions to the companies in terms of this perspective. The author of the present dissertation states that effective organizational communication can increase the motivation and satisfaction

of the employees. The reason of the importance of motivation is it is a factor which effects the performance of the employees. In terms of performance, employee performance is basically the results and achievements achieved in the workplace. Performance means maintaining plans while targeting results (Anitha, 2014). Employee performance is evaluated as what the employee does and does not do. Employee performance includes quality and quantity of output, workplace presence, accommodating and helpful nature, and timeliness of output (Shahzadi et al., 2014). Recognizing and rewarding employee performance creates a distinction between employee productivity. Employee morale and productivity are greatly affected by the effectiveness of an organization's performance and reward management system (Shahzadi et al., 2014). For organizations, to be able to ensure motivation and satisfaction in terms of employee engagement and performance, communication is one of the most important tools. Mutuku and Mathooko (2014) mentions that business is very challenging all over the world today. To remain profitable in the highly challenging and competitive global market economy, all factors of production must be managed intelligently. Among the factors of production, human resources pose the greatest challenge because, unlike other inputs, employee management requires skillful management of thoughts, feelings, and emotions to ensure the highest efficiency. Organizational communication plays an important role in this competition (Mutuku & Mathooko, 2014). Every organization must shape goals and perspectives regarding their further plans. Communication is one of the most crucial parts on the way to achieve these goals. Therefore, in the methodological part of the current dissertation one of the most indicated factors was communication.

The research questions were shaped through the perspective of organizational communication and the findings of the research are discussed through it. As all of the other establishments, organizations also have a life cycle, and employees are one of the most important elements for organizations to successfully run the business. Therefore, organizational communication has a significant impact in order to achieve the engagement of employees. Here, engagement stands for the employees' work-related thoughts and ideas and are these ideas/thoughts positive towards the employer (Men & Jiang, 2015). In another saying, it can be described as the relationship between the employees and organizations, and how strong their state of mind is toward the organization. Organizations can be run successfully, only if effective organizational

communication takes place. A decision, whether strategic or operational, cannot be made without communication and the necessary information. There has been extensive research on the relationship of organizational communication and productivity of employees in the past (Sadia et al., 2016). Organizational communication directly influences employees' motivation and productivity. For instance, the study has been made by Battiston et al. (2021), refers that organizational communication improves the productivity of its receiver while generating a time cost on the part of its sender. Another study by Rajhans and Shome (2016) states that communication satisfaction is a very important factor in organizational setup and has a significant impact on employee productivity in all types of organizations. Overall, without a clear organizational communication, employees cannot understand the objective of the company and what are their roles in the organization. And without these clarifications, it is impossible to reach success. The employees must know what the corporate culture of the company is, what their social responsibilities are, when they have a problem, who they should turn to etc. With organizational communication, a company assures to clarify both the internal and the external communication. And both are very important for the quality of work. Therefore, the emphasis of organizational communication on the new business excellence model is a novelty and describes a non-frequent research area in the communication field. After the implementation of the new business excellence model, the participants from the department described that a system which supports the communication activities between the managers and employees certainly have a positive impact on the daily work life, and their motivation specifically. The satisfaction of the employees, as it is stated in the literature before, by a majority depending on the motivation. If the employees are not motivated enough, the satisfaction and engagement in the company cannot be achieved easily. Therefore, in the preliminary interviews and questionnaires the communication effectiveness was asked to the participants. The results show that the companies try to build a structured communication flow, especially within the help of EFQM business excellence model. The employees perceive the effort of the communication structure from a positive manner, and they stated that the if the managers' leadership skills developed by the effective communication, it is more likely to support the motivation. The organizations which participated to the current study, are already in the process of supporting the organizational communication structure but it is stated that the EFQM business excellence model does not have the direct effect on the establishing this structure. It only directs organizations to have a well-established

system from every operational background and ensuring the satisfaction and motivation of the employees is one of the steps, which is mostly not always clear from the perspective of the organizations. Every human activity was fundamentally driven by motivation. Work motivation is a state or energy that drives employees to achieve the company's organizational goals. Today, the development of organizational communication has seen communication as one of the most dominant and important activities in the organization and has been able to motivate employees (Ramadanty & Martinus, 2016). Motivation is one of the factors which develops the organizational loyalty and engagement. Organizational loyalty leads companies to protect corporate information (Ljubojević & Ljubojević, 2008). Although information is now considered one of an organization's most valuable assets, most organizations lack the support systems needed to protect and enhance the value of information (Ramlall, 2004). Organizations that want to maintain their competitive advantage have quickly turned to developing systems that will benefit from the value of information. Therefore, it's easy to see the dramatic impact of losing employees with valuable knowledge (Ramlall, 2004). In order to keep employees and corporate information in the company, organizations and top management should take actions. Nohria et al. (2008) state that organizations should pay attention to the following four components: engagement, satisfaction, commitment, and intention to quit. The study shows that a company can best increase its overall motivation scores by satisfying all four components together (Nohria et al., 2008). Although, organizations and managers should not limit themselves to a particular motivational factor; instead, they need to consider various motivation models to recognize the different needs of employees. The need of motivation in the organizations is crucial. Motivated employees are needed in the rapidly changing workplaces, motivated employees help organizations survive, motivated employees are more productive (Lindner, 1998). To be effective, managers need to understand what motivates employees in the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex (Lindner, 1998). This is partly because what motivates employees is constantly changing. A standard motivation factor cannot be applied to all organizations due to individual differences, because of the differences between values, cultures, opinions, and thoughts (Kim, 2006). Therefore, organizations should consider the motivational factors according to the employees' needs. The business will be successful by understanding the demands and needs of its employees and providing the appropriate environment to meet them. The

success of the business is directly proportional to the employees having job security and other incentives. The more satisfied the employees are, the more their performance increases (Çolak Alsat, 2016). It is easier for employees with high performance to achieve the effectiveness and efficiency targets of the business and achieve the success they desire. Having sufficient motivation will enable employees to motivate themselves and find peace in their inner world (Çolak Alsat, 2016). Attracting more qualified employees to the company, keeping existing qualified employees within the company for a long time, making employees more productive and showing high performance are possible with working environments where motivation is kept high (Ölçer, 2005). Küçüközkan (2015) states that studies on the concept of motivation approach from two different perspectives:

- Content Theories
- Process Theories

Theories that focus on what motivates behavior are called content theories; Theories that focus on how behavior is motivated are called process theories. While content theories, among the complementary theories, are primarily related to job satisfaction and then the effort spent; Process theories, on the other hand, are more concerned with the effort spent and its performance results (Küçüközkan, 2015). Another essential topic to cover in terms of motivation is the leadership styles. The author of the present dissertation states that, according to the related literature, leadership styles in the companies have an impact on the motivation of the employees. The leader's support for the employees, showing personal interest and appreciating their work strengthens the self-confidence of the employees. The purpose of individual attention in businesses or all organizations is to ensure that the employee accepts that he/she is a special person and, as a result, to ensure the motivation and loyalty to the organization (Akbolat et al., 2011). All the managers, supervisors influence the quality of the work. The way they behave, the way they communicate with each other, or the employees are essential points of the motivation and quality of business life. For that reason, the way behavior formulates is very important in an organization. A manager should not be the only one who has power. A manager should have leadership skills, he/she should know how to control behaviors. The current dissertation, therefore, made emphasis on the leaders and leadership styles in the literature review part of the dissertation to evaluate the motivation and leadership effects in a combined perspective. Communication is one essential component in the organizations to assure the motivation of the employees. Organizational communication is defined as

the exchange of information and ideas within the organization. It is a creation of a positive atmosphere for all employees within the organization (Eroğlu, 2011). Communication in the organization needs to be transferred from one manager to another, from one employee to another. As organizations grow and become more complex, intra-organizational communication becomes more difficult and the need for the quality of organizational communication increases (Eroğlu, 2011). Employees want to know what they are expected to do and why they should do it, what their superiors expect from them, and what is happening in other departments and outside the business regarding their own work (Tinaztepe, 2012). Additionally, knowing how their performance is perceived by their superiors and what they need to do to improve themselves accordingly strengthens employees' motivation (Tinaztepe, 2012). An effective communication environment that enables the acquisition of this information will make the employee feel safe and behave more comfortably while doing his job (Boekhors, 2015). Therefore, possible problems that an organization with some weaknesses in the communication system may encounter include symptoms such as employee disinterest in work, low motivation, and lack of respect and love among employees. Effective communication within the organization is associated with a positive organizational climate (Lannes, 2021) and job satisfaction. Communication dimensions significantly explain organizational loyalty (Irawati et al., 2021). Especially in the remote working styles, organizational communication takes a larger place in the companies. For many employers and employees, remote working is seen as a positive because of the benefits it offers, such as flexibility, increased productivity, and fewer distractions (Smith, 2018). To ensure the positive impact on remote working, employers should consider increasing the effectiveness of communication flow for job satisfaction. Smith (2018) states that reduced interaction with coworkers due to remote work, combined with increased feelings of isolation, has led to decreased job satisfaction. According to the results of preliminary questionnaire, majority of the employees who participated to the questionnaire mostly believe that the relationship between the EFQM business excellence model and the leaders and communication are positively connected. When participants get in-site trainings about the quality procedures and business excellence; it shapes their perspective through the strengths of the model and the managers' behaviors for the employees. The results of the preliminary questionnaire show that the respondents have the idea that EFQM model supports the active and effective communication in the organizations, but if the leaders or

managers do not directly involve this perspective into their organizational behavior, it is not enough to only have the supportive documentation from EFQM model. Therefore, again there is an indirect relation between the communication, motivation and EFQM business excellence model. The author of the present research interprets that the procedures of EFQM encourages companies to support the motivation, satisfaction, and productivity of the employees since the results from the employees do matter during the assessment processes. Tutuncu and Kucukusta (2007) state that EFQM business excellence model and the associated self-assessment process have given a new direction to the quality movement and led to deep and lasting changes in participating organizations (Tutuncu & Kucukusta, 2007). The EFQM model provides different tools for self-assessment, such as a survey that asks employees to rate their company on a series of statements from the EFQM model. This tool, which has various versions, allows collecting the opinions of a large number of employees (Kassem et al., 2019). Even though the assessment process supports the improvements and activities on the motivation, satisfaction and productivity, there are no direct implementation of communication or employee related motivational factors in the regulations therefore it is complicated for companies. Participants of the interviews considered the effectiveness of EFQM business excellence model positive from the perspective of effective communication, but they indicated that it would be beneficial to have a new business excellence model which focuses directly on the employees' motivation and productivity through effective communication flow, especially in remote working.

5.2. Business excellence models and employee motivation

The second research question and the sub-question of the current dissertation evaluate the impacts of business excellence models to employee motivation and how establishment of business excellence models can increase employee motivation. Previous research on the excellence models in the world mostly based on the comparison and the elements of different models. For instance, in 2011, Talwar (2011) published a study in Measuring Business Excellence named "Comparative study of framework, criteria and criterion weighting of excellence model" (Talwar, 2011). The purpose of this research was to show all the excellence models in the world. It includes both the most well-known models and the regional ones. He compared twenty excellence models in total within their features, elements, and application processes. Most of the research always takes excellence models into consideration from the point of the company and why an organization must build the

model. The main point of the previous research is to compare the most famous excellence models in the world, create a better understanding and different strategies for the companies. At this point, the article ‘a comparison and usage overview of business excellence models’ (Sampaio et al., 2012) comes into consideration, the main angle of which is to see how the usage of business excellence models in a company. This study examined four excellence models by taking their application and implementation part, but it doesn’t give points to organizational communication. But it is seen that there is still a lack of information about the perspective of companies about how they can reach success with a well-established organizational structure and how a business excellence model can help to increase the success of this systematical structure. Facing with an increasingly turbulent and chaotic environment after Covid-19, more and more companies implemented business excellence strategies and made quality a key part of their business philosophy (Toma & Marinescu, 2018). The criterions of excellence models are not only for the quality of goods/services, but they are also for the quality of every level of the organization. In the elements and criterions of the business excellence models, there is a gap for the organizational communication and remote working process. Excellence models deal with the management part of the organization, customers, results from the employees, other external stakeholders but they do not give a clear overview of how a well-established organizational communication could have been followed within the organization, and how remote working process can be more effective in the terms of employee motivation. Business excellence models connect the business success and continuous quality to the satisfaction and motivation of internal and external partners. To be able to ensure motivation and satisfaction, communication is one of the most important tools. Nevertheless, business excellence models do not have communication process as an element of quality included into the models. Additionally, existing business excellence models do not have the criterion on evaluation of remote working process and employee motivation. For that reason, it is still a gap in the communication research: a model needs to emphasize the quality factor in the role of organizational communication into a functioning business excellence model. More recent research on excellence models has focused on how specific criteria or practices in excellence models positively impact performance (Eriksson et al., 2016). Quality approach in the organizations leads the companies to emphasize the performance, loyalty and motivation of the employees. This emphasis is one of the bases to reach the organizational success. Marrewijk et al. (2014)

states that business excellence is an approach to optimizing quality processes, making use of procedures, standards, certifications, etc., can best be introduced in a workplace that seeks gradual changes, emphasizes compliance-oriented values such as order and obedience, discipline and loyalty, motivation, and productivity (Marrewijk et al., 2014). An organization's competitive advantage depends on the individual performance of each employee and the corporate infrastructure that supports the company. Therefore, this competitive advantage can be gained largely by using the business excellence model which provides access to models of excellence, personal development opportunities in leadership, a structured holistic approach to improving the organization, evaluation of opportunities and demonstration of best practices (Sampaio et al., 2012). Organizations of all types and sizes around the world are under constant pressure to improve their business performance. All organizations strive to be successful, some fail, some reach periods of success but eventually fade away, and a few achieve sustainable success and earn the respect and admiration they deserve (Zapletalová, 2023). It can be used to evaluate and improve any aspect of an organization, including leadership, strategy and planning, people, information and knowledge, and other aspects. To assist in this process, many turn to business excellence models such as the EFQM Excellence Model (Zapletalová, 2023). The EFQM criteria have a complicated structure in which changes in one element can be related to changes in other parts, emphasizing interdependence between components. Furthermore, because it is based on the premise that excellent results in key stakeholders are achieved through excellence in enablers, i.e. Having strong leadership and clear strategic direction, developing, and improving people, establishing partnerships and processes to deliver value-adding products and services to customers, the model assumes a causal relationship between enablers and results (Escrig & de Menezes, 2015). Self-evaluation in relation to excellence a model enables an organization to clearly recognize its strengths and opportunities for improvement. It is also a useful technique of coordinating an organization's quality programs (for example, ISO 9000) in order to establish a unified and systematic approach to business excellence. Top benefits of the EFQM model can be considered as follows: development of clear, concise action plans; clear and more focused leadership; better and more focused policy and strategy; process improvement allowing achievement of an organization's objectives; improved resource prioritization; and increased motivation and satisfaction of an organization's personnel (Bhatt, 2000). A number of factors have encouraged many western countries

to introduce quality awards. These include: the importance of quality for competitiveness and the contribution of benchmarking and self-evaluation techniques to improving performance. Reward models are widely used by leading companies worldwide and can therefore be used for international benchmark comparisons (Rusjan, 2005). Results of the preliminary interviews show that organizations belief are in the positive direction about EFQM being a very good benchmarking tool. Participants mentioned that they can bench their mark where they are in terms of other companies in Europe that apply the EFQM model. This is also good and important for them. Results of the preliminary interviews show that the participants in general wanted to see where they stand before implementing the EFQM business excellence model. But where they stand in terms of the requirements at the EFQM is different than the already analysis of the organizations. Young Kim et al. (2010) state in their research that the EFQM model is widely used in organizations in different ways such as:

