REPUBLIC OF TURKEY
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SELF ASSESSMENT STUDY OF THE PERCEPTION FOR THE MANAGEMENT OF HUMAN RESOURCES IN TURKISH PUBLIC INSTITUTIONS BASED ON THE EFQM EXCELLENCE MODEL

MASTER THESIS

FETHULLAH ÇALIŞKAN

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Sosyal Bilimler Enstitüsü Müdürlüğü

Tez Onay Belgesi

KAMU YÖNETİMİ Anabilim Dalı HUMAN RESOURCES MAN.& DEV. Bilim Dalı Yüksek Lisans öğrencisi FETHULLAH ÇALIŞKAN nın SELF ASSESSMENT STUDY OF THE PERCEPTION FOR THE MANAGEMENT OF HUMAN RESOURCES IN TURKISH PUBLIC INSTITUTIONS BASED ON THE EFQM EXCELLENCE MODEL adlı tez çalışması ,Enstitümüz Yönetim Kurulunun 13.07.2006 tarih ve 2006/07-11 sayılı kararıyla ile oluşturulan jüri tarafından oy birliği / oy çokluğu ile Yüksek Lisans Tezi olarak kabul edilmiştir.

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ABSTRACT

Today, many academicians and practitioners acknowledge that effective people management and development is the primary key to achieving organizational excellence. Nevertheless, in EU adaptation process, there is an obvious need for guidance to satisfy the public institutions' requirements for the assessment and development of human resources. In this research, Turkish public institutions and agencies were assessed in the context of people management, propositions and results for the self-assessment concerning people management of public institutions and agencies are figured out. The assessment has been applied with a professional instrumentation of a training and consulting institute, by using the data produced in several quality improvement projects.

The object of this thesis is to provide statistical results and parameters for the perception of "people management" in public institutions in Turkey with a scale based on EFQM excellence criteria. That is to say, the thesis is about two people management criteria of the EFQM model. By self-assessment of "management of human resources" in the title, the thesis intends to assess "management of people" comprehensively, as perceived in EFQM model's philosophy, not a self-assessment of a mere department or a function.

In addition, until today, there has been a major criticism for the EFQM-Model that it does not say which precise organizational measures in people management criterion do lead to which better people results (Ehrlich 2006, p.131). This thesis furthermore establishes a framework model that helps to show the relationships between people management factors and people results. Finally the model is tested after analyzing the survey data.

As a result, the perception measures of people management in public organizations that address improvement areas are obtained. The statistics from Turkish public institutions indicate differences in people management factors from what EFQM excellence model proposes. Moreover, the framework model that serves as a guide to describe the relations among the inputs and the results of people management is presented, hopefully helping mainly the public management authorities to make use of which improvement area leads to which better results.

Keywords: Self Assessment of People Management, Turkish Public Institutions, EFQM People Criteria

ÖZET

Bugün bir çok akademisyen ve uygulayıcının kabul ettiği gibi, insan kaynağının etkin yönetimi ve geliştirilmesi kurumsal mükemmelliğe ulaşmada başlıca anahtardır. Bununla birlikte AB uyum sürecinde kamu kurumlarında insan kaynaklarının değerlendirilmesi ve geliştirilmesine yönelik bir rehberlik gereksinimi açıktır. Bu araştırmada Türkiye'deki kamu kurum ve kuruluşları çalışanların yönetimi açısından değerlendirilmiş, sonuç ve öneriler ortaya konmuştur. Değerlendirme bir eğitim ve araştırma kurumunun profesyonel bir enstrümanıyla çeşitli kalite geliştirme projelerinde üretilen veriler kullanılarak gerçekleştirilmiştir.

Bu tez çalışmasının amacı, EFQM mükemmellik modelini esas alan bir ölçek ile Türkiye'deki kamu kurum ve kuruluşlarındaki çalışan yönetimi uygulamalarının algısal ölçümü yapılarak istatistik sonuçlar sağlamak ve buna ilişkin parametreleri ortaya koymaktır. Dolayısıyla bu tez, EFQM'in çalışan yönetimi kriterlerine ilişkin bir uygulamadır. Tezin başlığında yer alan "insan kaynaklarının yönetimi"nin özdeğerlendirmesi, yalnızca bir departmanın yada fonksiyonun değil, EFQM modeli felsefesinde olduğu gibi, geniş anlamıyla "çalışanların yönetimi"nin özdeğerlendirmesini amaç edinmektedir.

Bununla birlikte, bugüne kadar EFQM modelinin çalışan yönetimi girdi kriterinde hangi belirgin parametrelerin, çalışan sonuçları üzerinde hangi iyileştirme sonuçları doğurduğuna ilişkin bir açıklama getirmemesi önemli bir eleştiri konusudur (Ehrlich 2006, s.131). Bu tez çalışmasında ayrıca, çalışan yönetimi girdi faktörleri ile çalışan sonuçları arasındaki ilişkileri gösteren bir model oluşturulmuştur. Oluşturulan model, araştırma verilerinin analizi ile test edilmiştir.

Sonuç olarak, kamu kurum ve kuruluşlarındaki çalışanların yönetimine ilişkin iyileştirme alanlarını ortaya koyan algılama ölçümleri elde edilmiştir. İstatistik verilerin sağladığı sonuçlar, Türkiye kamu kurum ve kuruluşlarında insan kaynakları yönetimi faktörlerinin, EFQM mükemmellik modelinin önerdiği faktörlere göre farklılık gösterdiğini ortaya koymuştur. Bu sonuçların yanı sıra, temelde kamudaki yöneticilerin ve yetkililerinin faydalanmasına yönelik, hangi iyileştirme alanlarının hangi sonuçlara ulaştırdığını açıklaması açısından, çalışanlara ilişkin girdi ve sonuçları arasındaki ilişkileri tanımlayan bir rehber model sunulmuştur.

Anahtar kelimeler: Çalışan Yönetiminin Özdeğerlendirilmesi, Türkiye Kamu Kurum ve Kuruluşları, EFQM Çalışanlar ve Çalışan Sonuçları Kriterleri

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I. INTRODUCTION

For the organizations in the pursuit of excellence, effective management of people is critical. Prevailing organizational excellence models place great emphasis on people management activities. For example, two of the nine criteria in the European Foundation for Quality Management(EFQM) excellence model and one of the seven categories in the Baldrige Model of Excellence, which are most widely used organizational frameworks in Europe and United States, are concerning people management.

Towards European Union (EU) membership, Turkey is in an adaptation endeavor with all its institutions and organs. Some pioneering public institutions like Marmara University Faculty of Engineering, Kocaeli Chamber of Industry(in people development and involvement category), acknowledging the need of change in advance, won awards from Europe's most prestigious management excellence authority EFQM(EFQM, 2005). These are, however, too few compared both to the number of public institutions in Turkey and to the number of award winning public institutions in the whole Europe. Naturally, there are several management improvement areas, inevitably including management of human resources, to be worked out for public institutions and organs. In this regard, for example, the government issued an action plan designed to streamline the functioning of public administration and government, to promote a more transparent management of human resources in the public service (UN, 2004). Moreover, in recent years, the increasing number of laws concerning public employment are being passed from the Turkish Grand National Assembly (TBMM, 2006). Many other indicators and experiences reveal that the majority of Turkish public institutions are still in serious need of improvement in people management context.

This thesis primarily aimed at contributing to solutions that satisfy people management improvement requirements. Specifically, the research tries to assess strong and open-to-improvement areas with using the surveys applied to an adequately large and diverse set of subjects. This way, public management authorities and human resources managers in public institutions are given an opportunity to perceive strengths and improvement areas, and perhaps even to benchmark to their organizations' improvement efforts.

The other concern and the motivation of this study is about the situation with the criteria concerning employees in EFQM excellence model. EFQM has nine management excellence criteria while two of them concerning employees. "People" criterion comprises the inputs for human resources activities and the "people results" criterion comprises the results. However, there has been a major criticism for the EFQM model that it does not say which precise organizational measures in people management criterion lead to which better results regarding people results criterion(Ehrlich, 2006). The other important objective of this thesis is to establish a framework model to find out major variables and describe the relationships among the inputs and the outputs of people management factors is in Turkish public Institutions.

I.A. DESCRIPTION OF THE STUDY

Assessment of an effective people management can be employed by using an organizational self-assessment tool as well as for any other management aspects. Self-assessment is a comprehensive, systematic and regular review of an organization's activities and results referenced against an organizational excellence model (EFQM, 2003a). Self-assessment can be applied with several different ways, however, a validated questionnaire is one of the strongest and most commonly used methodologies with its less resource and time requirement.

Turkish Institute for Industrial Management (TUSSIDE) is an institute of The Scientific and Technological Research Council of Turkey(TUBITAK), offering training, consultancy, research and publication services through collaborative organizational projects in management area. Since April 2000, it has been applying self-assessment surveys with the employees of its clients for the purpose of needs assessment. Because the applied self-assessment tool is based on the excellence model of European Foundation for Quality Management (EFQM), the great amount of data, created in these projects was studied to serve useful information, especially for the institutions in the European Union (EU) adaptation endeavor.

This study is a self assessment of people management with a questionnaire, particularly based on EFQM excellence model. The data worked for this study have been accumulated from a great deal of self assessment experiences of a management institute(TUSSIDE, 2006). Although the self assessment questionnaire comprises all management criteria of the model, this thesis focuses on the part that quest people management related activities and conditions. Additionally, because it intends to serve public management, the thesis uses only the data which is pertaining to public institutions. The self assessment questionnaire is applied to employees from all levels and positions of public organizations.

In the beginning part of the study, EFQM excellence model is presented, self assessment concept and methodologies are discussed. The pros and cons of questionnaire method, which is one of the easiest and most widely used methods of self assessment, are discussed before presenting self assessment experiences. EFQM is such a flexible model that it can be applied to large and small, public and private sector organizations (EFQM, 2003a). Public sector self assessment guidelines are discussed and experiences from both Europe and Turkey are provided.

The variables of the study are concerning two important criteria of the EFQM model: "people" and "people results". The study seeks the answer of which specific enabler factors of people management influences which results concerning people. Therefore, independent variables will be consisting of people management factors. A wealthy of background information about people management factors and human resource activities is provided. In addition, Hackman and Oldham's work design model, Eskildsen and Nüssler's managerial drivers of employee satisfaction and loyalty and Martensen and Gronholdt's employee satisfaction measurement model are discussed in detail as previous research of people management and people results models. Finally, the theoretical foundation of each of the sub-criteria in people criteria of EFQM is provided as background information.

In this study, the data from a professional, continuously reviewed questionnaire is used. It has been applied to 14,274 employees from 115 public institutions. The development of the questionnaire and the characteristics of those institutions are mentioned. Since this thesis establishes a model to show the relationships between people management and people results in the framework of EFQM model, the variables and hypotheses are accordingly provided.

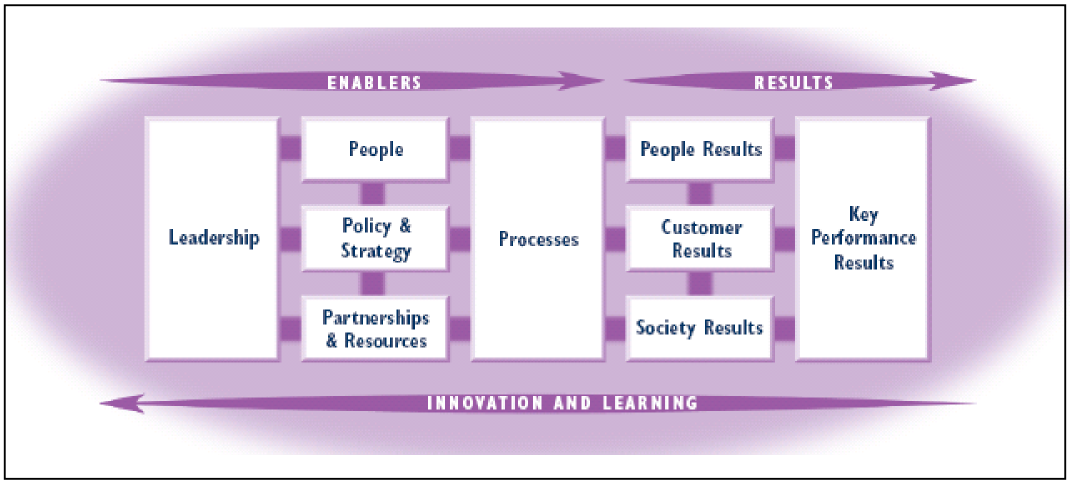
Following the application, data is gathered in an SPSS file and factor analysis is applied for both people and people results items. Model actually constitutes from these new variables derived from factor analysis. Furthermore, reliability levels of new variables are assessed by alfa coefficients (Cronbach, L. J., 1951). In order to assess strengths and improvement areas of public institutions, basic descriptive analysis are provided. The relationships among the new variables are presented and a regression formula is developed.

II. EFQM's SELF ASSESSMENT AND AN OVERVIEW OF PUBLIC SECTOR EXPERIENCES

II.A. EFQM EXCELLENCE MODEL

EFQM was founded in 1988 with the endorsement of European Commission by fourteen leading European businesses, with a mission to be the driving force for sustainable excellence in Europe and a vision of a world in which European organizations excel. EFQM excellence model is a framework that can be used to assess an organization's progress towards excellence. It is flexible and can be applied to organizations large and small, in the public as well as the private sector(EFQM, 2003a; Moeller, 2001).

According to the model, the achievement of excellence requires total acceptance of key concepts like 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 and corporate social responsibility. Based on these key concepts, the EFQM model is based on nine main criteria, five of which comprising inputs and four comprising results. EFQM use the terms "Enablers" and "Results" to designate these two categories of criteria. Enabler criteria, first five, are concerned with how the organization undertakes key activities; Results criteria are concerned with what results are being achieved(see Figure-1).