- as a self-assessment tool.
- as a way to benchmark against other organizations.
- as a guide to identify areas for improvement.
- as the basis of a common language and way of thinking.
- as a structure for the organization's management system (Young Kim et al., 2010). Since its foundation, the EFQM excellence model has served as a strategy that companies use with the aim of catching up with the global competition. Against from other models, EFQM is a regional model. This model only accepts requests from European companies to the award process. The supreme aspect of this model is its structure which is flexible and open evolution. The logic of EFQM excellence model is based on improving and practicing approaches essential to the use of operational processes. It forms the strategies and policies that the company arranges with the help of its vision. The EFQM business excellence model has an impact on the business performance (Escrig & de Menezes, 2015). It helps to improve the system and with this help the companies increase their quality. When a company uses the excellence model EFQM, this influences the motivation of its staff and the satisfaction of consumers because the system in the organization works more efficiently. According to the results of the preliminary interviews, EFQM business excellence model as a whole process is valuable because the system checks and controls the details during the functioning of the organizations. The generated results from the interviews are significant to see that EFQM business

excellence model influences the process approach in the organizations which give the chance to improve the weaknesses. It supports having an efficient organizational structure and relationship with all the shareholders to ensure the quality and continuous improvement in the company. EFQM business excellence model is a process approach which gives the biggest importance to internal shareholders, especially to employees, to make them adopt the organizational culture, values of the company and participate in all the process (Zapletalová, 2023). Therefore, to ensure the mentioned components of the adoption process for the employees, without having an efficient and correct communication system and flow, the company cannot achieve success because it cannot make employees satisfied. If a company cannot satisfy its employees and cannot build an efficient internal communication system, employees would be unmotivated and their performance would have decreased, so the quality of work would have decreased. At the end, the company cannot have the success of the work, and it would have failed. EFQM business excellence model does not have a direct organizational communication criterion. According to the results of the preliminary interviews, the organizations which use the EFQM business excellence model need to indirectly find their own ways to ensure the effective communication. The first research question of this dissertation was “Can a company improve the employees’ motivation with an organizational communication structure and how can this improvement be more efficient with business excellence models?”; regarding to the results of the preliminary interviews, the author of the present dissertation states that EFQM business excellence model supports the systematical approach of continuous improvement and success. The companies which are in use EFQM business excellence model believe that this systematic approach helps organizations to apply directives in the terms of employees and their job-related motivation and satisfaction. Motoi (2017) states that in order to ensure the motivation in the company, organizations should have an effective communication flow. This approach is proved by the preliminary interviews in the current dissertation. Interviewees’ approach was positive in terms of the relation between employee motivation and effective organizational communication structure. This approach could be extended to the specific factor of business excellence models. Asif and Gouthier (2014) state that since business excellence models give the directions and help to the organizations to build a better success system, communication flow is one of the important components in it. According to the results of the interviews, the interviewed organizations stated in common that the

performance and motivation of the employees increase in the system of the EFQM business excellence model. But this is not directly related to the regulations of the model. EFQM business excellence model supports organizations to have systems and frameworks in place. But the important element is also the company and how the company progresses with different systems, different applications. EFQM business excellence model helps to increase the motivation, and it puts directions of the company into perspective. Interview results support the idea that the EFQM business excellence model is a defined framework. When there is no specific framework, regulations of the model would tell the organizations how to create and take direction. In terms of employee motivation, the framework system works successfully in the interviewed organizations since the system itself helps to increase the satisfaction of the employees, which is one of the most essential parts of employee motivation (Locke & Latham, 1990). The other challenging part is that companies struggle with the extensive view of the EFQM model. The sense of the model gives the idea to be excellent in every process of the system but some of the companies do not have the sufficient resources to ensure this idea. The interviewees, and the business development director of the EFQM business excellence model, supported the idea of another business excellence model, which can be called as a sub-model, which focuses directly on the communication and motivation areas in the organizations. Within the perspective of the new model, it would be beneficial for the organizations which have challenges about the loyalty and engagement of the employees because of the demotivation and the lack of communication and its direct issues within the organization. The results of preliminary studies show that employees have positive opinions about the new business excellence model because it increases the values of the employees and gives them more space in the organizations. The managers and directors on the other hand believe that a new model can increase productivity and motivation therefore it would be beneficial for the organization's success and the process of achieving excellence would be easier.

5.3. The impact of effective organizational communication on motivation and the new business excellence model

The author of the present dissertation created a new business excellence model which focuses on organizational communication, motivation, and remote working components from a quality aspect. This new model leads to the third research question (RQ3) of the

present dissertation as; “can a new business excellence model, which focuses on effective organizational communication help implement a well-structured process to increase the motivation of employees?”. In order to have findings on this research question, the author of the present dissertation created a new business excellence model named “Organizational Communication Excellence Model” and conducted a pilot scheme at Altınbaş University. During the creation of the new business excellence model, preliminary interviews and questionnaires took place to support the existing literature and benefit from the managers and employees’ ideas on business excellence models. In this sense, only EFQM was considered to conduct the preliminary interviews and questionnaires. The reason of this choice can be explained in several ideas. First of all, the new business excellence model would be based in Europe and EFQM is the only major business excellence model currently developed and used in Europe. The second idea to keep it limited to only EFQM was that the chance to reach out the companies and employees would be more accessible from the point of the author. To be able to achieve the success in the organizations, motivation and communication factors should be investigated within the aspect of quality and business excellence (Mele & Colurcio, 2006). But the existing major business excellence models do not have an organizational communication process as an element of quality included into the models and existing business excellence models do not have the criterion on evaluation of remote working process and employee motivation. The necessity of the new model is coming from the fact that already existing major business excellence models do not focus on the role of communication, even though it is one of the most essential factors while assuring the motivation and satisfaction of the relevant parties (Ramadanty & Martinus, 2016). In the criteria of the new business excellence model, organizational communication and human resources departments are integrated more in the quality process and it leads the organizations to focus on more the quality perspective on the communication flow. This integration is necessary because every organization, especially with the increasing number of remote workers, should give the needed value and time to its employees to be able to ensure satisfaction, motivation, and productivity. Therefore, the present dissertation, within the help of the literature review, preliminary questionnaire, and interview data, offered a new business excellence model named Organizational Communication Excellence Model.

The new model is a system which includes six criteria and their sub-criteria with the focus of organizational communication and employee motivation. The new business excellence model is completed with the pilot scheme as a part of the methodology of the current dissertation. The new business excellence model contains the quality aspect in the whole communication process and focus on the employee motivation. Meanwhile, it gives the criteria for a remote working environment which is not adapted in the existing major business excellence models. The pilot scheme is an important factor in the communication structure: how it can relate to corporate culture and how related parties', especially employees', motivation and satisfaction can be increased. The necessity of the new model is coming from the fact that existing business excellence models do not focus on the role of communication, even though it is one of the most essential factors while assuring the motivation and satisfaction of the relevant parties (Deak et al., 2016). Additionally, with the creation of a new excellence model, organizational communication and human resources departments will be integrated more in the quality process. This integration is necessary because every organization, especially with the increasing number of remote workers, must give the needed value and time to its employees to be able to ensure satisfaction, motivation, and productivity. Dartey-Baah and Harlley (2010) state that the latest trends in management encourage the integration of employees with the organizations. Maximizing profits through growth/expansion and increasing stock value should not be the only motivation for organizations. Investment in human resources should be at the forefront of business strategy and human resource development, which invariably benefits the respective organizations. The role and effective use and management of human resources in improving organizational performance cannot therefore be overemphasized (Dartey-Baah & Harlley, 2010). Page & Schoder (2018) states in their research that today's organizations are complex. There have been changes in organizational structures, functions, and departments that have changed the way many organizations do business. Since the complexity of the organizations comes from the fact that organizational change, the reasons of it should be defined. Organizational change can be undertaken for many reasons: sensitivity to consumers, employee concerns, a crisis, or leadership setting a new strategic course (Hyde, 2012). Organizational culture that encourages and facilitates members' cognitive and social learning greatly facilitates positive change outcomes (Hyde, 2012). Since the change starts from the leaders and top management (Rafferty et al., 2013), the new business excellence model focused on the

improvements of the leadership skills of the managers in today's challenges and emphasized the importance of organizational communication in every step of the functioning. Ingelmo Palomares et al. (2018) state in their research that organizational communication has a great importance in the companies since employees can carry out their activities and increase the company's competitive advantage according to the effective internal communication flow. Its integration with the management structure is one of the keys to achieving higher organizational effectiveness. In this sense, the principles underlying the widely accepted theory of excellence in public relations claim that those responsible for managing communication in business organizations should: be involved in the management processes of the company (Ingelmo Palomares et al., 2018). Strategic management must be part of the dominant coalition; must have managerial perspective, expertise, and professional experience; and should resort to two-way communication (Ingelmo Palomares et al., 2018). The criteria of the new business excellence model emphasize the organizational communication and the effected components by the communication flow in the organization. During the preliminary interviews, participants were asked to answer the question of "Do you think a new business excellence model which focuses directly on organizational communication and employee motivation would be beneficial for companies? If yes, in what sense?". The answers were provided positively approached to the new business excellence model. The interviewees' results show that the new model would be beneficial for the companies, especially after Covid-19 pandemic since companies started to apply new ways of working and encouraged remote working. Maintaining the effective communication methods and ensuring the holistic approach for excellency in performance and motivation, interviewees stated that a new excellence model would be a positive impact for the market. The general approach to measure organizational performance is based on a mixture of criteria such as the profitability of the company, the quality of products and services, efficiency, and effectiveness. A mix of performance attributes can provide a more holistic view of the organization and can be measured at the company, key process or department level (Kassem et al., 2019). During the preliminary interviews, it is determined that organizations can improve employee motivation with a well-established organizational communication structure but this effort can be more efficient with a business excellence model since business excellence models support the companies to build a systematic approach which contains internal and external stakeholders'

satisfaction (Dahlgaard et al., 2013). Pilot scheme results show that the Organizational Communication Excellence Model's impact on communication structure and motivational aspects is positive. During the three months of implementation and progress of the model, employees' thoughts are shaped through the model's perspective and the post evaluation measurements show that they were positively influenced by the model within the perspective of communication and motivation. The employees adopted the more valued organizational culture in the department and the new changes and implementations in the system made them more applicant in terms of productivity and engagement. The new organizational communication excellence model's aim is to increase the motivation and communication flow in the organizations and regarding the results of the pilot scheme it shows that it has positive impacts on the employees and managers are satisfied from the results. According to the overall results of the present dissertation, the research questions are answered positively. The final results showed that organizations can improve the employees' motivation with the help of effective organizational communication structure and business excellence models indirectly supports the effectiveness of the communication flow. The three major business excellence models (EFQM, Malcolm Baldrige, Deming) are examined through the perspective of employee motivation and the literature review and preliminary interview and questionnaire data of EFQM excellence model shows that the employee motivation including the satisfaction and engagement shapes through the correct systematic functioning in the companies. Since the business excellence models sustain the continuous improvement during the functioning of the organizations and establish a system which contains the participation of the employees and post-evaluations about the personal and professional approaches, the author of the present dissertation states that business excellence models have positive impacts on employee motivation. A new business excellence model can be useful for the organizations within the perspective of organizational communication, employee motivation and remote working environments. Another component which the new business excellence model is considered as a factor effecting the motivation of the employees is remote working. Remote working process has become a highly popular working style in the organizations, especially since the worldwide pandemic. Remote working is a practice which employees work outside of the office area and while this working process, computer-mediated communication tools have a significant importance. This is not the most traditional way of working for most of the

companies, but since Covid-19 usually organizations chose to work remotely. But it is important to keep in mind that remote work not always have to be implemented because of a crisis like Covid-19, it can just be a “natural” way of working in some organizations, even in “normal” times, where no external crisis forces them to do so (Eriksson & Petrosian, 2020). Remote working is a process where the employees work in a location other than the traditional go from house to office and vice versa. Remote working more often involves telecommunications, virtual or cloud work where physical presence at work may not be required (Jalagat & Jalagat, 2019). Before Covid-19 pandemic, most employees and managers would not have seen remote work as an option, but now it is a choice for many. The transition to remote work seems to occur, although it has both positive and negative sides. That's why companies must find ways to work successfully with employees who want to work remotely (Oliver, 2021). Organizations need to ensure employees have the right technology before adopting a remote working environment. Remote working is seen as a great way for employees to better organize their day to accomplish both their work and personal chores, which can increase motivation and productivity, if the organization establishes the structure well (Ferreira et al. 2021). Computers, interactive video, and other information technologies are very useful in informing the employees about important internal messages as well as gathering their new ideas. With the adoption of new communication technologies in organizations, the overall level of organizational communication has increased (Lee, 2011). New developed information and communication technologies contributed to the increase frequency and duration of organizational communication while promoting cohesion, improving group performance, and providing a forum for information exchange (Jackson et al., 2020). Computer-mediated communication has a significant effect on directing an organization's internal and external communications. It is very much essential that employees feel comfortable about their communication structure, otherwise it would cause unmotivating. For that reason, computer-mediated communication takes a big place in employees' working style and how comfortable they communicate with each other, especially in terms of remote working. The aspect of the remote working is included in the new business excellence model, which is one of the novelties of the current dissertation. The questions are asked during the preliminary interviews and questionnaire to the participants about the effectiveness of the remote working and the impact of the leaders and communication style to the motivational factors during remote working. Majority of the participants

believe that EFQM business excellence model does not have a direct effect on the remote working process in terms of motivation and communication; but remote working style is preferable for participants because of the advantages. The new business excellence model, on the other hand, covers the necessary requirements and regulations about remote working style. But, since the organization (Altınbaş University) which is selected for the pilot scheme does not have remote working option after the Covid-19 pandemic, the author of the present dissertation could not get the satisfactory information and results according to the impact of the new business excellence model on remote working. According to the present research and results from the preliminary interviews, questionnaires and the pilot scheme, business excellence models have an indirect influence on improving organizational communication structure in the company and helps to build a strong organizational culture. Regarding the essential points of business excellence models, it states that there should be an effective relationship with all of the shareholders of the company but especially with the employees. Business excellence models have a process approach, so it is essential to build a structure in the company and follow it. The system always mentions the parts should be improved in the company, and there is a PDCA cycle to see the results of the improvement and control the situation. As it is mentioned in the literature review, business excellence models create a continuous improvement and assurance of the quality for all departments of the company through an awarding system. According to the preliminary interviews and questionnaires which conducted in this research, the author of the present dissertation states that business excellence models' criteria, especially EFQM model's directions and regulations have an impact on the organizational communication structure and employee motivation. Because regarding its sense and its requirements, communication is one of the essential points in the company. To improve the internal communication and provide an effective communication flow between the employees, management, and external stakeholders, it is necessary to have a structure. Business excellence models provide this structure with a base of ISO 9001:2015 quality management system and it also provides a controlling system. It also helps to increase the motivation of the employees. But, as it is mentioned in the results of the findings, business excellence models do not have the complete understanding of the communication aspect to ensure the continuous quality in the system. The results of the preliminary interviews and questionnaires show that when there is no direct impact on the communication, companies struggle to build an effective

structure. Therefore, a new excellence model which focuses on the aspects of communication and motivation would be beneficial for the companies according to the results of the methodological analysis. On the one hand, due to the built system of the new business excellence model with job definitions, documentation, defining of the managers responsibilities etc., employees are able to understand the exact tasks and to whom they report. So, there would be no confusion or time-consuming communications to know the job better. All the supervisors and managers would be definite with the system and employees would know the communication style, communication process and how all the business works. Therefore, business excellence models and the new model also suggest the participation of all employees to almost every process of the company's business. So, when the employees are only responsible with their own job, the performance is getting higher. On the other hand, for instance according to the principle of "leadership", leaders need to motivate the employees, they need to create an effective and active communication with them and there should be a feedback system from the employees. Also, by virtue of the structure, hold on feedback and controlling, it supports the communication flow and the relationship between the employees and management. Thus, it increases the motivation of the employees and performance. So, the quality of the work would augment and the company's profit increases. From another perception, the author of the present dissertation states that the business excellence model that created by the author supports and helps to the adaption of organizational culture from the employees and to improve the organizational culture strongly from the side of the company. As it is mentioned above, the management system cannot work without the participation of the employees because it gives the biggest importance to the internal shareholders. In that case, it is an essential point to adopt and understand the organizational culture from the employees, especially for the international personnel. The leaders should be aware of the cultural differences, and they should be communicating with the international employees to understand them and to explain the regulations and values of the company. It is a very significant process for the employee if the communication process would not be efficient, they cannot understand and learn the basics and details of the organization and they would make mistakes, on the other hand they would be unmotivated, so it decreases their performance. To avoid all these conflicts, the organizational culture, values and beliefs need to be adopted by the employees and company/management should work on that and try to create common values, for example with common events, workshops, trainings etc.