Source: EFQM, 2003a, p.5

Figure-1. EFQM Excellence Model

The model has two criteria concerning people management. The nine criteria are so enumerated that "people" in enablers is called as Criterion 3 and people results as Criterion 7. Each criterion of EFQM model includes a number of sub-criteria. Criterion 3 has five sub-criteria and Criterion 7 two sub-criteria.

In the EFQM's relational structure, excellent results are achieved by people with driving forces of leadership and policy and strategy and through processes. Organizations should comprehensively and regularly measure the indicators concerning people and pursue high levels of motivation and satisfaction.

II.B. SELF ASSESSMENT CONCEPT

Self assessment process is a catalyst for driving business improvement. There exist several benefits of undertaking a self assessment process using EFQM model. Organizations identify strengths and areas for improvement and measure its progress periodically with the help of self assessment. Improving the deployment of the excellence strategy, a common language and a conceptual framework is created. People can relate their responsibilities via being educated about the fundamental concepts of excellence. As a result, many improvement initiatives are integrated into organizations' normal operations.

There is no self assessment framework that EFQM asserts as a rule. However, EFQM model points out that self assessment can be applied through various different methods(Bou-Llusar et al., 2003; EFQM, 1999):

- Questionnaire method
- Assessment workshop
- Pro-forma method
- Award simulation

The culture and the structure of the organization as well as the benefits desired can influence the decision on which specific assessment technique at any time of application. Questionnaire method is widely adopted and applied for it is one of the least resource intensive and can be completed very quickly. Because this thesis bases its data source on self assessment with the questionnaire method, advantages and disadvantages of the method is stated as follows(EFQM, 1999):

Advantages

1. Easy to use and a some training is enough to start
2. High participation of employees
3. Generic creation of questions list
4. Department-wise or division-wise feedback opportunities

Disadvantages

1. It does not provide strengths and weaknesses comprehensively
2. Validity and reliability of results depend on the quality of items
3. Questionnaire may increase expectations and may effect motivation inversely if these expectations are not satisfied
4. Questions list reveals “what people think” not “why they think that way”

II.C. EFQM SELF ASSESSMENT AND PUBLIC SECTOR

EFQM excellence model is such a management model that assesses the excellence of organizations’ management not the quality or excellence of political decisions(EFQM 2003b).

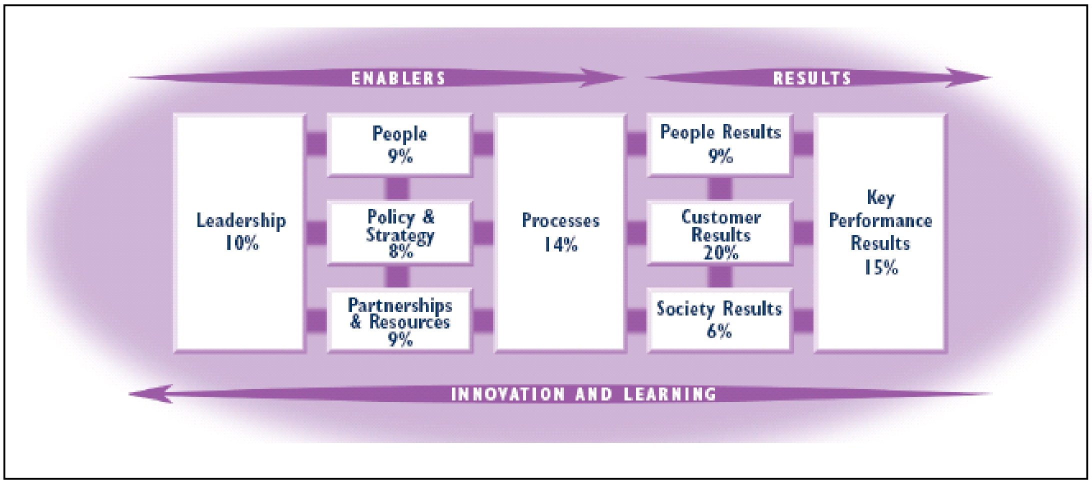
However, it must be kept in mind that structure of organizations may possess differences from country to country. Therefore it is natural that both the area of emphasis and the goals in applying self assessment may differentiate. Concerning the improvement in the services of public institutions, some specific subjects can come forward. For example, customer focus was a priority in England’s public sector improvement, while in Italy, transparency and flexibility and in Germany, modernization of administrative processes was given major importance(EFQM, 2003b).

Employees of public organizations are internal customers, as quality management approach so proposes. In accordance with unique organizational development and their structure, there is a distinguishing point to consider in applying self assessment for public organizations from the people management point of view. Despite restrictive legislations, public organizations’ management should maximize the limited resources for employees hence effective use of resources for people is in a special interest of the model.

Many public sector organizations have restrictions placed by Government, on their human resources management, they can only function in a defined independence. Public institutions need to work within these restrictions to get the maximum potential of their workforce. Public sector organizations are subject to financial constraints, pressures and legislation in managing their financial resources, more than those encountered in the private sector. The ability of public institutions to generate additional financial resources may be limited, for example its freedom to allocate, or reallocate, its fund to the services it wishes to deliver for human resources.

II.D. SELF ASSESSMENT EXPERIENCES IN PUBLIC INSTITUTIONS AND DIFFERENCES WITH PRIVATE SECTOR IN PEOPLE MANAGEMENT CONTEXT

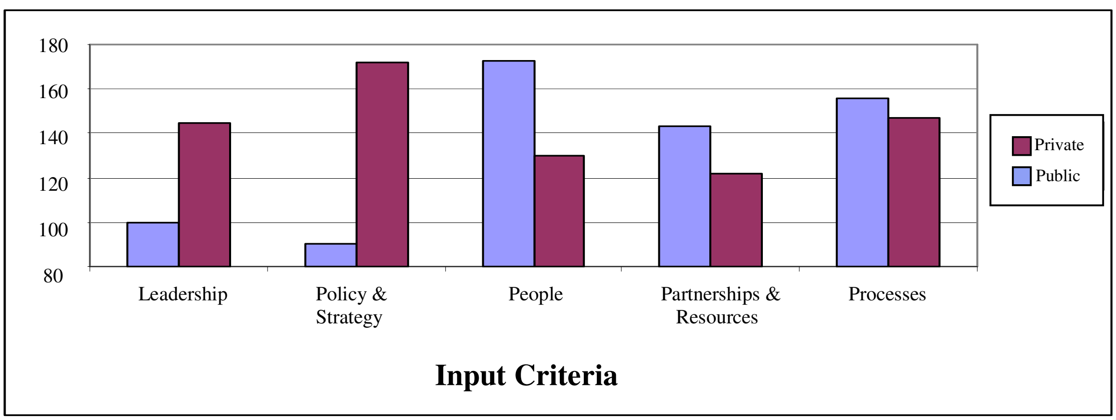
The experience in Denmark that empirically clarifies the public sector difference in self assessment was done about EFQM criterion weights (Eskildsen et al., 2004). In EFQM excellence award process, organizations are scored according to nine criteria. EFQM proposes weighting for criteria(Figure-2), however, organizations practicing self-assessment may select percentages more appropriate to the particular features of their own organization.



Source: EFQM, 2003a, p.12

Figure-2. EFQM Excellence Model Criteria Weights

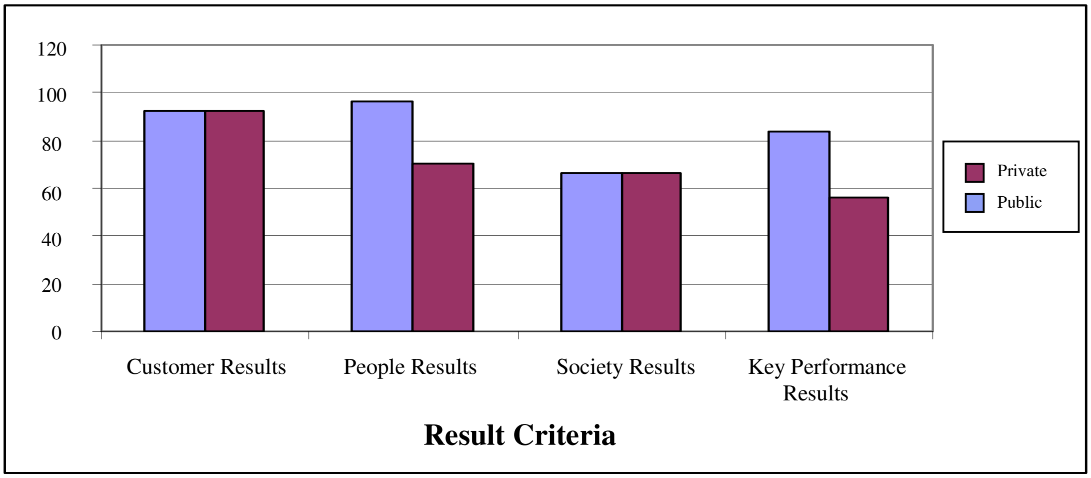
When presenting the importance of criteria, a 1000 points scale are assessed according to percentages. This is simply called criterion weights. In Eskildsen's study, an assessment is done from the perspectives of public and private sector criterion weights. As seen in Figure-3, public and private sector put different emphasis on input criteria in the framework of EFQM excellence model's input criteria.



Source: Eskildsen et al.; 2004: 52

Figure-3. Empirical Criterion Weights in Denmark

It is obviously consistent with the previously given literature that the "Leadership" and "Policy & Strategy" criteria have much less emphasis in public sector. In a similar manner, the differences are significant in result criterion weights as well (Figure-4).



Source: Eskildsen et al.; 2004: 52

Figure-4. Empirical Criterion Weights Study in Denmark

As we study assessment of people management, the differences for the emphasis of "People" and "People Results" catch attention easily. Both in inputs and results graphs, people criteria had more emphasis for the public side. It can be inferred from various examples that effective people management becomes more important and essential when studying with a public institution.

In the last few years, there has been an important tendency towards quality management applications. Tens of them started the initiatives of quality award process both national and international level. According to KalDer, Turkish National Partner Organization of EFQM, the number of quality award applications of public institutions and NGOs together almost reaches the number of private organizations every year(KalDer, 2006). This tendency shows a steady motivation of public sector to possess a widely accepted and a reliable management system. Perhaps, current improvement needs are inciting organizations' leaders and employees towards such a process.

There is a valuable example of an EFQM application from a Turkish public institution that worth mentioning here. Marmara University Faculty of Engineering (MUFE) has been the first applicant to The European Quality Award of EFQM in public category from Turkey. MUFE experienced a successful application process ending up with being also the first finalist in award process as a Turkish public institutions in 2000 (MUFE, 2002). However, in the following years, the quality efforts were observed to be faded down with the change of management.

From the experiences of Turkish public institutions, it can be inferred, firstly, that the endeavor of Turkish public institutions towards quality management is still at the very beginning levels and there is a long way to cover. Secondly, the leadership effectiveness is very much critical in quality improvement in Turkish public institutions. Although this inference, at first glance, seems to contradict the results of Eskildsen's study, the leadership effectiveness is required as an initiative factor. It does not have to be a critical requirement after setting the organization on an excellence model. Eskildsen's study indicates the locus of emphasis of management areas not the management itself.

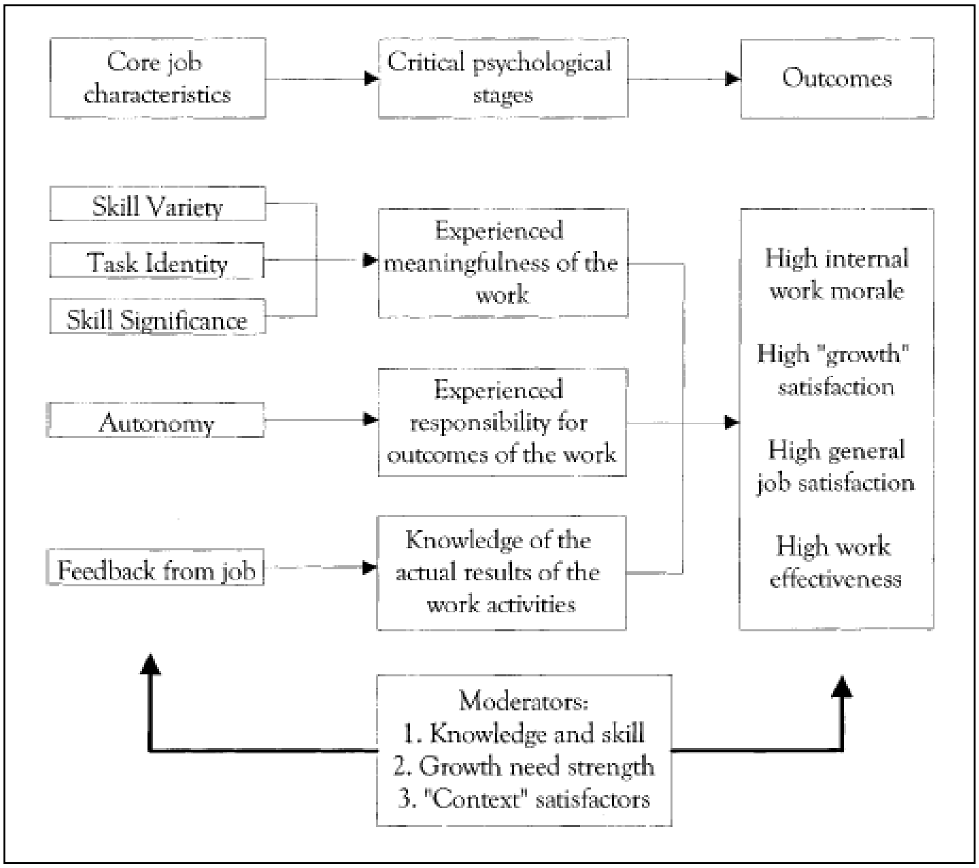
III. GENERAL DISCUSSION AND LITERATURE REVIEW ABOUT VARIABLES OF THE STUDY

In order to clarify the focus of the study and to better feel the boundaries of existing theoretical knowledge, some background information concerning people management and EFQM's people criteria is provided.