The present research points out that from the literature review, preliminary interviews, questionnaires, and the pilot scheme, even though the existing business excellence models (EFQM, Deming Prize, Malcolm Baldrige) support indirectly the organizational communication in the company and it increases the motivation of employees. But, since there are many components and determinants in the existing business excellence models, the communication factor is not documented detailed and structured. This particular point creates a stable and uncertain dynamic for the organizations which would like to implement an effective organizational communication flow. Therefore, a new business excellence model (Organizational Communication Excellence Model) is beneficial for the companies, especially for small and mid-sized companies to increase the quality of the communication process. All internal shareholders are playing an important role in the success of an organization and without having an efficient communication process and creating common values, it is nearly impossible to reach success. According to the results of the pilot scheme, Organizational Communication Excellence Model increases the motivation of the employees through an effective organizational communication and leads the organization to the organizational success more efficiently. This dissertation introduces the OCEM as an alternative approach to existing business excellence models, particularly for small and mid-sized organizations that require a structured approach to communication, motivation, and remote work integration. OCEM represents a novel contribution to the fields of business excellence, organizational communication, and employee motivation by addressing critical gaps in existing excellence models. While traditional excellence models focus on process optimization, leadership, and strategic management, they do not systematically incorporate communication structures and motivation dynamics as core components of quality. The OCEM advances this theoretical and practical understanding by integrating formalized communication processes and motivation frameworks into business excellence models, ensuring a people-centered approach to organizational success. The model builds on existing BEM principles but distinguishes itself by:

- Emphasizing internal communication flow as a structured quality process rather than a secondary managerial function.
- Integrating motivation theories into the framework of business excellence to address the link between employee engagement, performance, and organizational success.

- Providing clear guidelines for remote work setting, an area that traditional excellence models have not fully addressed.
- Ensuring a more adaptable, people-centered approach to business excellence, shifting from purely process-driven frameworks to dynamic, human-focused models.

A key theoretical value of the OCEM is its systematic inclusion of organizational communication as a structured and measurable element within the business excellence framework. Traditional models acknowledge the importance of leadership and stakeholder engagement, but they lack explicit criteria for internal communication effectiveness. OCEM fills this gap by introducing formalized communication processes as an essential quality factor, emphasizing their role in fostering clarity, transparency, and alignment between employees and organizational goals. OCEM also contributes to the academic discourse by explicitly linking business excellence with motivation theories. While existing business excellence frameworks emphasize continuous improvement, they do not systematically explain how employee motivation is embedded into quality management processes. The OCEM provides a structured approach to ensuring that organizations align their business excellence strategies with motivation theories, thereby increasing employee engagement, job satisfaction, and long-term retention. The OCEM advances STS theory by demonstrating how communication serves as a critical mediator between social (human-centered) and technical (process-driven) elements in business excellence frameworks. While STS theory traditionally examines how social and technical subsystems interact within organizations, the OCEM provides a practical application by showing how structured communication processes align these subsystems to improve organizational effectiveness, motivation, and quality performance. This theoretical integration strengthens the interdisciplinary connection between business excellence, organizational behavior, and communication studies. This research provides theoretical value to communication as follows:

- **Emphasis on internal communication flow:** Unlike traditional business excellence models, OCEM views internal communication flow as a structured quality process, rather than a secondary managerial function.
- **Adaptable, people-centered approach:** OCEM shifts focus from process-driven frameworks to human-centered models, ensuring that employee well-being and motivation are central to organizational success.

- Systematic inclusion of organizational communication: OCEM fills the gap in traditional models by formalizing communication processes as a measurable element, emphasizing their importance in fostering clarity, transparency, and alignment with organizational goals.
- Linking business excellence with motivation theories: While traditional models focus on continuous improvement, OCEM provides a structured way to integrate employee motivation into quality management processes, enhancing engagement, job satisfaction, and retention.
- Empirical validation: This research, including preliminary interviews, questionnaires, and a pilot scheme, empirically validates the positive impact of structured organizational communication on employee motivation and organizational performance.

Through preliminary interviews, questionnaires, and a pilot scheme conducted at Altınbaş University, this research provides empirical validation of the positive impact of structured organizational communication on employee motivation. Based on the findings of this research, OCEM provides structured recommendations for organizations seeking to improve communication flow, employee motivation, and overall performance. The model encourages organizations to:

- Establish formalized internal communication structures as a part of their quality management system.
- Implement regular feedback loops and participatory decision-making processes to enhance employee engagement.
- Develop clear communication strategies for remote and hybrid work settings to ensure motivation and connectivity among employees.
- Align business excellence strategies with motivation theories to foster long-term employee satisfaction and retention.

CHAPTER 6: CONCLUSION

Organizations should reach the success and excellence to be successful in the market. Product or service quality is not sufficient to ensure the particular success. Organizations started to give more importance to human resources and employee motivation day by day. This motivation and satisfaction can be stated as being related with the beliefs of the organization, having an effective communication flow, and feeling valuable. Companies can ensure motivated internal stakeholders and good quality of work if they can ensure the mentioned elements in the organization. Organizational communication is one of the most important points to ensure employees' motivation. On the other hand, business excellence models have different elements and criteria, and they indicate that for the success of a business internal and external partners' satisfaction is essential. But, in the existing business excellence models, communication aspect in a company is not considered, especially in the environment of remote working. Therefore, this research is a novelty for creating a new excellence model which implicates the quality factor in the communication flow and remote working process. The reason for the selected topic choice is to analyze organizational communication and employee motivation from a broad and new perspective. The aim of the present dissertation was to analyze the three major business excellence models from the point of organizational communication and motivation; and create a new business excellence model as a result of the analysis which focuses on the quality aspect in the communication flow and employee motivation combining the working environment factor such as remote working. The methodological part of the research consisted preliminary interviews, preliminary questionnaires and a pilot scheme for the new business excellence model. The preliminary interviews and questionnaires were conducted to explore the practical information about the existing business excellence models. The business excellence model which is selected for this evaluation is EFQM. The reason to choose the EFQM business excellence model comes from the fact that the new business excellence model would be based in Europe and EFQM is the only major business excellence model currently developed and used in Europe. The second reason to keep it limited to only EFQM was that the chance to reach out the companies and employees would be more accessible from the point of the author. The preliminary interviews were conducted with the companies which currently

implemented and in use of EFQM business excellence model. The interviews were conducted with the different department managers of the companies to explore the managerial viewpoint in terms of business excellence model and its impact on communication and employee motivation. The preliminary questionnaire on the other hand was conducted with the employees who work in the EFQM implemented companies. The reason to conduct the questionnaire was to evaluate the perception of the employees about the EFQM business excellence model. Both interviews and questionnaires consist of the question of the need of a new business excellence model which focuses on the organizational communication and employee motivation aspect in the quality process. Within the perspective of the results and interpretations of the preliminary interview and questionnaire, a new business excellence model (Organizational Communication Business Excellence Model) is developed by the author of the dissertation. Highlighting the practical part of the new model, a pilot scheme was conducted at a pre-selected institution (Altınbaş University) at the department of Dean of Students Department. According to the results of the current research, effective communication flow has an impact on the motivation and satisfaction of the employees. The existing business excellence models do not give the necessary directions and adjustments to the organizations to ensure the structured communication flow, and they do not direct it to employee motivation. From the perspective of the existing literature and results of the methodology, to support the organizational success, organizations should put effort on the systematically communication flow and employee motivation. Therefore, according to the results of the pilot scheme which is conducted as a methodology of the current research, the new business excellence model is beneficial for organizations to sustain the quality aspect in the communication process and support employee motivation. Another important factor in this research is the remote working style. After Covid-19 pandemic, organizations started to work remotely, and they still support the remote working or hybrid working styles. The existing business excellence models do not have an aspect on remote working, therefore the new business excellence model which is created during this research is another novelty for covering the focus of motivation and satisfaction of employees during remote working. In this research, the intra contributions, the advantages and disadvantages of the major business excellence models have been identified from the viewpoint of organizational communication within the perspective of three research questions. The main interpretation of the current dissertation is with the business

excellence models, companies ensure the systematical functioning in a more specified and determined way. But, in order to achieve the full success in every step of functioning, especially in small and mid-sized companies, a new business excellence model (Organizational Communication Excellence Model) which focuses on organizational communication, employee motivation and remote working components would be more beneficial.

6.1. Novelty of the research

The novelty of current dissertation is to analyze the major business excellence models and point out the importance of organizational communication and employee motivation within the framework of business excellence; furthermore, to include into a new model the context of remote working and employee motivation. The existing literature states the importance of communication in the organizations and the communication flow has a positive impact on the employee motivation. On the other hand, most established business excellence models in the world, support the implementation of a fully functioning system in the organizations to sustain the organizational success in every operational step. This system includes the satisfaction of the internal stakeholders. Nevertheless, the major business excellence models (EFQM, Malcolm Baldrige, Deming Prize) do not have the direct criterion of communication or organizational communication. According to the results of the current research, organizations which use business excellence models (specifically EFQM in the context of the current research) have an understanding of an effective organizational structure's necessity in order to satisfy the employees, but there are no direct rules or directions in the existing models to help the organizations from the perspective of organizational communication. Therefore, the novelty of the current dissertation is an analysis of the business excellence models from the perspective of organizational communication and employee motivation to reach organizational success and offer a new business excellence model which focuses on the communication, motivation and remote working aspects. The need to have a communication aspect in a business excellence model comes from the fact that, the world and organizational structures change day by day. It is a challenge for the companies to sustain motivational factors in a quality aspect. Organizational communication is one of the key elements to ensure the motivation of the employees and organizational loyalty. Business excellence models connect the business success and continuous quality to the satisfaction and motivation of internal and external partners. To be able to ensure motivation and

satisfaction, communication is one of the most important tools. Nevertheless, business excellence models do not have communication process as an element of quality included into the models. Additionally, existing business excellence models do not have the criterion on evaluation of remote working process and employee motivation. For that reason, it was still a gap in the communication research: a model needs to emphasize the quality factor in the role of organizational communication into a functioning business excellence model. Thus, the author of the current dissertation created a new model to cover the deficient parts of the existing business excellence models. This dissertation offers a theoretical contribution by reframing business excellence models through the view of organizational communication and motivation, positioning them as central mechanisms in achieving excellence. While traditional excellence models prioritize performance metrics, efficiency, and process optimization, they often lack a strong theoretical foundation for understanding how communication structures and motivation dynamics mediate organizational success. This study addresses this gap by conceptualizing business excellence as a function of communicative and motivational processes, arguing that organizations do not merely operate through structured processes but through socially embedded interactions that sustain performance, innovation, and adaptability. In doing so, it expands the theoretical scope of business excellence models by integrating insights from organizational communication theories, process theories of motivation and STS theory. While STS traditionally emphasizes the interaction between social and technical subsystems, its theoretical potential in explaining how communication and motivation regulate organizational structures, particularly in remote work contexts, remains underexplored. By synthesizing these theoretical domains, this dissertation provides a new conceptual foundation for understanding business excellence, shifting the focus from static process-driven frameworks to a dynamic, communicative, and motivation-centered perspective that accounts for contemporary organizational complexities.

6.2. New Scientific Results

This research presents several novel contributions to the fields of organizational communication, employee motivation, and business excellence models by integrating communication and motivation as core quality factors within business excellence frameworks. The study challenges the traditional process-driven approach of existing BEMs and argues that effective organizational communication and employee motivation

should be recognized as essential enablers of excellence, particularly in evolving work environments such as remote work setting. There are several key scientific contributions of this research. One of the primary theoretical advancements of this research is the redefinition of business excellence models to explicitly integrate organizational communication and motivation as fundamental components of quality management and continuous improvement. While existing models such as EFQM, Malcolm Baldrige, and Deming focus on leadership, strategy, and operational efficiency, they lack a structured framework that incorporates communication processes and employee motivation as measurable quality factors. This study identifies this gap and proposes that internal organizational communication should be formally recognized as a structured process within business excellence models, ensuring that companies develop systematic approaches to managing information flow, leadership communication, and employee engagement. Another significant theoretical contribution of this research is the integration of STS theory into the business excellence model framework, linking organizational communication and motivation to the balance between social and technical subsystems. While STS theory explains how organizations function as interdependent social and technical entities, this study expands its application by demonstrating that organizational communication serves as a mediator between social (human-centered) and technical (process-driven) components of business excellence. The research provides empirical evidence that effective communication structures enhance motivation, align technical and social subsystems, and lead to improved organizational performance. Another novel finding of this research is the identification of critical gaps in existing business excellence models concerning remote work processes. While traditional models focus on leadership, process management, and quality improvement, they do not provide structured guidelines for managing employee motivation and communication in remote work settings. The research highlights that digital communication, leadership adaptation, and remote work motivation strategies should be explicitly incorporated into business excellence frameworks to ensure sustainable organizational success in modern workplaces. This dissertation contributes to the scientific and practical understanding of business excellence, organizational communication, and motivation by bridging the gaps between business excellence models, STS theory, and motivation theories. By demonstrating that communication and motivation are not just supportive factors but central drivers of business success, this research establishes a new theoretical foundation for integrating

these elements into excellence models. The Organizational Communication Excellence Model (OCEM) serves as a practical application of this framework, offering a structured, people-centered approach to achieving excellence in contemporary workplaces, particularly in remote work environments. This study opens new ways for research on business excellence, communication strategies, and motivation dynamics, encouraging future scholars to further explore how human and technical factors can be systematically aligned to drive organizational success and continuous improvement in an increasingly complex business landscape.

6.3. Limitations

The limitations of the current dissertation can be considered in four main sections. First of all, Since Altınbaş University has not accepted remote working conditions after the pandemic ended, the results of the remote working are not identified in a detailed way. But the department had the remote working experience during the pandemic, therefore some insights were given from the participants about the remote working conditions and its motivational aspects. However, since the university does not have the remote working conditions now, this is a part of the limitation of the present pilot scheme. Secondly, the number of interviews can be considered as a limitation of the research since its lowness; but as it is stated, interviews were supporting preliminary methods for this dissertation to understand the perspective of the management part, how they did establish the EFQM models and what are the effects of the models to organizational communication in the company. Meanwhile, the low number is also justified within the perspective of the hardness and cost of the establishment the EFQM business excellence model for the companies. Small and medium sized companies do not generally start the establishment of the model due to the lack of resources. Here the resources can be identified as human and finance. Nevertheless, the interviews with the organizations put a large number of valuable insights and viewpoints of the managers for the effectiveness of the EFQM business excellence model. Thirdly, the preliminary questionnaire and interviews were not conducted with the companies which established Malcolm Baldrige and Deming Prize models. The reason to choose only EFQM established organizations is that the new business excellence model will be focused on Europe, and it will be usable for Europe based companies. Therefore, the EFQM business excellence model is selected for the supportive methods to show the results from the viewpoints of managers and employees. Therefore, the new business excellence model and its pilot scheme can be only considered

relevant for the companies in Europe, and it cannot be generalized culturally. Lastly, only the companies in Europe are considered in the current dissertation. The focus was the companies who established the EFQM business excellence model for the methodological part of the research. Therefore, since the EFQM model is only relevant in Europe, the companies which are based in Europe are the only ones that researched on. Therefore, this is another limitation which can be considered within the perspective of the current dissertation's non-ability to generalize culturally.

6.4. Further Directions

The further direction in the current research area can be considered to analyze several cultural backgrounds in order to make a comparison between the new model and its effectiveness in other cultures. But in this perspective, the model should be expanded and the general criterion of the basis being Europe should be removed. The difference between the perception of genders were not considered during the pilot scheme. Further research can emphasize the gender difference in terms of the communication and motivational factors and improve the research. The findings can be developed with a gender-oriented research regarding to the motivation as well as the new business excellence model. Both terms can be improved with a gender-oriented approach for further research. Generational differences are another factor which influences the motivational factors in the organizations. As well as generational differences are an impact on the perception of the organizational communication strategies. Employees from different generations can conceptualize the communication structure and organizational efforts differently. Therefore, as a direction for further research, generational communication can be taken into consideration in terms the new business excellence model, and the criteria of the excellence model can be expanded through. The author believes that communication is one of the most essential principles in the business excellence models and it should be examined within the communication research area according to the findings and evaluation of the current research. Organizational communication is one of the essential factors to ensure the motivation of the employees and within the perspective of the Organizational Communication Excellence Model, the current research states that the quality aspect in the communication structure increases the motivation and productivity of the employees.

Annex 1: Visualization of the Research's Conceptual Framework

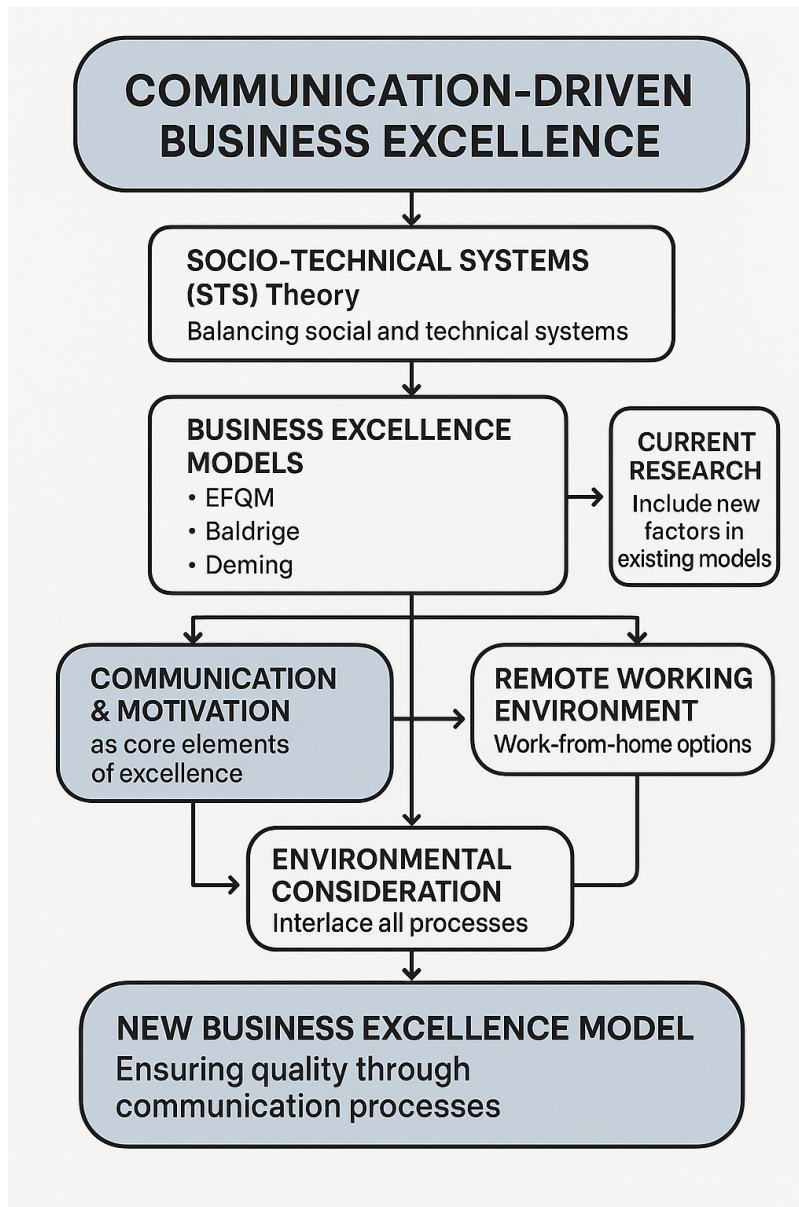


Figure 21: Conceptual Framework

Source: Author's Work

Annex 2: Total Quality Management and ISO 9001: 2015 quality management system

- Relationship Between Human Resource Management and Quality

Juran (1999) states that to achieve quality, it is best to start by developing the organization's "vision," along with policies and goals. Goals are subsequently converted into results (quality is achieved) through managerial processes—sequences of operations that deliver the desired results. Quality management makes considerable use of three such managerial processes:

- Quality planning,
- Quality control,
- Quality improvement.

These three components are called Juran's Trilogy (see Figure 22). Juran declares that "each of these processes is universal, it is carried out by an unvarying sequence of activities. Furthermore, these universal processes are interrelated in ways we can depict on a single diagram (Juran, 2005: 55). The trilogy epitomizes the importance of quality. It absolutely achieves its goal in the most efficient and effective way imaginable. Quality planning is the process of creating products, services, and processes to achieve new breakthrough objectives. Quality control is the process of meeting objectives during operations. Quality Improvement is the process of achieving breakthroughs to previously unheard-of levels of performance (Godfrey & Kenett, 2007).

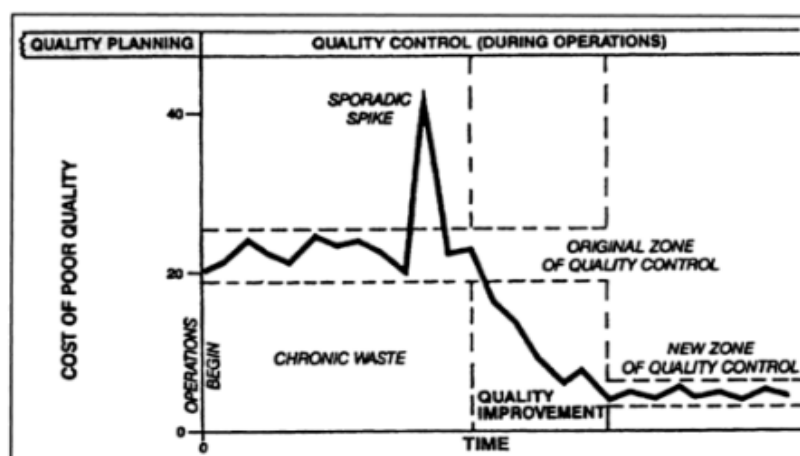


Figure 22: Juran's trilogy

(Retrieved from Juran, J. M. (2005). *The quality trilogy*. Joseph M. Juran: critical evaluations in business and management, 19, 54., on 26.12.2023).

According to the experts, employees inherently care about the quality of their work and desire to improve it as long as they are given the necessary training, tools, and a supportive managerial atmosphere in which to develop their ideas. Thus, it appears that human resource management practices have an important role in service quality enhancement (Redman & Mathews, 1998). In recent years, the vast majority of quality experts, researchers, academics, and practitioners appeared to agree that human resources issues are at the heart of the quality philosophy and that employee involvement and commitment are critical for the successful introduction and implementation of quality initiatives, programs, practices, and techniques (Vouzas, 2004). Human resources departments are challenged to obtain either higher corporate stature and increased decision-making authority with a more strategic approach in their efforts to introduce and implement quality improvement programs (Wickramasinghe, 2012). It is undeniable that human resource management in the context of quality management entails a collection of practices guided by the notion of human development and human connections. As a result, we discover three human resource management-related principles. Despite differences in formulation, training, teamwork, and motivation would preside over a set of labor practices based on complete quality principles (Perdomo-Ortiz et al., 2009). Therefore, it is important to analyze in detail the relationship with quality management and employee motivation, training, and quality culture itself within the perspective of human resources.

- Employee Motivation and Human Resources

In general, process theories of motivation predict that higher motivation leads to improved performance (Hays & Hill, 2001). Individuals' performance and motivation will improve when they have defined goals. Motivated personnel that understand the value of quality to the company should give exceptional service (Hays & Hill, 2001). Quality of work life is a management idea or philosophy that has been recognized since the mid-1970s in order to increase the quality of human resources (Indrasari et al., 2018). In addition, the quality of working life is a type of philosophy used by management to manage the organization in general and human resources in particular. The characteristics that contribute to a high quality of working life in the organization will motivate people to do their jobs well

(Indrasari et al., 2018). Motivation is an aspect which can be assured through the policies of top management and human resources. Quality management, as it is mentioned above, has three dimensions such as planning, control, and improvement. Employees are a part of these dimensions since they are one of the most important aspects in organizations. Human resource departments need to assure the motivation of the employees through quality dimensions of the company, and they need to invest in employees' engagement. This investment would only be beneficial through quality management since it contains the process control and continuous improvement elements.

Productivity requirements and quality standards can appear to be at variance at times. A major component of creating performance standards is ensuring that team members (and line supervisors) understand that achieving exceptional performance in many work situations is a balancing act (Jalloh & Jalloh, 2016). Quality and motivation are always about people because it is people who create quality. We have a common saying that an organization is only as good as its members. It is well known that the bulk of quality-related problems in organizations are not within the control of the individual employee. As much as 80% of the problems are caused by the way people perceive, organize, and manage themselves (Kanji, 1995). Organizations cannot move forward without giving the exact value to their employees, since they cannot assure the quality aspect during the functioning. The reason to assure the quality aspect in the organization is stated as “a constantly developing system of basic ideals, processes, and tools, with the goal of increasing external and internal satisfaction while using less resources” (Klefsjö et al., 2008).

- Quality Culture

It is stated that communication, participation, and a mix of top down and bottom-up interaction are critical to the effective establishment of a quality culture (Ehlers, 2009). Quality culture is a process which focuses on the values, patterns, regulations, policies of the organization that influence both employees and managers. This subchapter will give the insights of how to develop a quality culture, how leadership skills and top management are influenced by the quality culture and what are the impacts on employee empowerment and motivation in the context of this system.

- Developing a Quality Culture

Quality culture is inextricably linked to factors such as work environment, technology, structure of the organization, business approach, and financial decision making (Ehlers, 2009). The 1980s was the time that the cultural aspect gained importance in the market, and organizations started to give meaningful effort on the development of culture. Harvey and Stansaker (2008:431) states that “culture became the umbrella term for all possible intangible factors in organizational life in the 80s.” From this perspective, it is understandable that public and private companies’ viewpoints changed accordingly, while putting attention on cultural aspects. That is how the concern of quality got into the scene in the 1980s. It is critical to recognize that quality originates from an additional cultural perspective (Harvey & Stansaker, 2008). When it comes to developing a quality culture, it is not a process which can be underestimated. It is a long and detailed process which the organization needs to put effort into, especially through upper management.

A quality culture necessitates universal dedication to quality and its advancement, which necessitates exceptional leadership and management. It does not emerge as a result of a pronouncement from the institutional head, but rather as a result of a prolonged engagement with the meaning of quality, its implications for practice, and the embedding of 'quality thinking' in practice (Yorke, 2000). During the development of quality culture, managers’ perspectives and their beliefs have high importance. A quality culture challenges people to apply skills and make judgments in highly unclear but crucial areas, while also encouraging greater contemplation on the risks and benefits of their actions. An employee that embraces quality as a fundamental value provides a substantial competitive advantage in a climate where customers' tolerance for quality concerns is decreasing (Srinivasan & Kurey, 2014). To ensure the quality of culture in the organization, the perspective of top management should be in action, not in paper. Developing a quality culture starts from the top management and leaders give guidance to the employees accordingly. If the management doesn’t believe the real functioning of the quality, it wouldn't be possible for employees to adopt the culture, and it wouldn't work as expected.

- Leadership and Impact of Top Management

Top management leadership is the degree to which top management establishes quality culture objectives and plans, contributes, and distributes appropriate resources, supports quality improvement activities, and evaluates quality implementation and performance (Mustafa & Bon, 2012). Organizations have the opportunity to see how leadership traits may influence the quality of commodities as well as the safety of goods used by consumers. Organizations with a deeper grasp are better able to handle consumer quality and safety issues while maintaining profitability (Wakefield, 2023). Smart leaders understand that, like any campaign, effective messaging must be renewed over time. Managers should test messaging with their employees on a regular basis and use the feedback to ensure long-term relevancy (Srinivasan & Kurey, 2014). Through role modeling and encouragement, leaders may foster a culture of teamwork and continuous improvement, which will eventually lead to desired organizational outcomes (Buch & Rivers, 2001). According to quality management, it is the role of leadership at the top of the organization to create and develop processes that have an impact on how products and services are produced, as well as to foster organizational culture (Teoman & Ulengin, 2018). Leaders are the responsible ones in the organizations to ensure the effective functioning of communication, productivity, and job quality. Quality management suggests that if managers do not have effective leadership skills, it is not doable to support the quality factor in the organizations. But it is still hard and questionable how managers gain the leadership skills through the figures of organizational culture, and how it is used to be effective on the employees' motivation and productivity.

Employee empowerment and increased job satisfaction are promoted by top management leadership and dedication to the quality goal of shareholder satisfaction through the creation of an organizational environment that values quality and customer satisfaction. Effective employee empowerment and job satisfaction strategies, as well as top management leadership roles in a quality culture context, are highly important for the success of organizations (Ugboro & Obeng, 2000). Juran (1999) states that leading the charge in identifying and advancing the vital quality planning initiatives is upper management's responsibility. In its capacity as a quality council or comparable organization, management must carry out the following essential duties. To ensure the

quality, Juran mentions five steps: Setting Quality Goals, Nominating and Selecting Projects, Selecting Teams, Supporting Teams, Monitoring Process (Juran & Godfrey, 1999). Leadership is an important factor in establishing quality culture and ensuring the progress of quality in the organizations (Laohavichien et al., 2011).