III.A. THEORETICAL BACKGROUND ABOUT DIMENSIONS OF PEOPLE MANAGEMENT AND RELATIONAL MODELS

Today, the success of an organization depends on the intellectual assets and system capacity than physical assets. As it is mentioned earlier, people are most basic driving factor in achieving excellence. In order to define which precise enablers in people management lead to successful results concerning people, the possible links between enabling dimensions of people management and results need to be explained. In the Hackman and Oldham's Work Design Model (WDM) (Figure-5), the outcomes are created by the three critical psychological stages that are influenced by the core job characteristics.

There are some moderating variables that can have both a positive and a negative effect on the influence of the core job characteristics on the psychological stages and, finally, on the outcomes from the five core job characteristics it is clear that both the quality of work and employee satisfaction can be enhanced if the job design incorporates empowerment and involvement (task significance), process ownership (autonomy), job enlargement/rotation (skill variety and task identity) and feedback about performance (Eskildsen 2000a, Evans & Lindsay, 1996).



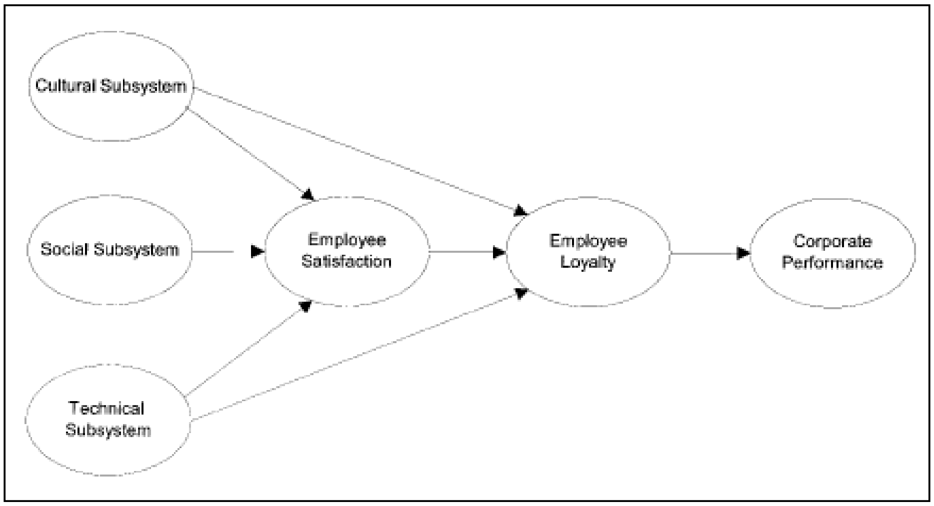
Source: Eskildsen J.K. (2000a)

Figure-5. Hackman and Oldham's Work Design Model

The EFQM model's "people" criterion includes the areas of empowerment, involvement and recognition that directly cover "task significance", one of Hackman and Oldham's five core job characteristics. This criterion also concerns how the organization uses innovative organization methodologies, which have an impact on the core job characteristics "task identity" and "skills variety". Furthermore, this criterion also covers the moderating variables from the WDM. It is through people that the organization can influence "knowledge and skills", "growth need strength" and the "context satisfactors". There is, however, one major conceptual difference between "outcomes" and "people results" and this relates to the last element in "outcomes", namely: "high work effectiveness". This is not included in the "people results" criterion but in another criterion, which means that "high work effectiveness" is not a part of this frame of reference for employee satisfaction. On the other hand, “people results” has a more “enabler-like” character than “outcomes” since it also includes things like the scope of the results.

In the Eskildsen and Nüssler’s study, people management definition is operationalized in the context of HRM subsystems based on the subsystems theory of Glasl and Lievegoed. According to this theory, organization consists of the following three subsystems: the cultural subsystem, the social subsystem and the technical subsystem (Eskildsen, 2000b; Glasl and Lievegoed 1997).

The cultural subsystem consists of the identity and the overall policies of the organization. This comprises values or cultural characteristics that guide the way people are being treated within the organization, and whether or not these are explicit or implicit. This subsystem may comprise the policy development as well as recognition and care parts of EFQM’s people management sub-criteria. The social subsystem is the structure of the organization, knowledge and skills as well as span of control/responsibility. This corresponds to everything related to the formal management system as well as the competence and style of the individual managers in the organization. This subsystem may comprise the competency development, communication, involvement sub-criteria of EFQM. The third and last subsystem deals with the technical side of the organization. This includes such things as individual processes and physical and financial assets. These are the activities usually associated with the older terms “personnel administration”. This includes all the contractual issues between the employer and the employee. Although related partly with HR panning, actually, this part is covered mainly by people results in EFQM model. The suggested causal model of Eskildsen and Nüssler is given in Figure-6.

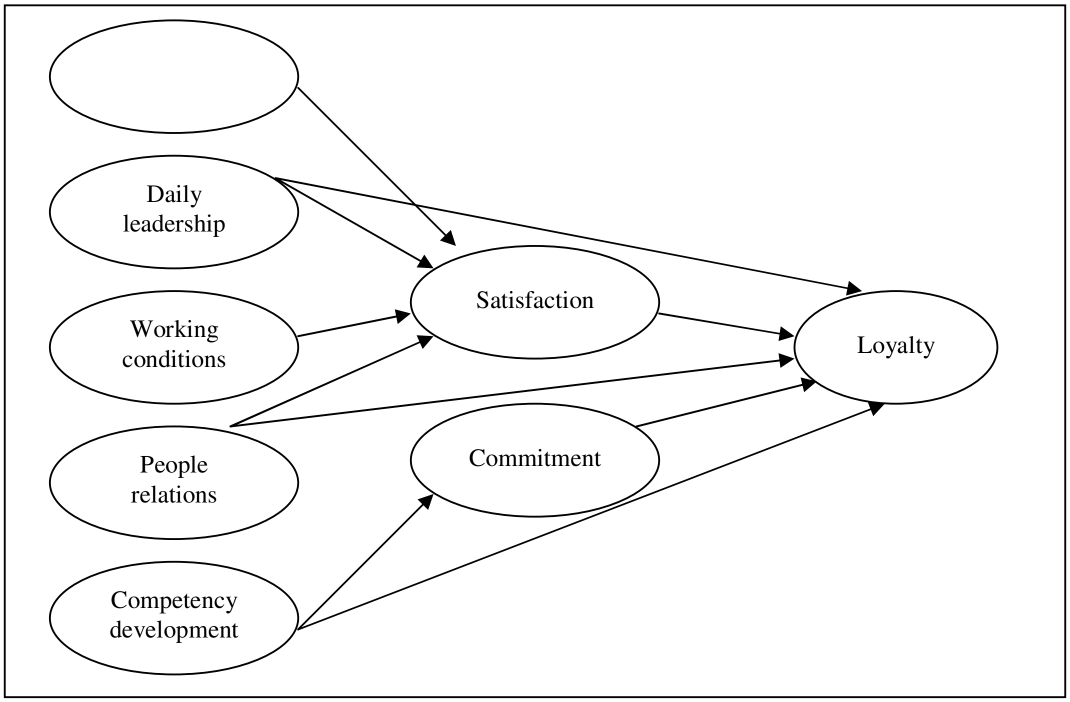


Source: Eskildsen J.K. (2000b)

Figure-6. Managerial Drivers of Employee Satisfaction and Loyalty

Every aspect that has to do with the influence that the job has on the employee as well as the perception that the employee has of the job and/or organization is included in the definition of employee satisfaction. Employee loyalty is a more action-oriented concept since it deals with the behavior of the employees This includes such things as whether or not employees are committed and assume personal responsibility for their work, and whether or not they feel inclined to look for another job (Eskildsen, 2000b). Employee satisfaction is assessed in people results criterion of EFQM Model but loyalty is not. Instead, motivation and some other indicators are assessed by people results.

Martensen and Gronholdt (2001) has ended up with a quite similar model, however, they defined drivers of employee satisfaction differently (Figure-7). Definitions of top management and daily leadership are characterized by some other enabler criteria of EFQM model. Working conditions, people relations and competency development are comprised in people management criterion. Bearing resemblance with Eskildsen J.K. (2000b), model measures commitment in addition to satisfaction and loyalty.



Source: Martensen and Gronholdt (2001)

Figure-7. Model of Employee Satisfaction and Loyalty Model

Martensen and Gronholdt also indicates the strength of relationships in the model, however, only the relationships are contented in this figure.

Research on HRM dimensions relying on factor analysis did not yield similar patterns, partly because of the inclusion of different applications to reflect the constructs under study and partly because of the application's target audience. HRM practices can be grouped into dimensions that augment employee skills, motivation of employees, and organizing the workforce by Huselid, (1995). Oakland and Oakland (2001) define people management dimensions as:

- strategic alignment of human resource management policies;
- effective communication;

- employee empowerment and involvement;
- training and development;
- teams and teamwork;
- review and continuous improvement.

Tari and Sabater (2006) assess HRM practices as selection, training, appraisal and recognition, career development, employee involvement, and affects of the quality system. Fey and Bjorkman's empirical evidence from Russia revealed three factors as "development", "feedback", and "pay/organization"(Fey and Bjorkman, 2001). Their result points out a clearly defined factor of development and a feedback factor, but combined items related to payment and organization into a single factor. Therefore, according to literature, there are from at least three to at most five dimensions of HRM activities: training and development, communication, compensation, and workforce structure. One of the possible reasons for this variance in applications of HRM activities is perhaps the influence of cultural values on the practices of HRM (Ngo et al., 1998). This situation, even more, emphasizes the need for identifying the HRM dimensions in context and with the desired audience which this paper studies.

III.B. DEFINITIONS OF SUB-CRITERIA PERTAINING TO EFQM "PEOPLE" AND "PEOPLE RESULTS" CRITERIA

The nine main criteria of EFQM Model are further divided into 32 sub-criteria. As stated earlier, Criterion 3 (people) has five sub-criteria and Criterion 7 (people results) two sub-criteria. Because the relationships among the inputs and the results of people management factors are under the study, two divisions are dealt with differently like EFQM model suggests.

Criterion 3 is defined as,

> "Excellent organizations manage, develop and release the full potential of their people at an individual, team-based and organizational level. They promote fairness and equality and involve and empower their people. They care for, communicate, reward and recognize, in a way that motivates staff and builds commitment to using their skills and knowledge for the benefit of the organization" (EFQM, 2003a).

According to the model, "People" sub-criteria are stated as(expansions concerning definitions of sub-criteria are provided in Appendix A):

3a. People resources are planned, managed and improved

3b. People's knowledge and competencies are identified, developed and sustained

3c. People are involved and empowered

3d. People and the organization have a dialogue

3e. People are rewarded, recognized and cared for

EFQM Model defines Criterion 7 as, "Excellent organizations comprehensively measure and achieve outstanding results with respect to their people" (EFQM, 2003a). "People Results" sub-criteria are stated as(expansions concerning definitions of sub-criteria are provided in Appendix A):

7a. Perception measures

7b. Performance indicators

III.C. THEORETICAL ANALYSIS OF EFQM MODEL'S INDIVIDUAL SUB-CRITERIA OF "PEOPLE" AND "PEOPLE RESULTS"

This part confirms the merits of EFQM model's people management criteria for its contribution lies in the theoretical support of several background research.

Criterion 3 analyses how the organization manages, develops and make use of all the knowledge and potential of its people individually, in teams or within the organization.

III.C.1. Sub-criterion 3a: Planning and Management of the Human Resources

Here, the development of the policies and strategies of the organization applied to the field of human resources are assessed. Wernerfelt (1989) provided an analysis of competitiveness an included employees among fixed assets. The strategic planning of the HR can catalyze the change effort and free business resources useful to achieve or support a future competitive advantage and also the idea that managerial decisions on human resources can have a significant impact on the results of the organization (Gomez-Mejia et al., 1998). Although there are several theoretical works that tried to understand the strategic role played by the management of HR, there are few empirical works on the issue: Arthur (1994), Huselid (1995) and MacDuffie (1995).

III.C.2. Sub-criterion 3b: Identifying, Developing and Sustaining the Knowledge and Competencies of Employees

Several authors includes the human factor in their classifications of resources as one of the primary assets that any enterprise must find, train, and protect to generate a sustainable competitive advantage.

III.C.3. Sub-criterion 3c: Involving and Empowering Employees

This sub-criterion is about involvement of the employees in teams and improvement activities. improvement. The capacities of the specific and nontransferable human resources must be integrated into secure management structures. The synergies produced by work teams can be useful in this regard (Cappelli & Singh, 1992).

III.C.4. Sub-criterion 3d: Dialog Between Employees and the Organization

Interrelation ability of the employees is one of the most important competencies for organizations towards efficiency of human resources. De Saa & Garcia Falcon (2001) found out that the essence with the largest impact on the creation of capabilities was the presence of a system of communication that is capable of recovering the ideas and suggestions of the employees.

III.C.5. Sub-criterion 3e: Rewarding, Recognizing and Caring Employees

If an organization has an operating system of selection and has attractive HR programs (properly established promotion lines, efficient incentives, etc.) compared to the competition, it can attract and maintain high-qualified employees (Wright et al., 1994). The remuneration mechanism is one of the most active systems to divert towards the organization part of the rewards produced by the capabilities and skills of its employees. Besides, it allows organizations to maintain their people with the most valuable features for the enterprise (Coff, 1997).