- Employee Empowerment and Motivation

Employee empowerment is used by many organizations for enhanced knowledge and capacities, higher motivation, and to minimize the management-employee gap by enhancing authority, accountability, and commitment. Because of this reason, managers should embrace employee empowerment as a critical approach to improve organizational performance during the establishment of quality culture (Gözükara et al., 2019). In some points, quality culture is not well established in the organizations. It means that top management forces the employees to adopt the quality culture without giving the training and necessary documentation. This attitude would mostly demotivate the employees and not work in the proper way. Lo (2002) studied on the “on paper quality management” and his study shows that internal motivation is the only factor that can ensure a successful adoption of the quality culture, as enterprises are compelled to adopt it instead of receiving encouragement from upper management. Employee and employer avoidance of the quality culture might be attributed to dissatisfaction with the internal system in the absence of appropriate motivation. Quality management could be reduced to just a paper system which is worthless due to a lack of motivation (Lo, 2002). Chandra et al. (2022) states that there is a positive correlation between quality culture and motivation, this correlation influences employee empowerment in a positive way.

Motivation is one of the most essential factors in the organizations to ensure the work quality and organizational success. Quality culture supports employee empowerment and motivation while establishing employee participation to every step of functioning and continuous improvement. But still, it is unknown if creating a quality culture is enough to proceed with continuous employee motivation, and how an excellence model would increase the system with effective organizational communication. The next chapters of this dissertation will contain the possible ways to support motivation and employee empowerment through a well-established quality excellence model.

- Concept and Definition of Total Quality Management

Total quality management (TQM) puts quality into the focus point in an organization. It tries to integrate all the employees to the participation of the organization. The author of the present dissertation suggests that total quality management aims for all the employees without leaving anyone and it connects them to the operation of the organization. The goal of total quality management is not short term, it aims at long term goals. The management's quality is also very important in total quality management (Lau & Anderson, 1998). Because all the managers, supervisors influence the quality of the work. The way they behave, the way they communicate with each other, or the employees are essential points of the motivation and quality of business life. For that reason, the way behavior formulates is very important in an organization. A manager should not be only the one who has power. A manager should have leadership skills, he/she should know how to control behaviors. Total quality management aims for the satisfaction of the customers, the employees, and other shareholders (Topalović, 2015). Therefore, the employees are one of the most important parts in total quality management. Without the motivation and satisfaction of employees, the job cannot be done perfectly and the quality of work decreases. At one point, the satisfaction of employees depends on the organizational communication because it gets affected by the internal communication and information flow.

Total quality management, also referred to as broad participation quality management; It is the participation of all employees in the organization to ensure the production at minimum cost and customer satisfaction is at the highest level (Ecevit, 2009). To ensure these points, employees should be always improved, and the management part of the company should be aware of this fact. In this context, total quality management is defined as the strategy of continuous improvement of business performance (Ecevit, 2009). Total quality management aims to have continuous improvement and quality assurance. In the 1920s, the concept of quality contributed greatly to the development of the American industry. The development of technology and the complexity of the production process in the years after the Second World War made it necessary to establish a coordination and feedback mechanism between controllers and decision makers (Aslan & Özçelik, 2009). As a result, a total quality control approach was born. Quality control has started to

implement the main entries during the process and outcomes after the process levels (Aslan & Özçelik, 2009).

“In the USA the development of quality management resulted from the penetration of its markets by Japanese products which started in the 70s, together with the impact of the writings of Crosby, Deming, Feigenbaum and Juran. Consequently, companies and academics studied the works of these authors and others, such as Ishikawa, and, integrating their approaches with quality management, gave rise to the concept of TQM” (Martínez-Lorente et al., 1998: 4-5). Other countries started to adapt to this movement. The UK was one of the first ones which established TQM. It is interesting that the concept of total quality management came from Japan, but it started to involve organizations firstly in the USA. Total Quality Management is an approach that provides improvement in all functions of production or service in organizations. It is a modern management philosophy that can increase the profitability and competitiveness factors that enable companies to exist by providing continuous improvement of quality. Total Quality Management requires a collective change in organizational culture. It will be possible to increase competitiveness in a healthy way by embracing all employees, processes, all production tools, and products in an integrated manner and by adopting the concept of continuous development. TQM is defined as the agreed-upon system in the organization which helps the operating work structure, documenting in effective, integrating technical and managerial procedures, for guiding the coordinated actions of the company's and plant's people, machines, and information in the best and most practical ways to ensure customer quality satisfaction and economical quality costs. Consequently, TQM is the intended culture of an organization committed to customer satisfaction through continuous improvement (*kaizen*) (Irani et al., 2004). Kaizen is a Japanese term that has grown popular in many Western businesses. The term refers to a process of constant improvement of the regular manner of doing things. It is a combination of two words: Kai (change) and Zen (for the best). The name is derived from Gemba Kaizen, which means 'Continuous Improvement' (CI). Continuous Improvement is one of the main strategies for manufacturing excellence, and it is regarded as critical in today's competitive economy (Singh & Singh, 2009). Kaizen, in particular, is a managerial technique that tries to establish a competitive edge through continuous learning and incremental and steady changes in any organization's processes. In this view, Kaizen incorporates all

organizational staff in the pursuit of continuous improvement and is focused on processes, standard improvement and maintenance, and personnel (Alvarado-Ramírez et al., 2018).

- Objectives of Total Quality Management

Every system should have an objective. The objective of the total quality management system is to maximize external and internal customer satisfaction while using fewer resources. As a result, the system has an external focus as well as an internal focus on employee satisfaction and effectiveness (Hellsten & Klefsjö, 2000). As the level of market rivalry rises, so does the relationship between organizational performance, TQM practices and customer attention. TQM practices such as customer focus and satisfaction are undeniably important for improving customer happiness and company excellence. Customer satisfaction, which has a good customer related performance as one of its foundations, is one of the highly valued objectives of TQM adoption. Specific organizational practices and employees' opinions of quality management concepts can be related, eventually leading to customer satisfaction (Sheikholeslam & Emamian, 2016). Changes in the corporate environment, as well as competition pressure, encourage organizations to pull the best functions from their whole operations in order to achieve the highest level of performance feasible delivers the greatest option for organizations and gives them the opportunity to stay in business and operational. TQM has become the most prevalent business strategy in current management processes (Alotaibi & Yusoff, 2014). Imperatively, the primary focus of company strategy is on the brains and hands of those who employ TQM approaches and tools. Although the strategies and technologies are powerful, they require sharp brains and deft hands to oversee and guarantee that organizational goals are met through quality management, which is one of the most important objectives (Alotaibi & Yusoff, 2014). When all the organization's objectives are met efficiently, a business can thrive. For an organization to be efficient, all its members must be able to effectively communicate their message. Effective communication among all members of the organization, suppliers, and customers is required for TQM success. Superiors should establish and maintain communication channels for receiving and transmitting information on TQM processes. Accurate information sharing is essential for a pleasant working atmosphere. It is vitally necessary for credible communication that the message be clear (Koko & Princebale, 2023). Therefore, in the implementation phase of total quality management systems, and while

it is functioning, communication effectiveness in organizations is one of the most challenging and crucial objectives. The problem with most of the organizations is implementing the total quality management system without focusing on the communication structure in the company. Effective communication plays a high level of importance in the principles of total quality management and organization's success. But there are no concrete principles on total quality management about the communication structure of the organization. Thus, most of the top management do not tend to put effort into the communication part.

- Total Quality Management Systems

Quality management systems in the world are organized with the standards. These standards are created and officialized by the International Standards Organization (ISO) or the International Organization for Standardization. ISO has a membership of some 160 national standards bodies from countries large and small, industrialized, developing and in transition, in all regions of the world. ISO's portfolio of over 18.600 standards provides business, government, and society with practical tools for all three dimensions of sustainable development: economic, environmental, and social (ISO, 2024).

The International Standard Organization was established in 1947, in the capital of Switzerland, Geneva. As a result of its standardization studies, it has provided great benefits to commerce, industry, and consumers. ISO, on the one hand, is an organization where state institutions are members, on the other hand, it acts as a bridge between the private sector that forms the structure of the institutes (Karabiber, 2010). As it is stated, ISO has beneficial parts for both private sector industries and public sector actors.

When talking about the membership, each member body who has an interest in the work of a committee is entitled to be a member of that committee. Standards are reached by consensus with each member organization representing the interests of the vendors, manufacturers, consumers, professionals, and government of its country. There are several standards of the International Standard Organization. When there is a standard which will be published as an ISO standard, there are six steps to follow up. The first stage is the proposal stage in which a need for a standard is determined and members are

identified who are willing to work on it. The standard then enters the preparatory stage where a working draft of the standard is developed. When the working draft is completed, it enters the committee stage and is sent out for comments until a consensus is reached. The output of this stage is the Draft International Standard (DIS) (Martincic, 1997).

Quality Management System Standards of ISO 9000

ISO 9000 systems and standards have international requirements for the management systems of companies/organizations. These standards differ by the subject and the goal of the organizations. The ISO 9000 family of international quality management standards and guidelines has earned a global reputation as a basis for establishing effective and efficient quality management systems (ISO, 2024).

The phrase “ISO 9000 family” or “ISO 9000 series” refers to a group of quality management standards which are process standards (not product standards).

- ISO 9000 Quality management systems – Fundamentals and Vocabulary, referenced in all ISO 9000 Standards.
- ISO 9001 Quality management systems – Requirements, contains the requirements an organization must comply with to become ISO 9001 certified.
- ISO 9002 – Guidelines for the application of ISO 9001:2015
- ISO 9004 – Managing for the sustained success of an organization, provides guidelines for sustaining QMS success through evaluation and performance improvement.

The oldest ISO 9000 standard series was published in 1994, and it had three quality management system models. These were ISO 9001:1994, ISO 9002:1994 and ISO 9003:1994. Within the update in 2000, all these standards integrated into one and it was called ISO 9001:2000. It got another update in 2008, and now, the newest one is ISO 9001:2015.

Besides the ISO 9000 quality management standards, the International Standard Organization has other standards and procedures. These standards are about energy management, food safety, IT security, environmental management, health, and safety standards. Some of the most well-known standards are ISO 14001:2015 (Environmental

Management Systems), ISO 27001:2013 (Information Technology Security) and ISO 22000 (Food Management).

- ISO 9001:2015 Total Quality Management System

ISO 9001:2015 is the updated version of the quality management standard. ISO 9001:2015 provides a continuous improvement to a company with a quality management system. Its goal is to ensure the quality in every process of the organization's structure, from the very beginning until the end. ISO 9001:2015 adopts the process approach and it aims for the satisfaction of all internal and external shareholders. ISO 9001:2015 integrates total quality management systems in the companies. It tries to ensure the quality in every department and every step that the company has. The aim of ISO 9001:2015 is to improve the quality of the product/service and to minimize the cost of the company. It is not only about the product improvement, but also all about the process improvement. That is how the management systems, the leaders, the satisfaction of employees and customers come into the scene. ISO 9001:2015 aims at the continuous improvement in the organization. To provide that aim, it suggests the quality improvement in the organization from the top management to the customers.

ISO 9001 standards have multiple principles and requirements. The objective of ISO9001 is to provide a set of requirements if effectively implemented, will provide you with confidence that your supplier can consistently provide goods and services that:

- Meet your needs and expectations,
- Comply with applicable regulations.

“The requirements cover a wide range of topics, including your supplier's top management commitment to quality, its customer focus, adequacy of its resources, employee competence, process management (for production, service delivery and relevant administrative and support processes), quality planning, product design, review of incoming orders, purchasing, monitoring and measurement of its processes and products, calibration of measuring equipment, processes to resolve customer complaints, corrective/ preventive actions and a requirement to drive continual improvement of the quality management systems” (Hussey & Hall, 2008: 51-52). The ISO 9001:2015 quality management system gives effort to the goal to reach the top excellency for the

organization. It aims to increase the performance of each department of the organization and at the end to reach the top quality with all the members of the organization. According to ISO 9001, the participation of all the members of the organization in the decision-making steps is very important. Quality management systems do not avoid any of the members. Also, one of the most important parts in ISO 9001 is flow of information. If the flow of information is not correct between the employees and managers, the system would not work. Therefore, the communication styles should be definite from the very beginning.

On the other hand, there are three main points in the ISO 9001: 2015 Quality Management System standard. Without these points and approaches, it is impossible to reach out the requirements of the standard.

- Determining the processes to achieve the targeted results; The process of each organization is different. Different methods are used for the implementation of products and services, and they vary according to organizations.
- To help achieve the goal by taking risks and opportunities into account.
- The PDCA (Plan-Do-Check-Act) cycle is available throughout the standard (Papahova, 2019).

According to ISO 9001, an organization needs to check the actions and improvements that they have done and then check the results. If the organization did not check the results and provided information after the new changes, they could not measure the quality level before and after the application of the quality management system. After checking the process, the organization needs to act on the results. This process cycle was called PDCA (Plan-Do-Check-Act) cycle, as it is seen on the below in Figure 23. In the “plan” phase, the organization needs to identify the problems. What they need to improve, what they need to change and what the negative parts are which affect the company. The organization needs to improve the positive parts and change the negative parts in the “do” phase. As it is mentioned before, without checking the results, the changes that have been done are not efficient and beneficial for the company. For that reason, “check” phase is very important. It gives the results of the improvement and changes and gives the chance to see before and after phases of the company. The “Act” phase gives the organization the point which is learnt through this process.

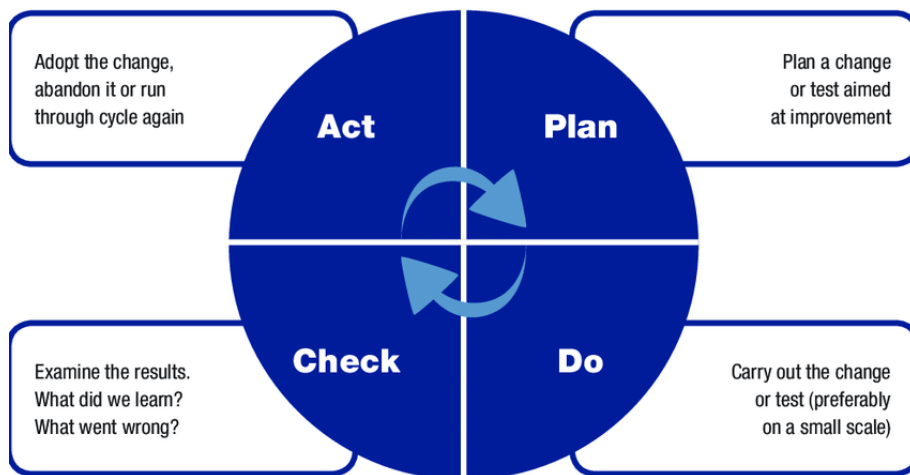


Figure 23: Plan-Do-Check-Act Cycle.

(Panteli, D., Quentin, W. and Busse, R., 2019. Understanding healthcare quality strategies: a five-lens framework. *Improving healthcare quality in Europe*, p.19. Retrieved on 30.12.2023)

In other words, the cycle starts with the Plan step. This involves identifying a goal or purpose or a problem, formulating a theory, defining success metrics, and putting a plan into action. These activities are included in the Do step, in which the components of the plan are implemented, for example producing a product. Secondly, comes the check (Study) step, the results are being controlled during the process, and the plan's success. Also, it is a step which checks the improvement of the issued areas. The Act step closes the cycle, integrating the learning generated by the entire process, which can be used to achieve the goal, change methods, or even reformulate a theory altogether. These all four steps are repeated over and over as part of a never-ending cycle of continual improvement (Patel & Desphande, 2017).

- RADAR Evaluation Process

The company carries out a self-assessment before auditing total quality management systems. This evaluation is a systematic exploration, comprehensive and organized by comparing the company's activities, results and with another model of excellence. With the assessment, companies define their powerful dimensions or their dimensions that need to improve. In this way, they begin improvement activities. When the company uses this model, it informs the plans by continuing the developments smoothly. While the company evaluates itself, it asks two questions. One of these questions is “What organizational

power do we have? » and the other is “have we arrived there? organizational performance? ”. This performance evaluates in relation within the context of total quality management standards. The evaluation process must be defined by the company. This technique is a means to develop and calculate the quality culture in business. At the same time this technique means feedback for companies who use total quality management. The evaluation is an objective criterion which calculates performance and helps the company to make a comparison. When the company makes the exterior and interior comparison, we can see the dimensions which need to improve. At the same time, it is a means on the quality of the activities of employees.

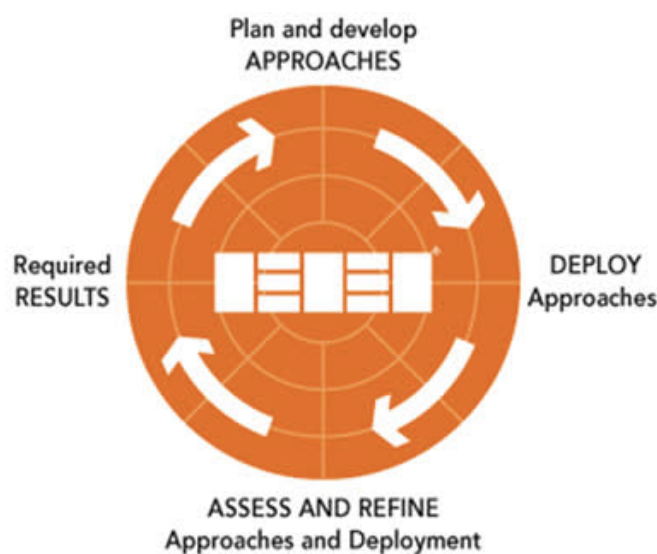


Figure 24: Radar process

(Rabah, I., 2016. Total Quality Management Meta-Analysis: Founders, Awards Criteria, and Successful versus Failing Cases in Higher Education. Rev. Eur. Stud., 8, p.38. Retrieved on 30.12.2023)

The RADAR process seen in Figure 24 is an evaluation method dynamic and a powerful management tool that provides a structured approach to assess the performance of an organization (EFQM, 2017). At the highest level, logic RADAR states that an organization must:

- Define the results it wishes to achieve as part of its strategy.
- Plan and develop an integrated set of relevant approaches to achieve expected results now and in the future.
- Systematically deploy these approaches to ensure their implementation full and complete work.

- Evaluate and refine the approaches deployed by monitoring and analysing continues the results obtained and the fruit of the learning activities that arise (EFQM, 2017).

RADAR dimensions can be used within the framework of excellence models or total quality management standards, as a style of thinking. This method shows how organizations can pose the questions about the approach, how they can achieve this approach and how they can evaluate the results.

Annex 3: Malcolm Baldrige National Quality Award – Criteria

a. Leadership

In the first criterion of MBNQA, it is stated that senior leadership and senior management involve in creating and maintaining values, organizational directions, performance expectations, customer focus and for organizations it is efficient to have a leadership system that promotes performance excellence. The model suggests the regulations for how values and expectations are integrated into the company's leadership system, including how the company continually learns and improves and how it fulfills its societal responsibilities and community involvement (Zairi, 1999). As with any management innovation or change, strong and committed leadership is essential to the success of quality programs. Leadership provides the energy and motivation necessary for continuous improvement and innovation. In the MBNQA, leadership is defined as the direction and visible participation that senior leaders provide in establishing organizational values, directions, performance expectations, and social responsibilities (D'Souza, 2012).

The sub-questions of the leadership criterion are.

1. Senior Leadership: How do your senior leaders lead the organization?
2. Governance and Societal Contributions: How do you govern your organization and make societal contributions?

These questions asked to the organization to contribute the situational analysis of how leaders will create value, how they demonstrate their commitment to the organization, how they will influence the employees and external stakeholders, how they create a working environment for the success, how leaders can support the governance and how the activities would support the key committees (NIST, 2023).

b. Strategic planning

Strategic planning requires the collection of information to measure and predict performance. It also includes the identification of markets, customers, suppliers, competitors, and internal skills. Risk analysis is another key component of strategic

planning (Usrey & Radhakrishnan, 1999). Strategic planning criterion examines the business's strategy development process and how it determines its strategic goals (Bektaş, 2019).

The sub-criterion of strategic planning contains two areas and questions.

1. Strategy Development: How do you develop your strategy?
2. Strategy Implementation: How do you implement your strategy?

Organizations ask the following questions to enable themselves to answer the questions and establish the model. How organizations can conduct the strategic planning, how does the strategy development process stimulate and incorporate innovation, how organizations collect and analyze relevant data and develop information for use in your strategic planning process, what are the key strategic objectives and organizational needs and how strategic planning help to achieve them, how strategic planning of the organization influence the external and internal stakeholders, how organizations implement the strategy, what are the short- and longer-term action plans in terms of strategic planning? how organizations can ensure the financial and other resources are available to support the achievement of the action plans, how organizations can measure the effectiveness of action plans and get the feedback (NIST, 2023). Organizations need to answer these questions while the process of establishing the model, and it leads them to successful functioning.

Performance measurement involves defining metrics, collection, and reporting of relevant information. Information collection, data supplying and reporting are by nature communication tasks, projects identified for the leadership category synergistically support this aspect of strategic planning. Identifying competitive risks and opportunities depends on not to wisdom but to the attention of hundreds of leaders, one of the rare planners. It also shows that communication is an important part of strategic planning (Usrey & Radhakrishnan, 1999). Additional IT tools to support identification and risk analysis tasks include:

- open database and query systems,
- tools for creating, managing, and analysingsurveys,
- access to third-party databases,
- visualization tools (Usrey & Radhakrishnan, 1999).

c. Customer and market focus

Customer and market focus criterion highlights the importance of developing listening and learning skills to respond to customer reviews and complaints. The particular MBNQA criterion, in evaluating customer relations, determine how the specific training and career needs of customer-facing employees are met. In the case of higher education, this dimension considers relationships as an important element of an overall strategy for listening, learning and performance excellence. It is stated that the criteria also evaluate trends in customer satisfaction and how those trends compare to competitors to assess the effectiveness of the company's customer relationship management process (Badri et al., 2006). Customer and market focus is based on minimizing the power distance between an organization and its customers, and this criterion is for establishing a close relationship between them. A key element is the ability to listen to customers, in order to find out their main requirements. Moreover, establishing and managing customer relationships is important in learning how to meet and exceed customer needs. Employees with low power distance are not intimidated by organizational hierarchies and find it easy to have discussions with customer representatives at different levels. Improving customer satisfaction and understanding customers and the market relies on knowing customers and doing whatever is necessary to meet their needs (Flynn & Saladin, 2006).

The sub-criteria of customer and market focus contain two areas and questions.

1. Customer Expectations: How do you listen to your customers and determine products and services to meet their needs?
2. Customer Engagement: How do you build relationships with customers and determine satisfaction and engagement?

These sub-questions guide the organizations to develop an effective relationship with customers and maintain a long-term business partnership. In order to be successful on establishing a relationship, the model asks questions to answer for organizations as follows; how organizations will receive information from the customers and how they can lead the interactions, how can the organizations define the current, potential customers and their market segmentation, how organizations can build and maintain the mentioned relationships, how organizations can manage the support and customer

relations including the complaints, how organizations can determine the customer satisfaction and engagement (NIST, 2023). Customer satisfaction is an area which the model gives emphasis on the current trends in the market. Especially, the leadership skills and management ideas of the organization are highly important in the customer and market focus criterion. The model gives the idea that every criterion is related to each other, and organizations cannot achieve the successful functioning if they do not give sufficient value to every one of them.

d. Measurement, analysis, and knowledge management

This criterion examines how the business analyzes its performance measurement system and information (Bektaş, 2019). The data and information are important for organizations if they can analyze it and use it in terms of successful functioning. As the category name suggests, information technology is well suited to facilitate the information and analysis category. Communication tools are necessary for internal measurement and evaluation. Identification tools, the internet, and third-party database access can facilitate the development of a large database and pool of potential benchmarking partners. In this case, tools for narrowing down efficiently would still be useful. Research benchmark candidates to find the best fit partners. Projects supporting this category show a high-performance degree of synergy with all other Baldrige criteria (Usrey & Radhakrishnan, 1999). Knowledge and analysis are a basic core concept that maintains its influence on other categories in the Baldrige model. It is mentioned that information technology helps organizations share information with partners and increases trust between partners. Ismail et al. (2015) studied the supporting effects of the information criterion on the MBNQA model, and they found out that the relationships between the categories of in strategic planning, customer and market focus, human resources orientation and process management.

The sub-criteria of measurement, analysis, and knowledge management contain two areas and questions.

1. Measurement, Analysis, and Improvement of Organizational Performance: How do you measure, analyze, and then improve organizational performance?

2. Information and Knowledge Management: How do you manage your information and your organizational knowledge assets?

Organizations need to ask and answer the following questions regarding the measurement, analysis and knowledge management criterion to ensure the feasibility of model establishment and awarding; how organization's documentation system, how they can track the data and information according to organizational performance, how they can use the selected information on the decision-making process, how the performance measurement system works, how organizations can determine the potential future performance, how they can assist the organizational performance regarding the continuous improvement and possible innovation technologies, how they can ensure the quality of organizational data and information (NIST, 2023).

e. Workforce focus

This criterion examines its compatibility with business analysis and personal information in the business. It also examines the human resource management system for the integration of sound governance, career management and business performance (Bektaş, 2019). In higher education systems, the workforce mainly consists of faculty and researchers. The faculty members, in an academic setting, are usually required to do multiple tasks including research, teaching, student counseling, administrative tasks, services to profession, and services to community, etc. To achieve high performance, the workload of the faculty needs to be balanced for various activities. This would also require commensurate development of supporting structures such as setting criteria for workload allocation, assessment, and rewards systems (Asif et al., 2013). In all types of organizations which can adapt the MBNQA model, the effect of workforce focusses on strengthening human resources in an organization is very important in determining the organizational focus and determining organizational performance in carrying out quality, measurement, analysis, and information management activities (Sawaluddin et al., 2013). This category's emphasis is on how a company ensures its performance. Therefore, employees develop and use their potential compatibility with company objectives. Relevant fields in this category are related to communication and identification and benchmarking, there are therefore synergies between this category and the categories leadership and strategic Planning (Usrey & Radhakrishnan, 1999).

This category consists of two clauses:

1. Workforce environment: how do you build an effective and supportive workforce environment?
2. Workforce engagement: how do you engage your workforce to achieve organizational and personal success?

Organizations need to ask and answer the following questions regarding workforce focus criterion; how organizations assess the workforce capacity and needs, what are the requirements for the recruitment process and how they ensure the motivation of onboarding process, how organizations manage the workforce engagement, how organizations ensure workplace environment well-being for employees' motivation, how organizations can assure the organizational culture and effective communication, how organizations can support the high performance of employees, how they can evaluate the effectiveness and learning system (NIST, 2023).

f. Process Management

This criterion examines the basic elements of process management in business. The areas examined examine processes such as customer-oriented design, distribution of goods and services, and procurement services (Bektaş, 2019). It evaluates the approaches to creating value and managing quality in the organization. Process management criterion ensures the stronger employee focus and concentration on creating value and managing quality within the relationship with workforce focus criterion (Jaeger et al., 2013). The MBNQA "Process management" criterion examines how new products and services are designed to meet customer needs. American individualistic culture emphasizes personal identity and encourages the creation of unique ideas. It is stated that the new product development involves "thinking outside the box" and is supported by management determination and focus. This process applies from the initial stage of idea generation to product design, material selection, production and finally launch to market (Khoo & Tan, 2003).

This category consists of two sub-criteria and its questions to the organizations:

1. Work Processes: How do you design, manage, and improve your key products and work processes?

2. Operational Effectiveness: How do you ensure effective management of your operations?

Organizations need to answer the following questions in order to be successful in this category; how organizations determine the key product and work process requirements, how organizations can design the products and meet the key process requirements. how they can improve the work processes and support them through improvement of products and process performance, how organizations can reduce the variability, how they can adapt the new product opportunities to innovation, how they can manage the cost, efficiency, and effectiveness of operations, how they can ensure the security and cybersecurity of sensitive or privileged data and information and how they can provide a safe environment for the workforce which can anticipate, prepare for, and recover from disasters, emergencies, and other disruptions (NIST, 2023).

g. Results

In the past, performance systems mainly focused on measuring financial results, such as turnover, profit before or after tax and debt ratio. These financial measures do not fully reflect the skills and capabilities required by businesses to cope with today's changing business environment. Today, organizations' focus on results cannot contain only the financial measures to ensure the successful functioning of the MBNQA model (Lam et al., 2008). The last category of the model represents an overall score that includes areas related to results such as customer focus, products, and services, financial results, and market share (Jaeger et al., 2013). This criterion examines the company's success in its core business areas. These areas examine key business results such as customer satisfaction, business performance, financial performance of the business, market performance, productivity of the business (Bektaş, 2019).

The sub-criteria of business results contain five areas and following related questions.

1. Product and Process Results: What are your product performance and process effectiveness results?
2. Customer Results: What is your customer-focused performance results?
3. Workforce Results: What is your workforce-focused performance results?

4. Leadership and Governance Results: What are your senior leadership and governance results?
5. Financial, Market, and Strategy Results: What are your results for financial viability and strategy implementation?

The subcategories contain several questions for organizations to answer according to the model; what are the results of the products and customer service process, what are the process effectiveness results, what are the customer satisfaction and engagement results, what are the workforce capability and capacity results, what are the workplace climate results, what are the workforce engagement and leader development results, what are the financial performance and market strategy results, what are the ethical behavior results, and what are the results for leaders, engagement of partners and workforce and customers.

Annex 4: Preliminary interview questions

1. When was the company founded?
2. How many employees do you have?
3. Do you have any international employees?
4. If yes, what is the quantity?
5. Do you currently have an EFQM Excellence Model in your company?
6. Since when have you been using the EFQM Excellence Model?
7. What was the reason for deciding to establish the EFQM Excellence Model?
8. What are the benefits of using the EFQM Excellence Model for your business?
9. Is there a change in the operation and structure of your business after establishing the EFQM Excellence Model?
10. What is the established organizational communication structure in the company?
11. Do you consider the EFQM Excellence Model as a help for effective organizational communication?
12. How does the structure change after establishing the EFQM Excellence Model?
13. Do you notice any differences in the performance and motivation of your employees?
14. If you notice any, what are these differentiations and why do you think they have occurred?
15. For international employees, how does the EFQM Excellence Model help them to adopt organizational culture?
16. Do you think organizations from different cultures will have different attitudes towards this system?
17. What companies can benefit from the usage of EFQM Excellence Model?
18. To whom would you recommend the EFQM Excellence Model?
19. Do you notice any difficulties and lacks in the EFQM Excellence Model?
20. Do you think a new business excellence model which focuses directly on organizational communication and employee motivation would be beneficial for companies? If yes, in what sense?

Annex 5: Handbook of Organizational Communication Excellence Model

General Information: This model was designed as a reward system based on total quality management, based on organizational communication and employee motivation, within the scope of the doctoral thesis of Corvinus University, Doctoral School of Sociology and Communication and Media Sciences. A patent application for the model is planned after the doctorate. This award model, which was designed especially due to the insufficient application conditions of the applied quality management system models based on organizational communication, employee motivation and development of corporate culture, was developed in a way that will not conflict with total quality management, management system standards applications, on the contrary, it will support improvement activities in these areas. The model will accept applications in the organizations which are based in Europe, and it will not differentiate any sector. Since the basis of the model is the ISO 9001:2015, the model will accept every size of the organizations, but it will be suggested for small and medium sized organizations specifically. During the awarding process, the organizations will be evaluated based on their size.