III.C.6. Sub-criterion 7a: Perception Measures of People Management

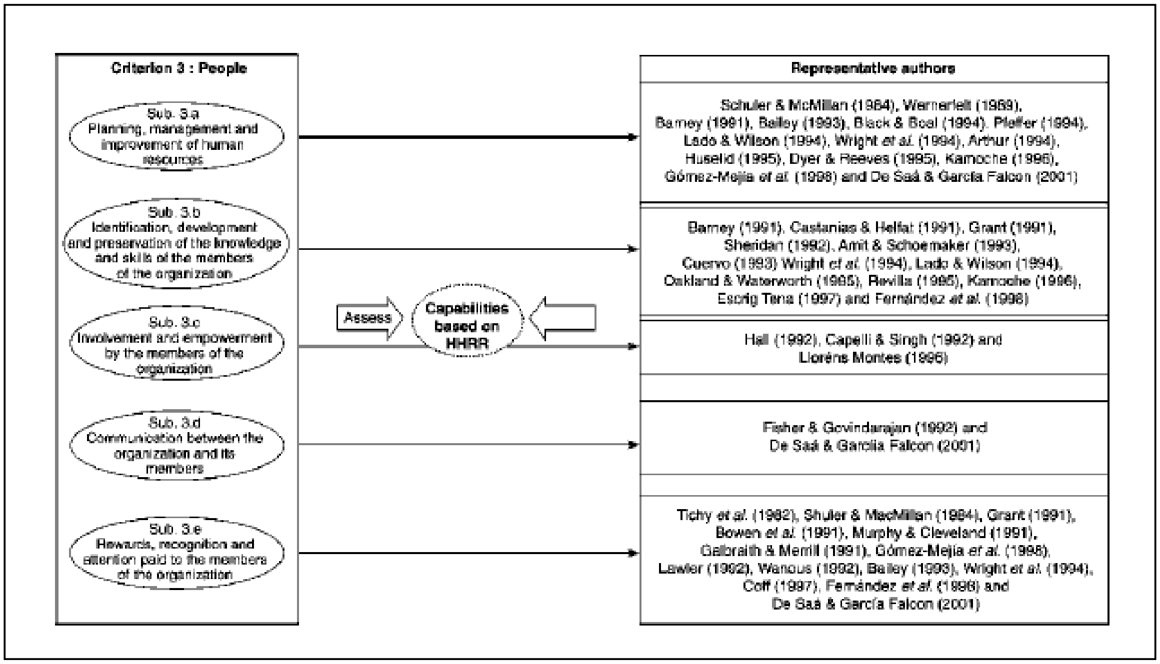
Criterion 7 analyses how the organizations measure and achieve outstanding results with respect to their people.

This criterion assesses the level of satisfaction and motivation of the employees. As stated earlier, the HR is the key resource that the organization must obtain, train and protect in order to have competitive advantages. The indicators of this criterion comprise motivational and satisfactional measurements of the of the employees at work. Several researchers assess motivational and satisfactional measures in books and articles. Additionally aspects such as corporate culture, internal atmosphere and staff motivation can also be identified (Hardjono & Marrewijk, 2001; Castka et al, 2003).

III.C.7. Sub-criterion 7b: Performance Indicators

This criterion is about internal indicators that are used in order to monitor, understand, predict and improve the performance of the organization’s people (EFQM 2003a). Internal indicators can encompass indicators of success, involvement levels, administrative services provided by organization(EFQM 2003a). Those indicators are ideally assumed to measure the results of the HR Management activities.

The authors who have studied the relationship between HR practices and the generation of capabilities based on HR are indicated in Figure-8. All these elements are related to the ‘people’ sub-criteria of the EFQM excellence model.



Source: Ignacio J. (2005); p.42

Figure-8. Theoretical Foundation for EFQM People Criterion Dimensions

As it is clear from the descriptions of the sub-criteria, Criterion 3 comprises the assessment of all people related activities, representing the dimensions of the HRM practices. On the other hand Criterion 7 concerns primarily with motivational and satisfactional measurement(see also Appendix A) supported with practical indicators. The initial variables of this study are assumed to be these five input sub-criteria as independent variables and two result sub-criteria as dependent variables. Namely, independent variables are: “human resource planning and management”, “knowledge and competency development and sustaining”, “involvement and empowerment”, “organizational dialogue” and “reward, recognition and care”. Dependent variables are “perception measures” and “performance indicators” of the result criterion.

IV. METHODOLOGY OF THE STUDY

IV.A. THE INSTRUMENTATION

Filling out the EFQM's self assessment questionnaire gives valuable feedback on the overall effectiveness of an organization, approaches and processes and the result can be used as a strategic map allowing to create a fact-based list of prioritized improvement actions(EFQM 2006). Besides the official self assessment questionnaire of EFQM is being freely available for its members, organizations and researchers develop their own questionnaire sets either by translating, reviewing literature, reducing or expanding it in order to create their unique tools according to their specific needs.

IV.A.1. Development of The Questionnaire

Turkish Institute for Industrial Management (TUSSIDE) has a very professional self assessment questionnaire that has been developed by several quality management and statistics professors, continuously reviewed and improved, employed on hundreds of organizations for more than six years. Since this questionnaire is compiled from the self assessment experiences of MUFE(Marmara University Faculty of Engineering) during its European Quality Award application process, it can be deemed as an advanced tool. In Yang (2001), each clause in sub-criteria(inferior criteria of EFQM's main criteria) is called as sub-sub-criterion. Each item of the questionnaire used in this study is derived from sub-sub-criteria that is stated in "people" and "people results" chapters of MUFE's self assessment application book (MUFE, 2002). Turkish version of this book published in 2002 but self assessment application document, which TUSSIDE benefited from, had been prepared well before this questionnaire shapes. The development of the questionnaire of TUSSIDE is a continuous process. Reviewed continuously, some items have been changed with new ones, however, the basis for today's questionnaire is self assessment experiences of MUFE and sub-sub-criteria of people and people results in the EFQM model.

The main self assessment questionnaire set of TUSSIDE covers all criteria of EFQM model. Since this study concerns assessment of only two criteria, 3rd and the 7th criteria, only "people" and "people results" criteria items were extracted from the whole questionnaire set. Therefore, one of the most challenging parts of the study was firstly, extracting the items that are used to assess "people" or "people management" criteria, and secondly, extracting the items that are used in most of the applications. This extraction process is described in the "Analysis and Results-Items Elimination and Selection" part of the study in detail.

IV.A.2. The Questionnaire

The questionnaire was generated from the sub-criteria of 3rd and 7th criterion of EFQM model. After Item Evaluation and Selection process, which is described in the Analysis section, the initial set of 86 items reduced to 44, 32 of which are "people" and 12 of which are "people result" items. Each of 32 people items assesses one of five sub-criteria of people criterion. Table-1 shows which items correspond with which of the five "people" sub-criterion. Items are provided as codes and "P" at the beginning of each item code indicates the scale of "people management".

Although, initially these sub-criterioa are assumed to be variables of people management and each part is assumed to be as sub-scales, this study is looking for the empirical variables of people management. In other words, the study tests the EFQM's

3rd criterion whether the proposed variables hold or there is a different setting for the variables people management, of course, in the context of Turkish public institutions.

Table-1.

People Management Items and Their Relevant Sub-Criteria

P3a1	3a. People resources are planned, managed and improved
P3a2	
P3a3	
P3a4	
P3a5	
P3a6	
P3a7	
P3a8	
P3a9	
P3b1	3b. People's knowledge and competencies are identified, developed and sustained
P3b2	
P3b3	
P3b4	
P3b5	
P3c1	3c. People are involved and empowered
P3c2	
P3c3	
P3c4	
P3c5	
P3c6	
P3d1	3d. People and the organization have a dialogue
P3d2	
P3d3	
P3d4	
P3e1	3e. People are rewarded, recognized and cared for
P3e2	
P3e3	
P3e4	
P3e5	
P3e6	
P3e7	
P3e8	

Table-2 shows which items correspond with which of the two "people results" sub-criterion. Items are provided as codes and "R" at the beginning of each item code indicates the scale of "people results".

Table-2.

People Results Items and Their Relevant Sub-Criteria

R7a1	7a. Perception Measures
R7a2	
R7a3	
R7a4	
R7a5	
R7a6	
R7a7	
R7a8	
R7b1	7b. Performance Indicators
R7b2	
R7b3	
R7b4	

Again, initially these sub-criterion are assumed to be variables of people results and each part is assumed to be as sub-scales, however this study tests the 7th criterion whether the proposed variables hold.

IV.A.3. Limitations of Instrumentation

Actually, the self assessment in question is being used as a part of management improvement projects and generally utilized in the context of a specific project. The questionnaire set has been exposed to changes as it is applied to different organizations. This is because the main objective of the questionnaire was to serve as a needs assessment tool for specific projects. This differentiation in the questionnaire sets, although slightly, may cause to some minor shifts of contextual understandings by the subjects. Namely, the same question may not be understood and evaluated in exactly the same meaning when given in different lines. This situation may have been influential on the reliability.

Although the questionnaire has been applied from April 2000, some of the data obtained from very initial applications was not properly organized. For the sake of health of this work, the data taken into consideration comprises the results of applications from February 2001 to April 2006. Additionally for the scope of this study, the data from self assessment questionnaire of only public institutions is used.

In this study, the relationship between people management and people results are investigated. And the people management and people results constructs are based upon EFQM people criteria. However, EFQM is a holistic model and the relationships between its people criteria is mediated mainly by processes criterion(EFQM, 2003a). Although there has been similar studies with this thesis, some partial criteria do not necessarily be in a relationship without an integrated approach.

Questioning performance indicators, 7b sub-criterion of EFQM model has different characteristics than other sub-criteria studied. This sub-criteria is about gathering the real values that will be measures of performance for the people management. If real data is available, this part is not generally assessed. Accordingly, our instrument can not be said to have a strong and well-measuring scale for this sub-criterion.

IV.A.4. Administration of the Questionnaire

In TUSSIDE's self assessment applications, subjects are provided with an introduction part explaining the aim of the application, importance of their contributions, meanings of the key terms, information about how fill in and how to turn in. Subjects are recommended to fill in the questionnaire in a relaxed and free environment in order for them not to be influenced from any external factor. They are told to put their filled questionnaire into a locked box which is placed at a convenient place in advance of administrating. All these small but important details help the applications to be as reliable as possible.

By the nature of self assessment questionnaires, employees are required to give opinions about management of their own organizations. They provide feedback about the processes, organizational policies, top management decisions etc., on which they probably never explicitly speak of. Because of these reasons, requesting any personal information from subjects is intentionally avoided. Otherwise, if gender, position, age and some other identifiable information was also asked, the subjects would have abstained from giving free and unbiased information. Therefore, no sample limitations or categories exist. The only nominal variables are the "name of the organization", indicating where the data is from and the "date of the administration" indicating the day or the month when the questionnaire filled.

IV.B. THE SAMPLE

Since this study is after perceptional assessment of people management in Turkish public institutions, subjects are employees of Turkish public institutions, either having a management responsibility or not. The diversity and the number of the organizations that are sampled are satisfactorily representative of the Turkish public institutions. It is preferred not to identify the organizations and any of the names involved for the sake of confidentiality.

IV.B.1. Sample Diversity

Totally, the data gathered from 115 different public institutions is utilized. Public institutions are tried to be grouped with the help of Prof. B. Guler's Turkish public management studies. Figure-9 indicates the organization types included in this study, which is classified according to public management structure(Guler, 2005), and the number of different institutions from each classification.

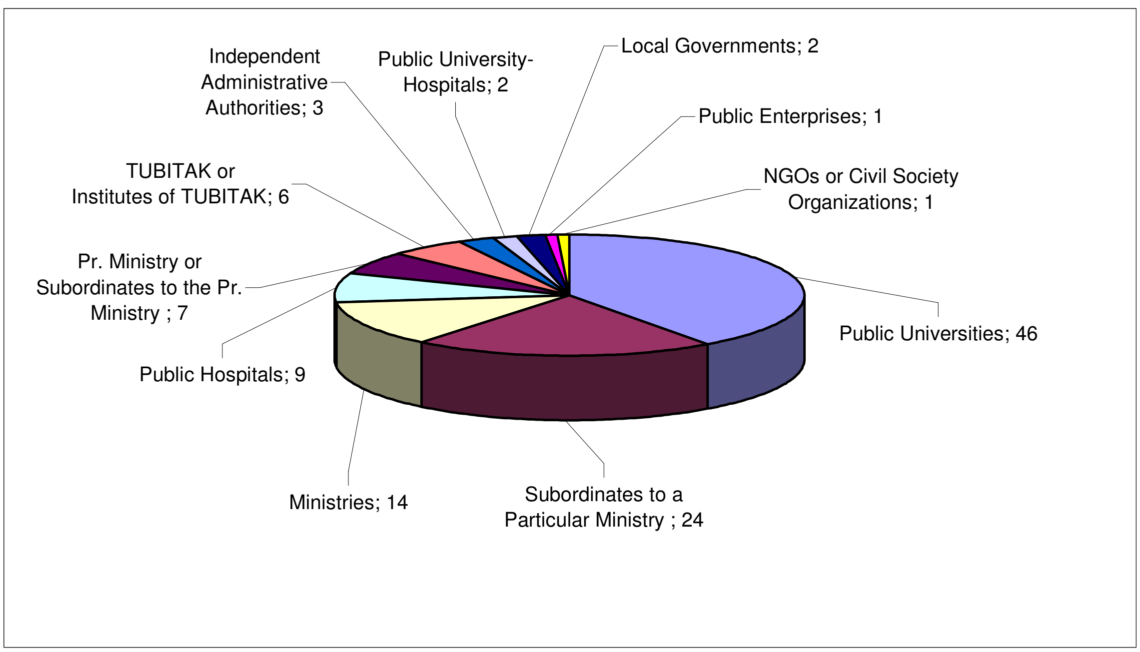


Figure-9. The Diversity and The Number of Institutions in Each Classification

From representativeness point of view, there are very few pubic institutions that are not included in the study. If the number of institutions is said to indicate the weights of representativeness, there are some certain types that are influential on the balance of diversity. This is partly because of the basic partnerships (e.g., universities) of TUSSIDE. And partly because of not being effective in some markets (e.g., local governments, NGOs).

IV.B.2. The Sample Size

Totally, the data gathered from 14,274 subjects is utilized. Table-3 indicates number of subjects from each classification of institutions.

Table-3.

Number of Subjects from Each Classification of Institutions

Public Institution Classification	**Number of Subjects**
Independent Administrative Authorities	196
Local Governments	401
Ministries	462
NGOs or Civil Society Organizations	88
Pr. Ministry or Subordinates to the Pr. Ministry	368
Public Enterprises	740
Public Hospitals	645
Public Universities	521
Public University-Hospitals	4,738
Subordinates to a Particular Ministry	2,969
TUBITAK or Institutes of TUBITAK	3,146
Total	**14,274**

Figure-10 provides the percentages of subjects according to classification of institutions.

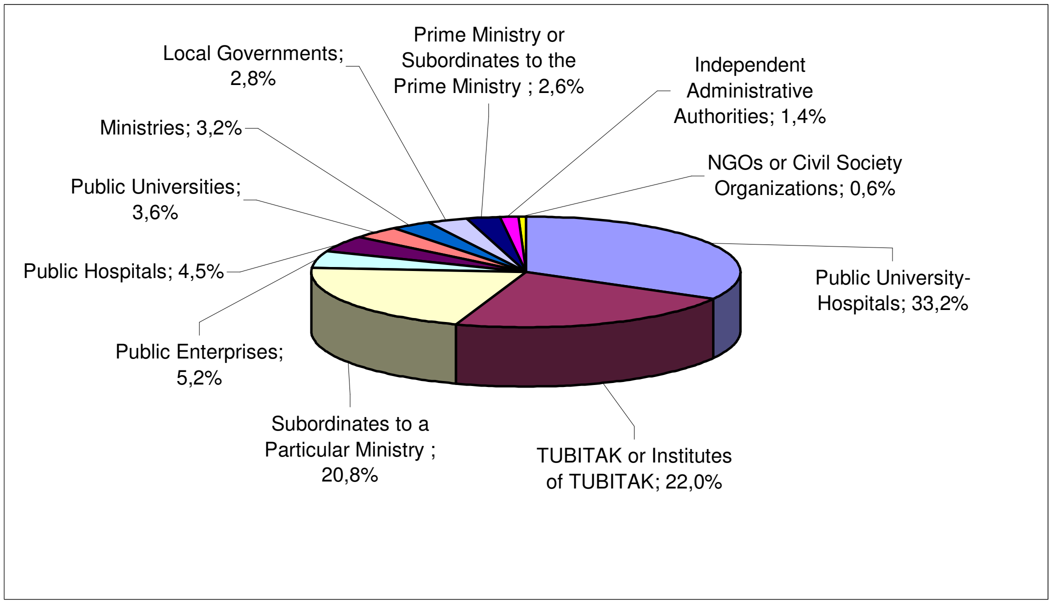


Figure-10. The Percentages of Subjects for Each Classification of Institutions

Again, from the weights of representativeness point of view, basic partnerships(e.g., TUBITAK) and some niche markets(e.g., Public University-Hospitals) have been influential on the balance of the size.

The composition of the data includes 115 different institutions through more than 5 years. However, the instrument has been applied to some institutions more than once. Because there is a long term relationship with a few institutions, the instrument is applied every year in a regular manner, as EFQM recommends(EFQM 2006). In this study, yearly applications are also taken into consideration as distinct subjects because voluntary participation principle and turnover rates reduces the possibility of repetition of the same subject. Even in reality, some little portion of data may have come from identical subjects, the acquired opinions pertains to a particular point in the time with a particular conjuncture of both the country and the organization. Moreover, one year is a good amount time not to be influential on reliability.

IV.B.3. Limitations About The Sample

In the context of target sample, this assessment questionnaire is applied to employees of "client" organizations of an institute. The natural undesired effect of this weakness is the representation unbalance in sampling for an ideal academic study. Although the number of the organizations and the sample size seems highly satisfactory, the relative balance of the number of organizations in the research is not reflective enough compared to number of organizations in reality. Similarly the relative balance of the number of subjects from organizations and real number of people in those organizations is not reflective enough.

IV.C. MODEL AND HYPOTHESES

The initial model proposed in the study basically depends on "people management" and "people results" variables of what EFQM model's 3rd and 7th criteria proposes. As this study is after finding which precise measures are influential on which precise results, the sub-parts of people and people results are assumed to be the initial variables as the model originally proposes. Normally, the model would propose each "people management" variables had a positive influence on each of "people results" variable as Figure-11 indicates.

However, according to factor analysis results, "people management" variables reduced to three, called as CID(Communicating, Involving and Developing HR), EFRRC(Ensuring Fairness, Recognition, Reward and Care), PFB(Providing Fringe Benefits) and "people results" variables reduced to one, called as MSPI(Motivation, Satisfaction and Performance Indicators of HR).

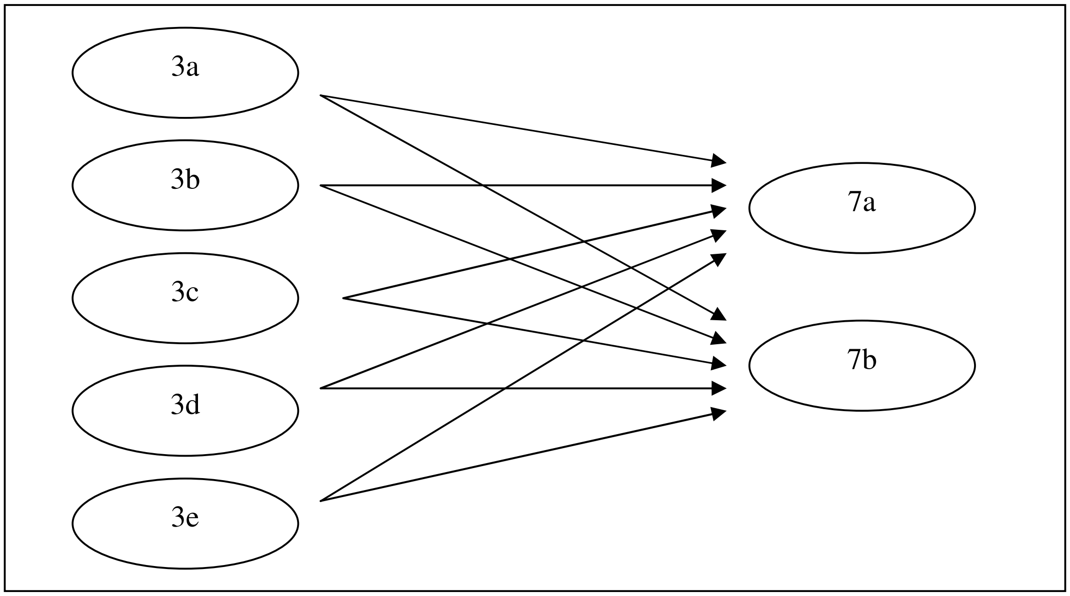


Figure-11. Initial Proposition of Model

Therefore, the proposed model turns out to be composed of those variables as Figure-12 shows. Factor analysis process is discussed in detail in “Analysis and Results” part of the study.

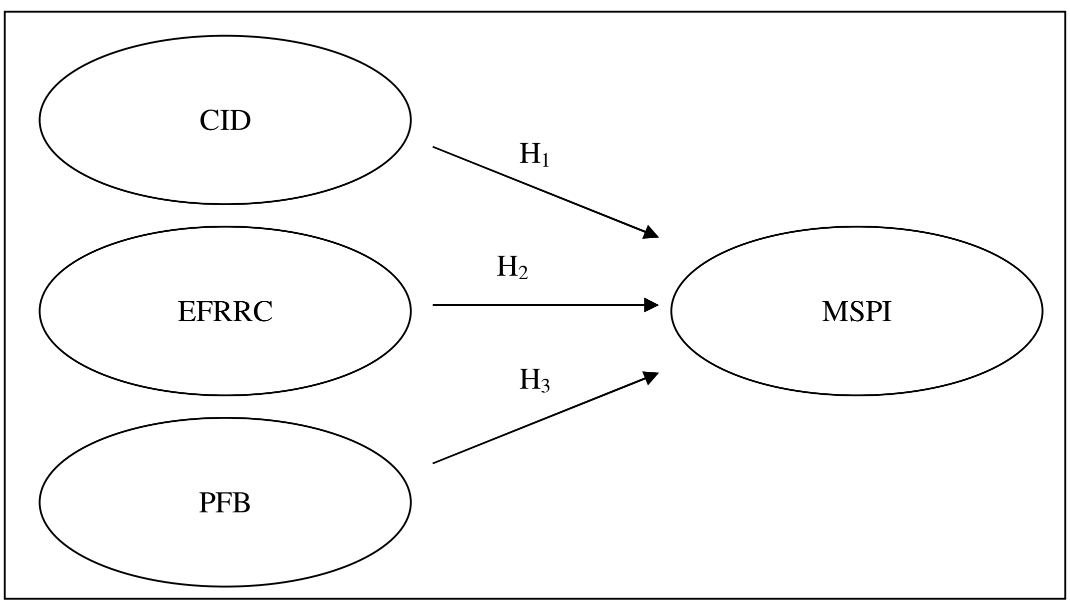


Figure-12. Proposed Model and The Hypotheses of The Study

As Figure-12 designates, the following hypotheses are developed and tested:

H_1 : CID has a significant positive influence on MSPI; the more development, communication and involvement opportunities are employed, the more people perceive satisfaction, motivation and that HR activities succeed.

H_2 : EFRRC has a significant positive influence on MSPI; the more fairness, recognition, care and reward are employed, the more people perceive satisfaction, motivation and that HR activities succeed.

H_3 : PFB has a significant positive influence on MSPI; the more fringe benefits are provided, the more people perceive satisfaction, motivation and that HR activities succeed.

V. ANALYSIS AND RESULTS

V.A. ITEMS EVALUATION AND SELECTION

As it was mentioned in the Methodology section, the self assessment questionnaire used in this study is not a single set. Some changes have been applied to the number and the order of items in the period of about six years. Naturally, some new management applications take place in organizations as the time passes. Consequently, EFQM excellence model was undergone some slight changes in this period. For example, in Autumn 2003, EFQM embarked on a review of the excellence model and updated it (EFQM, 2003c). The other major influence was that the questionnaire sets were applied in management improvement projects and generally utilized in the context of a specific project. In each application, some specific needs have been influential on changing the number and the order of the items. Therefore, from one application to another, some items were totally subtracted and some new items were added to the set. In this respect, during 115 different applications, the questionnaire set has been exposed to change for 40 times. Namely, there are 41 different questionnaire sets used in 115 applications.

Initially, 86 items are determined to be measuring peolpe management inputs and results. However, those 86 items are used in 41 different questionnaire sets with different item numbers. Therefore these items are firstly listed in an items-questionnaire set matrix, in order for the similar items to be matched up and put together in the same row. Afterwards, each item is evaluated according to “for how many sets it has been used” and “for how many subjects it has been used”. The initial items-questionnaire sets matrix includes all of 86 items(Figure-13). Item statements are not provided here, only the statements of final items after Items Evluation and Selection and Factor Analysis are provided(Appendix B).

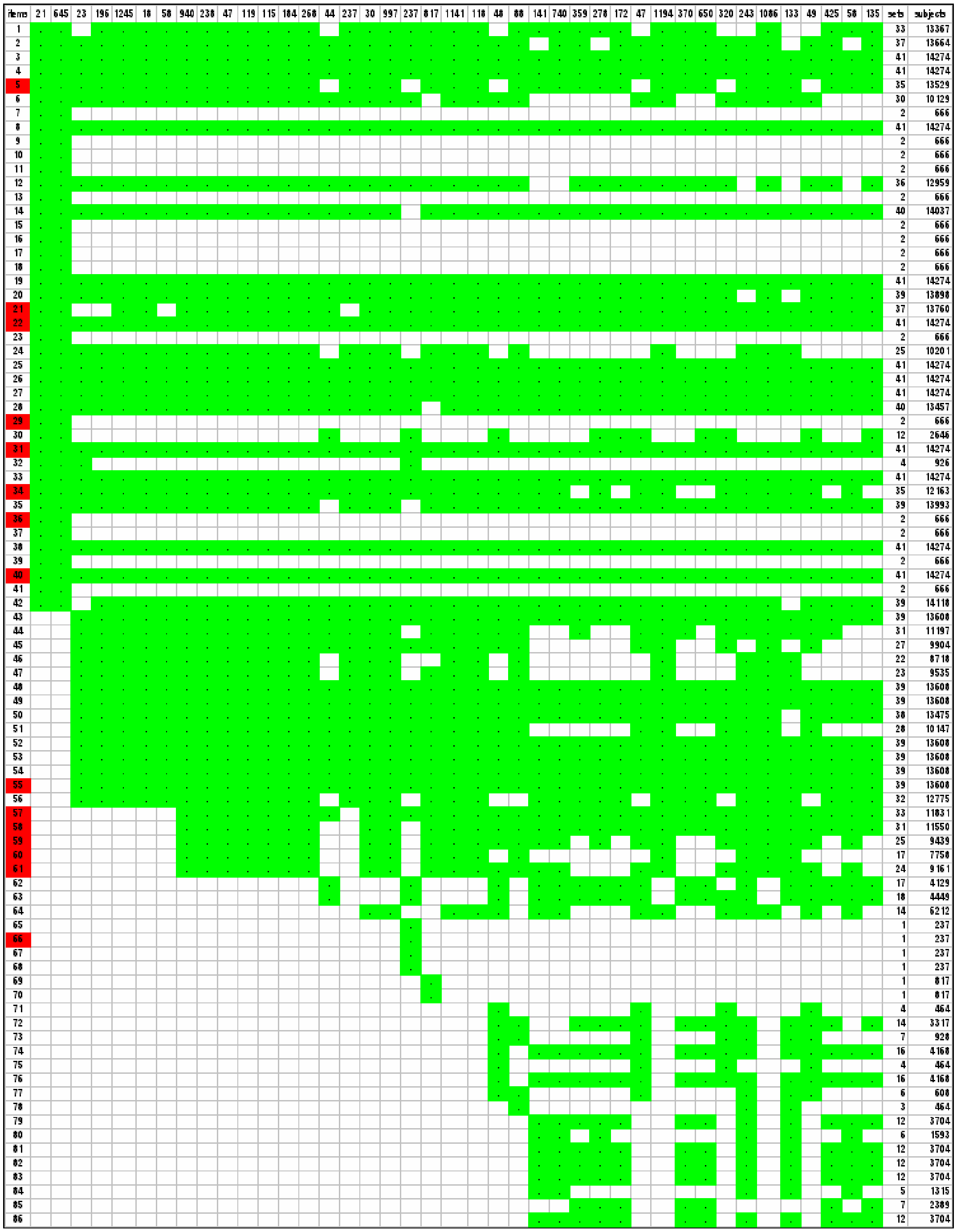


Figure-13. Items-Questionnaire Sets Matrix

Items-questionnaire sets matrix shows which items are used in which questionnaire set. At the very left column, all of the 86 items are listed. The non-painted cells in the items column indicate that they are “people” items. The painted cells in the items column indicate that they are “people results” items. At the very top row, all of the 41 questionnaire sets are placed. As stated, those 41 sets were used in 115 different applications, hence, the number of subjects for each set differs. Therefore at the top row, each cell indicates the number of subjects for each questionnaire set. For example, the first set was used for 21 subjects, the last set was used for 135 subjects.