Scope: The scope of this model is to create a management framework that focuses on organizational communication and employee motivation for more effective functioning of organizations and corporate success. One of the biggest challenges companies faces is supporting employee motivation from different angles. Communication is one of the most important elements in this sense. The functioning of organizations depends not only on income and expense flows and relationships with external stakeholders, but also on employee motivation and satisfaction, effective organizational communication, and corporate loyalty. This model was developed to support every operational process of organizations with an emphasis on organizational communication and motivation for sustainable success. This model gives organizations an innovative perspective in terms of corporate success and sustainability. The basis of all criteria presented in the model is effective communication.

Within the scope of the application of the model, for those who have a current ISO 9001:2015 certificate; Leadership, strategy development and process management, vision and mission, and objectives are considered as activities that apply the model's criteria.

However, ISO 9001:2015 certification is not mandatory for the implementation of the model as it is on a voluntary basis.

Necessity: There are management system standards that are applied to organizations around the world (ISO 9001, ISO 45000, etc.) and reward models based on these standards (EFQM, Malcolm Baldrige, etc.). However, the system defined in the management system standards includes minimum requirements for organizations. It is important to create a model that combines points of communication, including management system standards, and provides added value for organizations. When the necessary examinations and research are carried out, it is seen that these standards and existing reward models have deficiencies in the field of communication. When organizations need to give more importance and value to human resources and communication networks; when the certification models created and the conditions imposed by the standards that form the basis of this certification are evaluated by highlighting the concept of communication, it is important and necessary to create a holistic model.

Model Definition and Criteria

1. Inputs

Inputs are supported by vision/mission and corporate culture sub-criteria. The first stage of the functioning of organizations is the definition of the work done, corporate culture and corporate functioning. Organizations begin to work in accordance with these definitions and developments are supported through these definitions. In this context, inputs are of great importance for organizations.

a. Mission and Vision: Organizations need to determine their mission and vision before starting corporate operation. The approach that should be determined in organizational vision is the points that the organization wants to highlight and achieve in the future. The vision explains in detail the purpose of the organization's existence. It is also very important for internal and external stakeholders. When employees fully understand and embrace the organization's vision, employee loyalty and motivation increase, which positively affects corporate success. In this context, organizations should

determine their vision in detail, understandable and in accordance with the purpose of existence of the organization.

b. Corporate culture: Corporate culture is the collective collection of the organization's values and beliefs. Creating a corporate culture of an organization and the adoption of this culture by its employees significantly affects the functioning. The reason for the existence of the organization affects the corporate culture. It is a success factor for companies in creating a corporate culture and adopting it by employees. One of the most important factors in creating corporate culture is leaders. Leaders' behavior contrary to corporate culture causes unrest and lack of motivation within the company. For organizations to create a corporate culture, the goals, mission and vision, its management approach and its functioning must be in line with each other. Corporate culture is a concept that forms over time and settles in the organization. The company's regular practices and events are important concepts for corporate culture. The corporate culture created by the company should be measurable.

Application of the criterion:

- The organization defines its founding purpose, the sector in which it operates and its purpose-oriented activities.
- The organization determines why and how it does something by prioritizing the purpose of the organization.
- Organization writes the mission and vision in writing in a clear, understandable, and accurate manner.
- Organizations clearly identify their internal and external stakeholders.
- The organization understands the importance of corporate culture and carries out measurable and traceable activities to ensure its adoption among employees.
- The organization puts its employees at the forefront in the in-house activities carried out.
- The organization prefers an environmentally responsible approach and strives to ensure that this approach is adopted by employees.
- The organization adopts the principle of continuous improvement and involves employees in this improvement. The aspects of the organization that are lacking are

internal and external surveys, seminars, projects, etc. determines through studies and organizes studies to improve these aspects.

- The organization appreciates the behavior and work of employees towards the corporate culture and the purpose of the organization and rewards this through an evaluation method.
- The organization develops in a way that is open to new developments and regulations in the world and does not conflict with the founding purpose and culture of the organization.
- If the organization is involved in international work (if it has international work, employees, and partners), it adopts the principles of openness and respect. In order to achieve better corporate success, it provides training and seminars to its employees and managers within the scope of intercultural communication.

2. Strategy Development and Process Management

Organizations should first define their processes in detail. Process owners, process objectives and measurable process performance parameters of the defined processes need to be determined. Process management is a set of activities that work under the PDCA cycle. With management by processes, it is ensured that the organization's employees are involved in all processes, follow the process goals, and have information about the entire system of the organization, especially defined by its processes. This is also an approach that improves internal communication and provides employees with information about the processes as internal training. Strategic plan is a document that must be prepared and monitored periodically (3-5 years) for every organization. With a strategic plan, the organization must determine its strategies and strategic objectives to realize the strategies within the periods included in the strategic plan and follow an appropriate methodology to monitor them.

- a. Objectives: The organization's objectives must be achievable. It should not conflict with the mission, vision, corporate culture, and main policies of the organization. Real and attainable goals should be determined. Goals must be approved by the organization's top management. Specific process targets for the organization's defined processes should be created and monitored.

b. Organizational Behavior: Organizational behavior is the set of reactions that organizations give to any situation they encounter while carrying out their activities, in accordance with the culture and values of the organization. Organizational behavior is the reactions of organizations under certain conditions, based on the corporate culture. Organizational behavior is of high importance to internal and external stakeholders.

Application of the criterion:

- Organizations' goals and strategic plans are stated in detail and clearly to the identified internal and external stakeholders, depending on the subject.
- Organizations ensure that corporate goals are known and communicated to employees.
- When organizations make changes in goals and strategies, if a need is detected, employees must be notified and included in the process.
- The organization learns lessons from its past activities through the documentation of positive and negative examples and reflects this on its goals and strategies.

3. Leadership

The organization should provide training that will increase the leadership skills of employees within the administrative structure. Leadership is not just a structure related to top management. Leaders are individuals who spread the organization's goals and strategies in the environment in which they work, as well as create the corporate culture and raise awareness on these issues. For this reason, an environment should be provided for employees to increase their leadership skills and implement the mission of leadership. Leaders are people who lead the effective communication methodology within the organization and ensure communication at the best level. Whenever possible, managers should be selected among employees with leadership qualities. For this purpose, surveys and training should be organized to determine leadership qualities.

Application of the criterion:

- Leaders should reflect the purpose and vision of the organization.
- Leaders are expected to raise awareness about corporate culture in the environment in which they work.

- Leaders try to fulfill the organization's goals and strategies in the most detailed and comprehensive way and present the results.
- Leaders ensure that the results are improved by collaborating with employees if improvement is necessary.
- Leaders should ensure that the motivation and satisfaction of employees is at a high level and measure this at periodic intervals. This measurement should be provided by top management.
- Leaders should have open communication channels and can be contacted directly. They establish clear and effective communication with the employees of the organization.
- Leaders encourage employees' innovation and creativity.
- Leaders have information about the positive and negative conditions that the organization has gone through before and develop strategies and targets based on this information and ensure that these strategies and targets are implemented by the organization and employees.

4. Communication

Communication is one of the most important functioning points of the organization. Organizations should work and pay attention to ensure that communication is strong and effective. Communication in companies must be effective, transparent, and sustainable, from senior management to employees. This is important for both the success of the company and the motivation and satisfaction of the employees. The organization understands the expectations and requirements of its employees and takes into account any negative or positive comments. At the same time, employees and external stakeholders voice their opinions and perceptions of certain activities to the organization. The communication network established by the company is of great importance, because the source of this movement lies in how effective the communication ritual established is.

a. Organizational Communication

Organizations need to establish an effective organizational communication structure. This structure is important for communicating with both internal and external stakeholders. Organizations need to establish a physical network where their employees and external stakeholders can communicate easily and openly. In an effective organizational

communication structure, employees know who to contact and who is responsible when they encounter a problem. In this respect, the organization chart of the organization is of great importance. Every organization should create an organizational chart and make sure it is accessible to employees. Every organization should create a communication system that suits its own corporate culture and purpose, and this system should be adopted by employees. Organizations can adapt a formal or informal form of communication. The organization must ensure that sufficient information flow is provided when communicating with its employees and external stakeholders. This is only possible with an effective organizational communication system.

i. Corporate Information (Documentation)

It is important for corporate information to be permanent so that the experiences of the organization, the positive or negative contributions of the employees, and the future information are not lost and contribute positively to the corporate culture. Corporate information can come from employees, internal and external partners of the organization (fair, event, seminar, project, etc.). In order to preserve corporate information, the system must be documented (online or in writing), a good archive system must be created and maintained. It retrieves data from corporate information process records, training records, meeting notes, laboratory records and personnel databases.

b. Corporate Social Responsibility

Within the scope of corporate social responsibility, organizations contribute by demonstrating their responsibilities towards the society and environment. Organizations are aware of the responsibilities they assume and prioritize the principle of sustainability. Organizations carry out corporate social responsibility activities by organizing certain activities in the external environment to which they are affiliated and influence, taking into account the goals and strategies they have established. They adopt equality, escape from discrimination, environmentally friendly, transparent, and effective management approaches and include these concepts in their corporate social responsibility activities.

Application of the criterion:

- Organizations establish a documentation system of their choice either online or offline.

- Information about employees' job descriptions, workplaces, working hours and holidays are determined by the department.
- Organizations establish a communication structure appropriate to the corporate culture and measure its effectiveness by periodically receiving feedback from employees and external stakeholders.
- Organizations ensure that their communication networks are adopted by senior management and employees.
- Organizations create an archive for the documentation system and ensure that it has sustainability.
- Organizations establish their communication networks in ways that enable them to periodically interact with their employees and external stakeholders.
- Organizations create a reliable, effective, and transparent communication structure for their employees.
- The organization ensures the effectiveness and efficiency of the communication channels used.

5. Employees

Employees are individuals employed by the organization. Employees are seen as internal stakeholders of the organization. Motivation and satisfaction of employees are among the top priorities of the organization. Unless organizations do not reflect the necessary priority to their employees, they would not be able to create corporate loyalty and there will be difficulties in workflow. Employees should be motivated and satisfied in the organization. To ensure this particular situation, organizations must ensure the motivation and satisfaction of their employees by ensuring the necessary communication flow and activities.

a. Employees' Motivation and Satisfaction

The organization aims to provide motivation and satisfaction by developing strategical plan for employees. A suitable working environment is created by taking into account the employees' expectations from the organization. Employees are one of the most important factors for the organization to work in harmony and achieve its goals and strategies. If the motivation of the employees is not high and satisfaction is not achieved, the quality of the employees' work will decrease and as a result, the activities of the organization will be

disrupted. Necessary seminars, training and projects for employees should be organized by the organization. These activities help increase employee motivation and satisfaction. Organizations should regulate the working conditions of employees and make them suitable for doing the assigned job. Employees should increase their knowledge with the support they receive from the organization, and in such cases, a reward and success system should be introduced by leaders.

b. Organizational Loyalty

Organizational loyalty is created by internal and external stakeholders depending on the corporate culture. If internal stakeholders and employees are motivated and satisfied in the organization, organizational loyalty becomes stronger. Employee motivation is strengthened when corporate benefits, relationships and communication aspects are effective. With this strengthening, the level of organizational loyalty increases. When this level of loyalty increases, organizations become successful in terms of business and added value is provided. Sustainable quality approach and commitment to the organization are important approaches to organizational loyalty.

c. Environmental Factors

Environmental factors consist of two parts: process conditions and environment for employees according to the organization's field of work. Process conditions include the minimum environmental conditions required by each process. For these conditions, which vary on a sector-by-sector basis, the organization must provide the relevant process environment in terms of product/service security. For example, hygiene, humidity, temperature, dust, noise, etc. Environmental working conditions for the employee must comply with occupational health and safety criteria and legal regulations for the relevant sector. Legal regulations defining the environment for employees should be determined by the organization, written down and implemented. In this context, criteria are accepted for organizations that comply with the requirements of occupational health and safety standards ISO 45001 (3 criteria) and are certified.

i. Working Conditions/Remote Working

Working conditions are one of the motivation and satisfaction concepts that affect employees the most. Working conditions are an issue that requires companies to set

policies, document them and adhere to these conditions. At this point, organizations developing a home working system need to be more careful. While remote working may motivate employees, it may also reduce work performance and have a negative impact on the organization's business quality depending on the culture, sector and country. If organizations offer the opportunity to remote working, they make sure that their employees have the necessary equipment and can communicate with the organization at the necessary stages. If the method of remote working is made mandatory for employees depending on the corporate culture, the organization ensures that its employees perform better quality work with this method. If remote working is carried out with a hybrid system, the organization checks that each of its employees has the equal conditions provided by the organization and develops a communication network accordingly.

Application of the criterion:

- The organization makes the necessary arrangements to ensure the motivation and satisfaction of its employees.
- The working conditions of the organization are clear and documented.
- If there is remote working in the working conditions, appropriate equipment, communication network and conditions are provided by the organization.
- Organizations conduct surveys, etc., at periodic intervals to measure the motivation and satisfaction of their employees.
- Organizations provide seminars, trainings, etc. to their employees even though they are deemed necessary.
- The working conditions of the organizations comply with occupational health and safety criteria.
- Organizations organize in-house events to ensure the motivation and satisfaction of their employees.
- Organizations ensure corporate loyalty and employee motivation satisfaction by giving importance to corporate communication.

6. Outcomes

The outcomes of this model are aimed at organizations ensuring efficiency, work quality, employee loyalty and satisfaction within the framework of a management style focused on communication and employees by establishing the necessary infrastructure and system

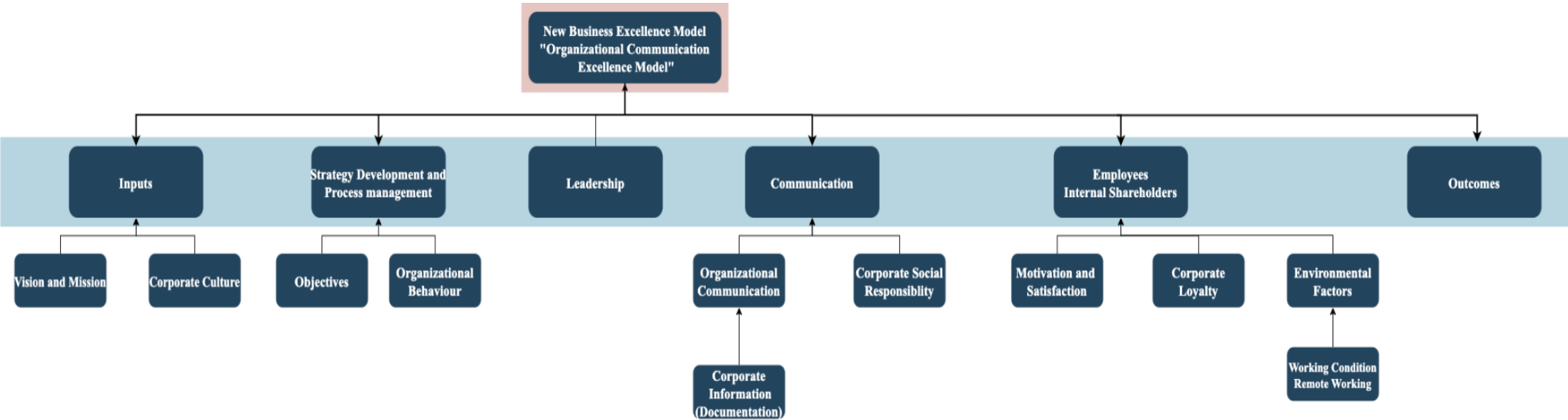
according to the specified criteria. These criteria enable organizations to achieve sustainable success, improve business conduct and follow-up systems, strengthen the communication network between leaders and employees, and increase employee satisfaction, thus increasing work quality and corporate success against competitors. This model helps organizations achieve sustainable success in the industry and also offers an innovative perspective. Since the basis of all criterions presented in the model is effective communication, organizations strengthen their connections with both internal and external stakeholders by developing their communication networks, thus providing the advantage of standing out compared to other organizations in the sector by carrying out their business processes more effectively. These outputs are periodically monitored and measured by the organization in accordance with the application criterions.

In line with these outputs, there will be points where organizations need to take action and regulations within the organization. These regulations vary according to the minor and major criteria of the model. When all major criteria are met, the organization is considered to be implementing the model. For minor criteria, an action plan is given by the model, and the organization is monitored periodically.

Application of the criterion:

- The organization organizes its evaluations before and after the implementation of the model, including its internal and external stakeholders.
- In the evaluations to be developed after the implementation of the model, the organization identifies areas for which an action plan will be taken and potential areas that need improvement.
- The organization takes action in areas that have been decided to be developed and changed, makes the necessary changes within the specified time period and introduces them into the system.
- The organization regularly receives feedback regarding the model from its internal stakeholders and develops regulations within the framework of this feedback.
- If there is any minor criterion deficiency, the organization examines and completes the relevant studies within the specified time period.

Visual Representation of Organizational Communication Excellence Model

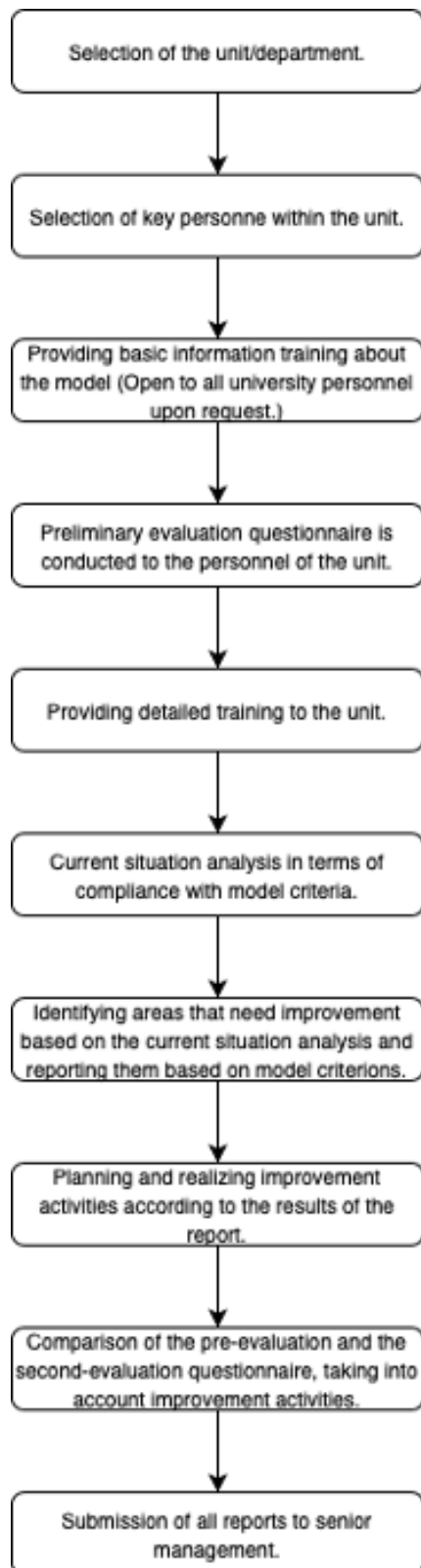


Steps of Pilot Scheme

- Step 1: Holding an information meeting about the model for the pilot unit(s) (preferably organizational communication and/or human resources units) within the organization where the model will be implemented.
- Step 2: Selection of key personnel in the unit where the model will be implemented (Guide personnel in the relevant unit who will demonstrate the documents, records, and implementation of the model's criteria).
- Step 3: Providing training to the units about the criteria of the model.
- Step 4: Applying a survey to the selected unit employees for ten evaluations before the model is implemented and identifying areas that need improvement (Preliminary Evaluation Survey: It is a survey to measure the communication network within the university, leadership characteristics and employee satisfaction.)
- Step 5: Determination of the existing documentation and application infrastructure at the university for the sub-criteria of the model (Current Situation Analysis).
- Step 6: Identifying deficient practices according to the results of the current situation analysis.
- Step 7: Planning improvement activities to eliminate deficiencies.
- Step 8: Reporting the areas that need to be improved according to the model criteria, if any.
- Step 9: Planning and carrying out the reported improvement activities (Since it is a pilot application, if there is a need for resources for the reported improvement activities, etc., it will be left to the opinion of the university).
- Step 10: Conducting the second evaluation survey for the staff of the unit in which you work, within a maximum period of 3 months.
- Step 11: Submission of the evaluation report to the senior management based on the results obtained from the surveys and improvement activities.

The steps of pilot scheme will be visualized in the next chapter with the pilot scheme application flow chart.

Pilot Scheme Application Flow Chart



Expected Outcomes

- This model aims to ensure efficiency, work quality, employee loyalty and satisfaction within the framework of a communication and employee-oriented management style by establishing the necessary infrastructure and system according to the specified criteria.
- The results are expected to improve the organization's business conduct and follow-up systems, increase productivity, strengthen the communication network between leaders and employees, and increase employee satisfaction, thus increasing the work quality and institutional success against competitors.
- As a result of the pilot application, the added values that the model will bring will be reported in more detail.

Annex 6: The questions of the anonymous survey carried out at Altınbaş University

PART 1:

In this section, propositions regarding Leadership, Motivation, Communication, Working Conditions, Corporate Culture, Corporate Behavior and Corporate Knowledge are included. Please answer by placing an (X) in the brackets next to the option that suits you. To answer the questions in the survey, you are asked to mark from 1 to 5 according to your degree of agreement.

	In the statements below, the scales are ordered from "STRONGLY DISAGREE" (1) to "STRONGLY AGREE"(5). Indicate the extent to which you agree with each statement by ticking the appropriate options.					
		1	2	3	4	5
1	Top management develops and acts as a role model for the values, ethical rules and public responsibilities that support the corporate culture.					
2	Top management acts as an example for employees.					
3	Top management creates an organizational environment that supports individual motivation.					
4	Top management supports remote working and fully meets its requirements.					
5	Top management and leaders create a corporate environment that supports teamwork.					
6	Top management and leaders communicate effectively with corporate employees to support the corporate mission, vision, and strategic plan.					
7	Managers and leaders are approachable; the company listens to the problems of its employees and offers appropriate solution alternatives.					
8	Top management reviews and improves personal leadership behaviors.					
9	Top management and leaders participate in continuous improvement activities.					
10	Top management and leaders include employees in decision-making processes and make adjustments based on the feedback they receive from employees.					
11	Employees can communicate with Top management and leaders for factors that increase their motivation and satisfaction in the requirements of remote working.					
12	Top management supports the process of measuring, reviewing, and improving the results of activities developed and implemented.					

13	Leaders apply an open, honest, and effective communication approach with employees.					
14	Leaders support employees in achieving their goals and there is a system of recognition when these goals are achieved.					
15	Top management and leaders continually support employees' organizational learning and improvement activities.					
16	Top management leads the solution to problems in the organization and encourages decision-making.					
17	Top management and leaders plan strategies to overcome obstacles that may arise in the future and document and report them.					
18	Leaders support organizational learning and improvement activities.					
19	Leaders meet and take into account employees' information; communication demands and expectations.					
20	Leaders are knowledgeable and carry out the necessary duties and procedures to ensure that employees are highly motivated to contribute to the success of the organization.					
21	The job descriptions of the employees, the unit they are affiliated with, and the top management are clear, and leaders carry out work procedures accordingly.					
22	Considering remote working, employees do not face demotivating factors and can communicate effectively.					
23	Employees receive due recognition for their achievements from start to finish when it comes to top management and valid practices					
24	Employees are appreciated by their leaders and top management, and they are made to feel valued by being included in processes during the time they work in the organization.					
25	Top management and leaders support the individual and professional development of the employees of the institution, see this development as a motivation enhancing factor and provide the necessary initiatives according to the notifications received from the employees of the institution.					

PART 2: Employee Satisfaction Survey

	Very Satisfied	Satisfied	Partially Satisfied	Not Satisfied
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From the physical working environment				
From your department manager				
From your job description				
From the technological opportunities				
From your team members and colleagues				
From horizontal and vertical communication				
From the organizational communication				
From your organization's appreciation system				
From your organization in general				

Annex 7: Check-list form for the pilot scheme

1. Inputs	
The organization defines its founding purpose, the sector in which it operates and its purpose-oriented activities. - Does the dean of students' office and the university website have a mission and vision?	
The organization determines why and how it does something by prioritizing its organizational purpose. - Activities of the Dean of Students Department, how does the workload work? - Do they have a process card?	
The organization documents its mission and vision in writing in a clear, understandable, and accurate manner. - Does the Dean of Students' Office have a mission and vision?	
Organizations clearly identify their internal and external stakeholders. - Who are its internal and external stakeholders?	
The Organization understands the importance of corporate culture and carries out measurable and traceable activities to ensure its adoption among employees. - Is the importance of corporate culture understood? - Have the employees received training regarding the corporate culture? - Was the orientation training given? - How is the corporate culture conveyed to employees?	
The Organization puts employees at the forefront in the internal activities (responsibilities and authorities) carried out. - Is there a special activity? - Are there areas where employees use initiative?	
The company prefers an environmentally responsible approach and strives to ensure that this approach is adopted by employees. - Is there anything that cares about the environment? - Is there a responsible approach? - Is there any activity regarding environmental responsibility? (Waste collection, information, etc.)	
The Organization adopts the principle of continuous improvement and involves employees in this improvement. The aspects of the Organization that are lacking are internal and external surveys, seminars, projects, etc. determined through studies and organized studies to improve these aspects. - With the participation of employees, is there any improvement activity you have carried out in the last 6 months that particularly concerns the employee? - Is there anything planned in the near future?	
The Organization appreciates the behavior and work of employees towards the corporate culture and the purpose of the organization and rewards this through an evaluation method. - Is there any reward system? - What are the administrative performance evaluation results?	

The Organization develops/improves in a way that is open to developments and regulations and does not conflict with the founding purpose and culture of the organization. - What are the communication methods with employees? - Is there any innovation regarding internal communication? - What was the reason to change to Dean of Students Department	
If the organization is involved in international work (if it has international work, employees, and partners), it adopts the principles of openness, transparency, and respect. To achieve better corporate success, it provides periodic training and seminars to its employees and managers within the scope of intercultural communication. - There is international work, are its activities clear on its website? - Are periodic training and seminars given? - Is there a foreign student orientation?	
2. Strategy Development and Process Management	
Organizations' goals and strategic plans are stated in detail and clearly to the identified internal and external stakeholders, depending on the subject. - Is there a strategic plan? - What are the goals of the dean of students' office in the strategic plan? - Where was it written down?	
Organizations make sure that corporate goals are known and communicated to employees. - Do employees know the goals in the strategic plan?	
When organizations make changes in goals and strategies, if a need is detected, employees must be notified and included in the process. - How do employees feel when a new strategic plan is made? - Does the department manager get opinions from employees?	
The organization learns lessons from its past activities through the documentation of positive and negative examples and reflects this on its goals and strategies. (organizational memory) Is a target strategy plan made based on the changes experienced since the department change? - How to take precautions in organizations organized for students?	
In case of changes, it defines those responsible and the method for integrating these changes into the strategic plan goals and objectives.	
3. Leadership	
Leaders reflect the purpose and vision of the organization within the organization. - Did they carry out business development activities?	
Leaders are expected to raise awareness about corporate culture in the environment in which they work.	
Leaders try to fulfill the organization's goals and strategies in the most detailed and comprehensive way and present the results.	

Leaders ensure that the results are improved by collaborating with employees if improvement is necessary. - Are there periodic department meetings? - How does the department ensure internal communication?	
Leaders take care to ensure that the motivation and satisfaction of employees is at a high level and measure this at periodic intervals. This measurement should be provided by top management. -Is there an activity within the department to ensure employee motivation?	
Leaders are people who have open communication channels and can be contacted directly. They establish clear and effective communication with the employees of the organization. - Can the employees communicate directly with coordinators and leaders? - Is there a hierarchical structure? - To whom do employees report anything that goes wrong?	
Leaders encourage employees' innovation and creativity.	
Leaders have knowledge about the positive and negative conditions that the organization has gone through before and develop strategies and goals based on this information and ensure that these strategies and goals are implemented by the organization and employees.	
The organization provides periodic training to reveal and apply leadership skills at all levels. - Is there leadership training?	
4. Communication	
Organizations establish a documentation system of their choice, either online or in writing. - What are the documentation systems?	
Information about employees' job descriptions, workplaces, working hours and holidays are determined by the department. - Is job description, job description, working hours and holidays determined by HR? - How is communication provided, written, verbal?	
Organizations establish a communication structure appropriate to their corporate culture and measure its effectiveness by periodically receiving feedback from employees and external stakeholders.	
Organizations ensure that their communication networks are adopted by senior management and employees.	
Organizations create an archive for the documentation system, and this has sustainability. - Is there an archive, is the area determined? - How are digital documents stored?	
Organizations establish internal and external communication networks in ways that periodically interact with their employees and external stakeholders. - How is the establishment of communication networks for students processed? - Are there any students who require special communication?	

The organization provides its personnel with the necessary equipment for internal communication.	
Organizations create internal communication structures for their employees in a reliable, effective, and transparent manner.	
The organization ensures the effectiveness and efficiency of the communication channels used. - How do you test effective and efficient communication?	
5. Employees	
The organization makes the necessary arrangements and measurements to ensure the motivation and satisfaction of its employees. - Are there any satisfaction surveys? - Is there a dress code? - What are the information plans about occupational health and safety? - Which type of seminars and training are you invited to? - Are there social activities? - Is there a transfer facility? - Does anyone work at other campuses? How is communication established? - Is there special software?	
The working conditions of the organization are clear and documented.	
If there is remote working in the working conditions of the organization, appropriate equipment, communication network and conditions are provided.	
Organizations conduct surveys, etc., at periodic intervals to measure the motivation and satisfaction of their employees. They measure by different methods.	
Organizations provide seminars, training, etc. to their employees even though they are deemed necessary.	
The working conditions of the organizations comply with occupational health and safety criteria.	
The organization organizes periodic social activities for its employees.	
There are areas in the organization where employees can spend time socially. (between working hours)	
Organizations allocate resources and organize in-house events to ensure the motivation and satisfaction of their employees.	
By giving importance to corporate communication, organizations ensure corporate loyalty and employee motivation satisfaction.	
6. Outcomes	
The organization organizes its evaluations before and after the implementation of the model, including its internal and external stakeholders.	
In the evaluations to be developed after the implementation of the model, the organization identifies areas for which an action plan will be taken and potential areas that need improvement.	

The organization takes timely action in areas decided to be developed and changed, makes the necessary changes within the specified time period and introduces them into the system.	
The organization regularly receives feedback about the model from its internal stakeholders and develops regulations within the framework of this feedback.	
If there is any minor criterion deficiency, the organization examines and completes the relevant studies within the specified time period.	

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