Inside of the matrix, the dotted and green-painted cells indicate in which sets the items are used. The sets column at the right handside indicates in how many sets each item is used. The numbers in subjects column indicates for how many subjects the items are used. For example, the first item is used in 33 sets and for 13,367 subjects. There, one can see that some items are used in all of the 41 sets and for all of 14,274 subjects. However, some items are used in very few sets and for a very few number of subjects. Those items are eliminated because their representative power is not good enough. For example, the item in the seventh row is used in two sets and for 666 subjects. This item’s N value creates problems in the further analysis such as factor analysis or reliability analysis. The items with high value of “sets” and “subjects” are selected.

The selection criterion was the applicability of analysis. The statistics program SPSS-13 can apply analysis up to a certain number of missing values. Therefore, for the “people” items, minimum number of “sets” and “subjects” to select any item are fixed to at least 25 sets(from among 41 sets) and 9,904 subjects(from among 12,474 subcets). For the “people results” items, minimum number of “sets” and “subjects” to select any item are fixed to at least 18 sets(from among 41 sets) and 7,277 subjects(from among 12,474 subjets).

In the final situation before applying further analysis, 44 items are selected, 32 of which assess “people” and 12 of which assess “people results”(Figure-14). Those scales are determined to be the basis for further analysis. Consequently, any selected item have data from at least 61% of the subjects.

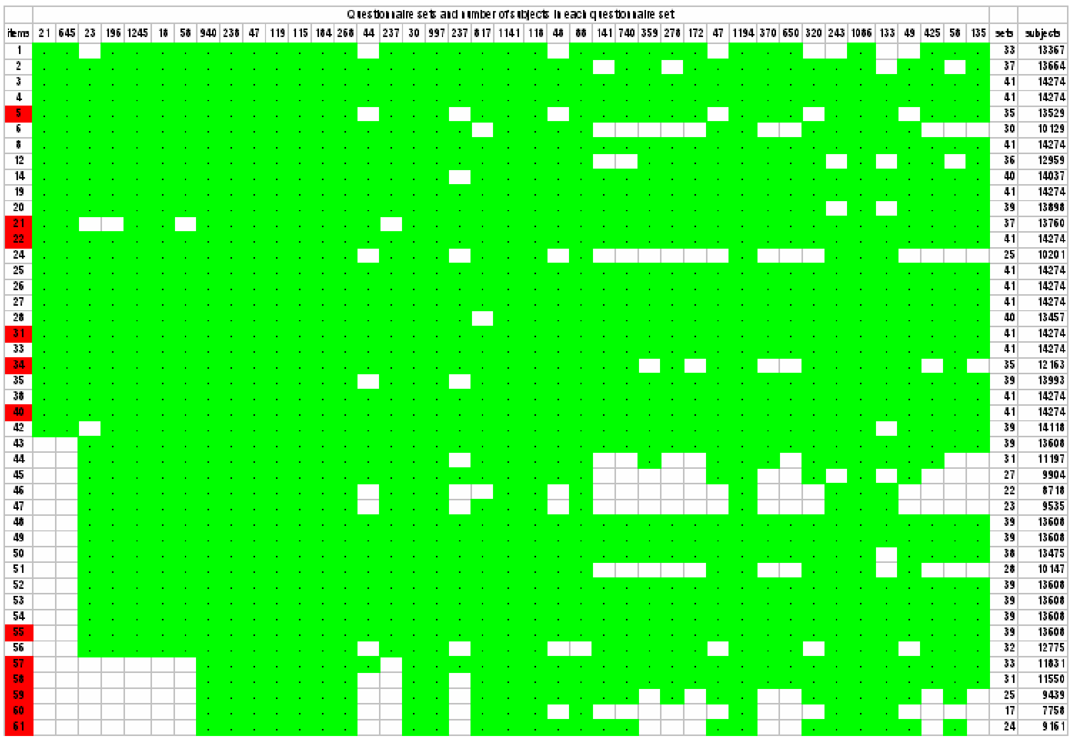


Figure-14. Selected Items in Items-Questionnaire Sets Matrix

After selection of the items, they are coded according to areas of assessment. The items assessing the first sub-criterion of “people” are coded as P3a1, P3a2, and so on. The items assessing the second sub-criterion of “people” are coded as P3b1, P3b2, and so on. All other items are coded in respect to areas of assessment accordingly. The final coded-items lists have been presented in “The Instrumentation” section.

V.B. DATA INTEGRATION

In the data integration process, the data from each application brought together into one spreadsheet. As mentioned, applications(there are 115) were rendered with different questionnaire sets(there are 41) and each of 44 items were used in different orders in questionnaire sets. In order to gather all the data for any item, all of the applications which use that particular item must be visited and the data concerning that particular item must be extracted. For example, in Figure-14, if we want to gather the data for the first item, we should go to fisrt questionnaire set and and pick data from the applications that the first set is used. Then, we should go to the second quesionnaire set but skip the third questionnaire set because the first item is not used in the third set. However, here, an item's order in any of the questionnaire set is a necessary information.

As a convenient method, "Selected Items in Items-Questionnaire Sets Matrix" is used in this step. In that matrix, dotted-painted cells mean that the item in the row is used in the questionnaire set in the column. However, the matrix does not show in which line of a questionnaire set the item is used. In order to see the order of an item in any particular set(also in any particular application), inside of the cells were filled with the line number of the items for that particular set. This method is examplified with a smaller part of "Selected Items in Items-Questionnaire Sets Matrix" in Table-4. For example, "Item 1" is stated in the 10^{th} line of the "Questionnaire Set 1". Therefore, in order to gather the data concerning Item 1, firstly the data from the 10^{th} line of the Application 1 is gathered. Secondly, the data from the 11^{th} lines of the Application 2, Application 3 and Application 4 are gathered and added to the initial data. Because "Questionnaire Set 2" has been applied for Applications 2, 3 and 4. Application 5 is not visited for "Item 1" because Item 1 is not used in the "Questionnaire Set 3".

Table-4.

An Example Part of the Items-Questionnaire Sets Matrix

	Questionnaire Set1	**Questionnaire Set2**			**Questionnaire Set3**
Items	Application 1	Application 2	Application 3	Application 4	Application 5
1	10	11			
2	14	14			14
3	15	15			19

As stated in the example, the data has been gathered for the first item from all of the applications. Accordingly, all items' data gathered into the same spreadsheet. This way, the data of 44 items from 115 different applications and 14,274 subjects brought together. The final set of data copied into an SPSS-13 spreadsheet for further analysis.

V.C. DATA ANALYSIS

In this part of the study, factor analysis is applied for the input items and the result items of the research. Factor analysis is a statistical technique used to identify a relatively small number of factors that can be used to represent relationships among a set of many interrelated variables(Kleinbaum, 1998). Therefore, the number of factors (i.e., variables) for both input and result measures are obtained.

V.C.1 Factor Analysis for "People" Variables

As mentioned earlier in "The Instrumentation" chapter, 32 5-point Likert-type items scale used to assess "people" construct. In the initial inter-item analysis, only one item (P3d3 with 0,285) has been deleted out of the scale. After deletion, remaining 31-items scale's average inter-item correlations turns out to be 0,568 with minimum of 0,472 (P3e2) and maximum of 0,670 (P3e1).

Before conducting factor analysis, some test statistics are applied to confirm whether the data is convenient on factor analysis results. Table-5 indicates the adequacy and the significance levels for the data.

Table-5.

KMO and Bartlett's Test Results

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,976
Bartlett's Test of Sphericity	Approx. Chi-Square	118060,0
	Df	325
	Sig.	,000

In the process of factor analysis, five successive deletions of items were required (P3a6, P3e6, P3a7, P3a2 and P3c6) and finally 26 items left with three factor components that are explaining 58,353% of variance(Table-6).

The resulting rotated component matrix indicates three components, in each of which items have internal correlation values more than 0,50 (Table-7).

The first inference from the rotated components matrix is that 3b, 3c, and 3d items fit the Component1 because it involves most of the 3b, 3c and 3d items. When referenced with the information given in Appendix-A and items given in Descriptive Statistics section, item P3b1 took part to assess “appraising performance and help to improve it” in competency development context. However, it may have been taken into consideration as an assessment of recognition and rewarding, which is not an unexpected result. The item P3b5 took part for its “promoting learning opportunities” in competency development context. However, it may have been taken into consideration as an assessment of rewarding, care or even fairness. The item P3c4 took part for its “encouraging involvement” in involvement context. However, it may have been taken into consideration as promoting awareness and care. From these inferences, the scale seems to need improvement about the wordings of the mentioned critical items.

Secondly, 3a and 3e items partly fit the Component2 because it involves most of the 3a and some of the 3e items. Again referencing with the information given in Appendix A and items given in descriprive statistics section, the item 3a1 falls into an involvement-intensive component although it took part to assess “involving employees in HR policy development”. Here, there seems to be a conjunction with the wording of EFQM 3rd criteria itself. Both 3a and 3c includes the “involvement” so that it creates a confusion. Item P3a8 is aimed to assess “identification of successful work”, however, it fell into Component1, probably because the major part of clarifying the successful work is perhaps not an “identification” problem but a “communication” problem.

Table-6.

Total Variance Explained in "People" Scale

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12,957	49,836	49,836	12,957	49,836	49,836	6,385	24,557	24,557
2	1,177	4,527	54,363	1,177	4,527	54,363	6,174	23,745	48,302
3	1,037	3,990	58,353	1,037	3,990	58,353	2,613	10,051	58,353
4	,880	3,384	61,737						
5	,832	3,200	64,937						
6	,723	2,780	67,717						
7	,606	2,331	70,048						
8	,574	2,208	72,256						
9	,564	2,169	74,425						
10	,540	2,077	76,503						
11	,504	1,939	78,442						
12	,485	1,865	80,307						
13	,478	1,840	82,147						
14	,446	1,714	83,861						
15	,445	1,710	85,571						
16	,425	1,636	87,207						
17	,415	1,596	88,803						
18	,396	1,524	90,327						
19	,388	1,492	91,820						
20	,365	1,405	93,225						
21	,354	1,361	94,586						
22	,347	1,335	95,921						
23	,297	1,141	97,062						
24	,281	1,079	98,141						
25	,273	1,049	99,190						
26	,211	,810	100,000						

Extraction Method: Principal Component Analysis.

Table-7.

Factor Analysis Results for People Management Scale

(Rotated Component Matrix)

	Component		
	1	**2**	**3**
P3e3	,698		
P3d1	,689		
P3c1	,675		
P3d4	,654		
P3b4	,619		
P3a8	,615		
P3d2	,614		
P3c2	,610		
P3c3	,559		
P3b2	,557		
P3a1	,555		
P3c5	,543		
P3b3	,523		
P3a5		,731	
P3e5		,730	
P3a4		,701	
P3b5		,677	
P3e1		,668	
P3c4		,665	
P3e4		,625	
P3a9		,593	
P3a3		,543	
P3b1		,501	
P3e8			,774
P3e2			,665
P3e7			,557

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Therefore P3a8 fell into a communication intensive component. Item P3e3 is aimed to assess “recognizing people to sustain involvement”, however, it may have been taken into consideration as an assessment of supporting involvement. Here, again, there seems to be a conjunction with the wording of EFQM 3rd criteria itself, 3e too, includes the “involvement” so that it creates a confusion too.

Finally, the clearest inference is that a certain part, namely fringe benefits, of 3e items fits well, almost perfectly, with the Component3.

Therefore, according to the contents of the components and the related literature, if the composition of new variables are to be called:

The Component 1 is: “Communicating, Involving and Developing” (CID)

The Component 2 is: “Ensuring Fairness, Recognition, Reward and Care” (EFRRC)

The Component 3 is: “Providing Fringe Benefits” (PFB)

V.C.2 Factor Analysis for “People Results” Variables

As mentioned earlier in “The Instrumentation” chapter, 12 5-point Likert-type items scale used to assess people results construct. In the initial inter-item analysis, the scale’s average inter-item correlation turns out to be 0,527 with minimum of 0,384 (R7b2) and maximum of 0,723 (R7a6). Table-8 indicates factor analysis convenience test, the adequacy and the significance levels for the data.

Table-8.

KMO and Bartlett's Test Results

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,933
Bartlett's Test of Sphericity	Approx. Chi-Square	49237,421
	Df	66
	Sig.	,000

The factor analysis of "people results" was a single step process because all items assess the same component that is explaining 52,742% of variance (Table-9). The resulting component, including both motivational and satisfactional construct (7a) and performance indicators (7b), is called "Motivation, Satisfaction and Performance Indicators of HR" (MSPI).

Therefore the final questonnaire consists of 26 "people" items and 12 "people results" items. Original versions(Turkish) of the items are given in Appendix B.

Table-9.

Total Variance Explained in "People Results" Scale

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6,329	52,742	52,742	6,329	52,742	52,742
2	,968	8,071	60,812			
3	,875	7,293	68,105			
4	,707	5,889	73,994			
5	,625	5,207	79,201			
6	,558	4,648	83,849			
7	,478	3,984	87,833			
8	,405	3,378	91,210			
9	,350	2,916	94,126			
10	,287	2,388	96,515			
11	,235	1,956	98,470			
12	,184	1,530	100,000			

Extraction Method: Principal Component Analysis.

V.D. RELIABILITY STATISTICS FOR THE VARIABLES

The reliability measures for the people management, each sub-scales of people management (i.e., CID, EFRRC, PFB) and people result scale are given in this chapter. Reliability of variables is assessed with coefficient alpha (Cronbach, L. J., 1951) in the following tables. Each scale has a satisfactory internal consistency measure.

Table-10.

Reliability Statistics for "People" Main-Scale

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,959	,959	26

Table-11.

Reliability Statistics for CID Sub-Scale

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,927	,928	13

Table-12.

Reliability Statistics for EFRRC Sub-Scale

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,923	,924	10

Table-13.

Reliability Statistics for PFB Sub-Scale

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,736	,737	3

Table-14.

Reliability Statistics for MSPI Scale

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,916	,915	12

V.E. DESCRIPTIVE STATISTICS

General average values for each of the variables are presented in Figure-15 below. Motivation, Satisfaction and Performance Indicators variable seems to have greatest, where Providing Fringe Benefits seems to have the least average value.

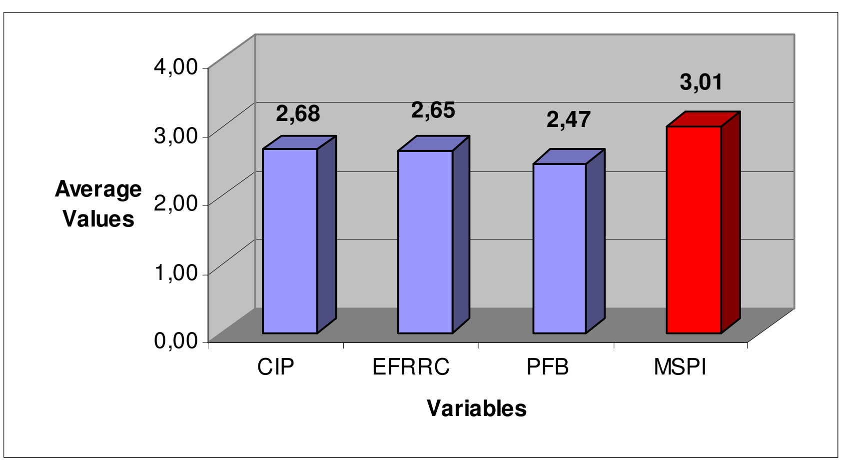


Figure-15. Average Values for The Variables

Average values for the items of Communication, Involvement and Development variable are presented in Table-15. The item which has the greatest average value in CID is **P3d2**: “In the organization, I can easily access the information I need for my job”(3,06). The item which has the least average value in CID is **P3b2**: “Top management take precautions for the unsuccessful or incapable employees to be trained and improve”(2,18). Turkish version of the items are provided in Appendix B.

Table-15.

Descriptive Statistics for Communication, Involvement and Development Items

	Items	**N**	**Mean**	**Std. Dev.**
P3a1	In determining policies and strategies, top management take into consideration our (employees’) ideas and contributions, too.	14108	2,43	1,31
P3a8	The meaning of “doing a good job” / “being successful” is clearly defined.	13421	2,92	1,38
P3b2	Top management take precautions for the unsuccessful or incapable employees to be trained and improve.	10068	2,18	1,19
P3b3	There is a systematic approach to meet the employees’ needs in order for them to do their jobs better. (necessary resources/support/incentive is provided)	14111	2,58	1,30
P3b4	Proper training(support/guidance) is provided to employees for their professional progress.	14086	2,66	1,27
P3c1	Top management encourages and supports people/teams who leads quality improvement activities.	13500	2,92	1,32
P3c2	In order to enhance the devotion and the motivation of employees, training / workshops are conducted.	14113	2,59	1,27
P3c3	Top management assumed such an approach that support employees who involve in management responsibilities, be initiative, undertaking/flexible.	13816	2,48	1,27
P3c5	In critical processes, improvement and innovations take places with the involvement of employees.	13820	2,66	1,23
P3d1	Employees are regularly informed about important events and developments that concern the organization.	14114	2,72	1,31
P3d2	In the organization, I can easily access the information I need for my job.	13762	3,06	1,32
P3d4	Among different departments of the organization, information sharing and easy communication are enabled.	9736	2,62	1,22
P3e3	Top management supports / rewards who make teamwork.	13469	3,01	1,32
	Valid N (listwise)	8473		

Average values for the items of Ensuring Fairness Recognition, Reward and Care variable are presented in Table-16. The item which has the greatest average value in EFRRC is **P3a9**: "Top management respects the differences (like ideology, culture, sect, political approach etc.) of employees and accepts these as wealth for the organization"(3,07). The item which has the least average value in EFRRC is **P3b1**: "As an employee, my performance / work is evaluated and feedback is provided about the results" (2,23).

Table-16.

Descriptive Statistics for Ensuring Fairness Recognition, Reward and Care Items

	Items	**N**	**Mean**	**Std. Dev.**
P3a3	Employees are assigned for the jobs which are appropriate to their knowledge and skills.	14083	2,87	1,36
P3a4	Top management approaches sensitively to problems like absenteeism, sick-leave, early leaves from workplace and tries to find their reasons.	13218	2,66	1,31
P3a5	The suggestions, complaints and requests that I conveyed to top management are taken into consideration and necessary action tried to be taken.	13789	2,93	1,43
P3a9	Top management respects the differences(like ideology, culture, sect, political approach etc.) of employees and accepts these as wealth for the organization.	13247	3,07	1,43
P3b1	As an employee, my performance / work is evaluated and feedback is provided about the results.	12802	2,23	1,28
P3b5	Those who make mistake are warned in a constructive manner and are provided learning opportunities by taking lessons from them.	13384	2,99	1,37
P3c4	My superior give importance and value to my opinions and ideas about different subjects.	14086	2,55	1,35
P3e1	As an employee, my effort and accomplishments are taken into consideration and appreciated timely.	13254	2,45	1,35
P3e4	Appreciation and rewarding is carefully employed and are delivered according to success and productivity.	11094	2,28	1,27
P3e5	My superior sensitively approaches my familial / personal problems and supports me.	9990	2,51	1,36
	Valid N (listwise)	7914		

Average values for the items of Providing Fringe Benefits variable are presented in Table-17. The item which has the greatest average value in PFB is **P3e7**: "My organization provides a satisfactory and quality health service for employees"(2,58). The item which has the least average value in PFB is **P3e2**: "There are sufficient number of social activities (dinners, celebrations, picnics etc.) for the employees"(2,30).

Table-17.

Descriptive Statistics for Providing Fringe Benefits Items

	Items	**N**	**Mean**	**Std. Dev.**
P3e2	There are sufficient number of social activities (dinners, celebrations, picnics etc.) for the employees.	14085	2,30	1,25
P3e7	My organization provides a satisfactory and quality health service for employees.	13386	2,58	1,39
P3e8	The organization provides additional benefits like créche, guesthouse, vacational facilities for most of the employees.	12514	2,53	1,36
	Valid N (listwise)	12403		

Average values for the items of Motivation, Satisfaction and Performance Indicators variable are presented in Table-18. The item which has the greatest average value in MSPI is **R7a1**: "I am proud of my job as a member of this organization"(3,79). The item which has the least average value in MSPI is **R7a4**: "My salary (when all material benefits are considered) is satisfactory"(2,31).

Table-18.

Descriptive Statistics for Motivation, Satisfaction and Performance Indicators Items

	Items	**N**	**Mean**	**Std. Dev.**
R7a1	I am proud of my job as a member of this organization.	14108	2,43	1,31
R7a2	The working environment in the organization is positive and encouraging.	13421	2,92	1,38
R7a3	The organization is esteemed / influential in the society.	10068	2,18	1,19
R7a4	My salary (when all material benefits are considered) is satisfactory.	14111	2,58	1,30
R7a5	I see the organization as a family and myself as a member of the family.	14086	2,66	1,27
R7a6	I recommend working in this organization to my friends and those whom I love.	13500	2,92	1,32
R7a7	I would once again apply to this organization if I were about to start a job newly.	14113	2,59	1,27
R7a8	Generally, I am happy about working in this organization.	13816	2,48	1,27
R7b1	There is a very good harmony / cooperation between the employees and the management of the organization.	13820	2,66	1,23
R7b2	Documentation and records about the personnel affairs and other information of employees' are kept in an orderly and reliable manner.	14114	2,72	1,31
R7b3	There is a strong understanding and integrity atmosphere among employees.	9736	2,62	1,22
R7b4	I find the organization's performance successful.	13469	3,01	1,32
	Valid N (listwise)	8473		

V.F. ANALYSES OF VARIANCE

The data used in this study is collected from many different public institutions. In the "Sample Diversity" part of the study, those public institutions are shown in a classification according to a system of hierarchy(Guler, 2005). In this part of the study, an analysis of variance in respect of groups of institutions are applied. Analysis of Variance, or more briefly ANOVA, refers broadly to a collection of experimental situations or statistical procedures for the analysis of quantitative responses from experimental groups(Devore, 1995). The main idea here is to compare variation within each group of institutions to variation between the groups of institutions; if the groups vary considerably from one group to another in comparison to the within group variation, we can reject the null hypothesis that all the groups have similar levels of the response variable. Based on findings from group variation analysis, the structure of the differences is also sought and the reasons behind variations are tried to be explained.

In this thesis, the experimental groups, in respect of which the variances are compared, are the types of public institutions. Public institutions are given type codes for convenience in the analyses(Table-19). The analyses of variances have been applied for Communication, Involvement and Development(CID), Ensuring Fairness, Recognition, Reward and Care(EFRRC), Providing Fringe Benefits(PFB) and Motivation, Satisfaction and Performance Indicators(MSPI) variables successively in respect of institutions. Therefore, the group differences can be observed for all variables of the study. These analyses can be helpful to explain the nature of the differences in organizations' people management and give a deeper insight to descriptive statistics.

Table-19.

Codes for Type of Public Institutions Used in The Analyses of Variance

Public Institutions Type	**Code**
Public University-Hospitals	1
TUBITAK or Institutes of TUBITAK	2
Subordinates to a Particular Ministry	3
Public Enterprises	4
Public Hospitals	5
Public Universities	6
Ministries	7
Local Governments	8
Pr. Ministry or Subordinates to the Pr. Ministry	9
Independent Administrative Authorities	10
NGOs or Civil Society Organizations	11

V.F.1 Analysis of Variance for Communication, Involvement and Development

Table-20 indicates the Analysis of Variance table in respect of types of institutions for CID. As it can be seen that the group means are significantly different($p<0,05$). Thus, one must reject the hypothesis that average assessment values are equal among the types of institutions. Degrees of freedom is shown as “7” because the data from institution types 4, 5 and 11 is not included (only the data from 8 institutions has been taken into consideration).

Table-20.

Group Variations For Communication, Involvement and Development

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	161,458	7	23,065	23,556	,000
Within Groups	7255,542	7410	,979		
Total	7417,000	7417			

At this point, it is known that the groups differ in some way but we need to learn more about the structure of the differences. In order to specify exactly which groups of institutions' means differ, means plot is acquired for CID(Figure-16). It must be stated that the mean values are not actual values, they are standardized factor scores having zero mean. Therefore, the mean values of the institutions variate above and below zero.

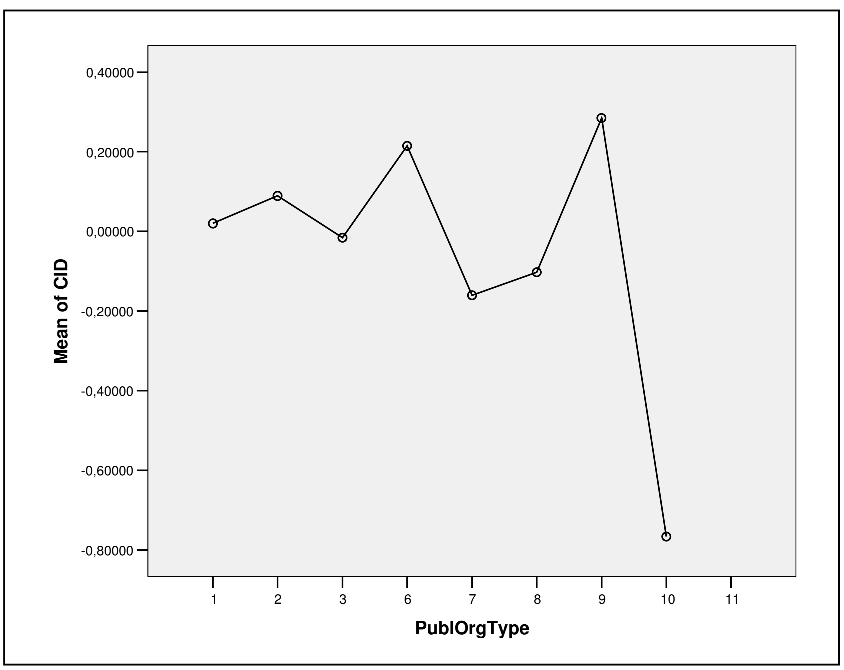


Figure-16. Means Plot for Communication, Involvement and Development

As stated, there is not sufficient data for “PublOrgType 4”, “PublOrgType 5” and “PublOrgType 11” in this analysis. The outlying “PublOrgType 10” represents Independent Administrative Authorities(IAAs). IAAs employ very qualified people compared to many other public organizations and qualified graduates applies for job in IAAs, likewise. The reason for low CID measure in IAAs can be higher involvement and development expectations of employers in these institutions. Although CID values can not be evaluated as equivalent means, the means of the other institution types(other than IAAs) are close to each other.

V.F.2 Analysis of Variance for Ensuring Fairness Recognition, Reward and Care

The Analysis of Variance for EFRRC in respect of types of institutions is shown in Table-21. The significance value of the *F* test in the ANOVA table is smaller than 0,001. Thus, average assessment values are not equal for the institutions. Again, the data from institution types 4, 5 and 11 is not included (only the data from 8 institutions has been taken into consideration). The Means Plot for EFRRC indicates the structure of differences (Figure-17).

Table-21.

Group Variations For Ensuring Fairness Recognition, Reward and Care

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1121,421	7	160,203	188,562	,000
Within Groups	6295,579	7410	,850		
Total	7417,000	7417			

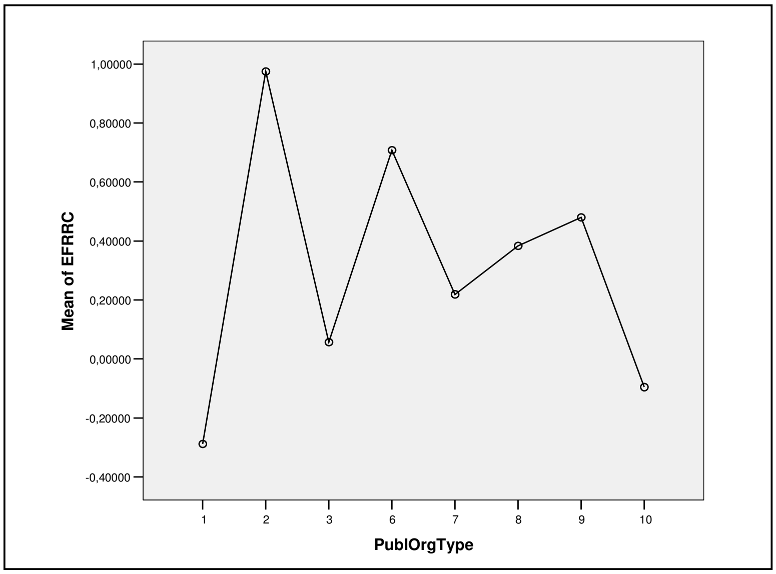


Figure-17. Means Plot for Ensuring Fairness Recognition, Reward and Care

The data for “PublOrgType 4”, “PublOrgType 5” and “PublOrgType 11” has not been taken into consideration. In EFRRC means plot, very few of the institution types are close in mean values. “PublOrgType 1”, namely Public University-Hospitals(PUHs), has a lower mean score than IAAs at this time. Moreover, “PublOrgType 2”, namely TUBITAK or Institutes of TUBITAK (T&ITs) and “PublOrgType 6”, namely Public Universities (PUs) attract attention with the highest mean values. Because EFRRC assesses the fairness, recognition, reward and care, the differences may arise from recruitment and performance evaluation processes of the institutions which is generally observed in public institutions(Okmen, 2005). Institutions with lower EFRRC values may have been experiencing difficulties in ensuring fairness because of poltical influences or lack of performance management system. In the institutions with higher EFRRC values(T&Its and PUs), flexible pay system and merit based promotion might have been influential (YOK, 2006; TUBITAK 2006).

V.F.3 Analysis of Variance for Providing Fringe Benefits

Table-22 indicates the Analysis of Variance table in respect of types of institutions for PFB. The group means are significantly different(p<0,05). Bearing similar situation with previous findings, the average assessment values are unequal among the types of institutions. Degrees of freedom is shown as “7” because the data from institution types 4, 5 and 11 is not included (only the data from 8 institutions has been taken into consideration).

Table-22.

Group Variations For Providing Fringe Benefits

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	169,981	7	24,283	24,829	,000
Within Groups	7247,019	7410	,978		
Total	7417,000	7417			

At this point, it is obvious that the groups differ in some way but the structure of the differences needs to be clarified. In order to specify exactly which groups of institutions’ means differ, means plot is acquired for PFB (Figure-18). Again, the data for “PublOrgType 4”, “PublOrgType 5” and “PublOrgType 11” has not been taken into consideration. This time, the majority of institution types are close in mean values(“PublOrgType 2”, “PublOrgType 1”, “PublOrgType 7”, “PublOrgType 9”, “PublOrgType 10”). “PublOrgType 8”, namely Local Governments (LGs) has the lowest mean score for PFB. This is an indicator of that such fringe benefit applications can not be provided by local governments as much as other institutions can.

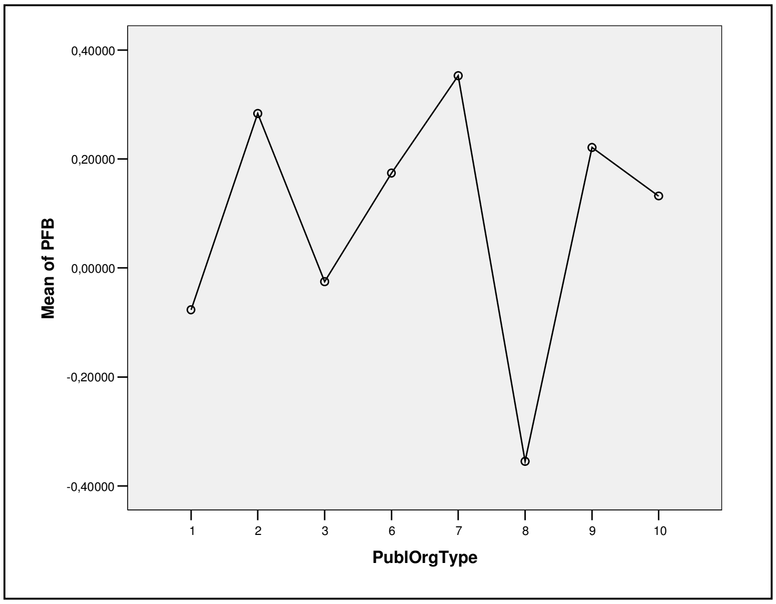


Figure-18. Means Plot for Providing Fringe Benefits

V.F.4 Analysis of Variance for Providing Fringe Benefits

The Analysis of Variance for MSPI in respect of types of institutions is shown in Table-23. The significance value of the *F* test in the ANOVA table is smaller than 0,001. Thus, average assessment values are not equal for the institutions. In the analysis of variance of MSPI scores, the data from institution type 11 is utilized but from the types 4 and 5 are not taken into consideration. The Means Plot for MSPI indicates the structure of differences (Figure-19).

Table-23.

Group Variations For Motivation, Satisfaction and Performance Indicators

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	485,296	7	60,662	64,950	,000
Within Groups	6752,704	7230	,934		
Total	7238,000	7238			

The data for "PublOrgType 4", "PublOrgType 5" has not been taken into consideration. In MSPI means plot, very few of the institution types are close in mean values.

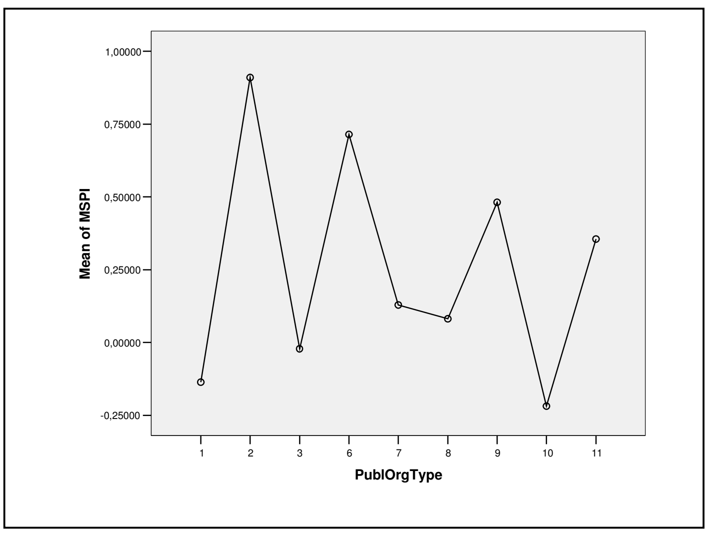


Figure-19. Means Plot for Motivation, Satisfaction and Performance Indicators

As it was in EFRRC means plot, PUHs and IAAs have the lowest mean scores. Because MSPI directly measures motivation and satisfaction, the explanations provided for EFRRC still holds (Okmen, 2005) Similarly, T&Its and PUs have the highest mean scores. Again, it is possible to base these differences on flexible pay system and merit based promotions in these types of institutions (YOK, 2006; TUBITAK 2006).

V.G. RELATIONSHIPS AMONG VARIABLES

The correlation coefficients between CID and MSPI, EFRRC and MSPI, PFB and MSPI variables can provide us the test of hypotheses. Table-24 gives correlations and their significance levels between each independent variable and dependent variable.

Table-24.

Correlations Between Each Independent Variable and MSPI

Independent Variables	N	Sig. (2-tailed)	Pearson Correlation
CID	5637	,000	,495**
EFRRC	5637	,000	,539**
PFB	5637	,000	,378**

****Correlation is significant at the 0,01 level (2-tailed)**

All of the three independent variables(CID, EFRRC, PFB) have significant positive correlations with MSPI. The strongest correlation with the people results is established by "Ensuring fairness, recognition, reward and care" variable significantly(495**). At the beginning, within the literature review chapter of the thesis, policy development and planning were said to have much emphasis on compared to other management factors in public institutions(Eskildsen et al., 2004). EFRRC variable, which is on a large scale assessed by "HR policy development and planning" items, is merely consistent with the previous literature.

"Communicating, Involving and Developing" also has a significant positive influence on the results(,498**). When explaining people management in Overall Excellence Process for Turkish organizations, Ersen (2004) emphasizes "involvement" and "continuous development" as stating them functions gained importance in people management in quality management process.

The third variable Providing Fringe Benefits has significant positive influence on the results(,378**) too. Fringe Benefits is an important part of remuneration and it becomes even more important in public management. Because generally in public institutions, remuneration is not based on the capabilities and competencies, it is based on the positions when employees are hired. Therefore it must be modified to a more flexible structure (Okmen, 2005).

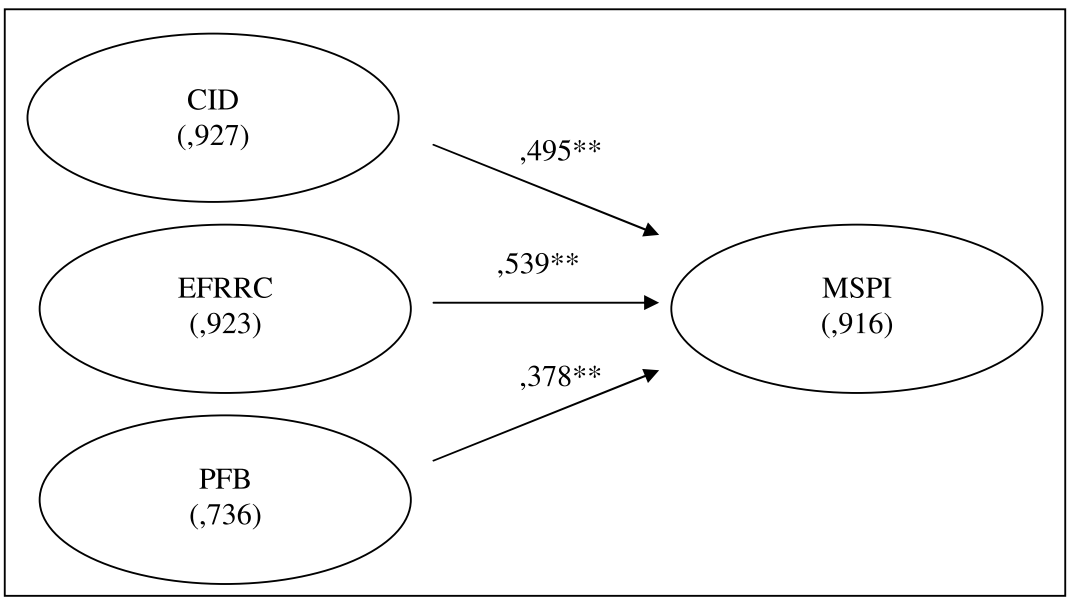


Figure-20. The Correlations (Bivariate) Between Independent and Dependent Variables of The Study

V.H. REGRESSION ANALYSIS

In this part of the thesis, a model is established to explain the "Motivation, Satisfacton and Performance Indicators" as a function of independent variables of the study. Generally, in order to evaluate the relative impact of predictive variables on particular outcomes, regression models are utilized. However, certain assumptions and applicability tests must be fulfilled before establishing the model. The discussion about these conditions and test evaluations are given in the following.

Because the purpose here is predicting the value of one particular dependent variable using a linear function of independent variables(Rencher, 2000), multiple linear regression model is applied. The independent variables of the study are factors of people management in Turkish public institutions, namely Communication, Involvement and Development(CID), Ensuring Fairness Recognition and Reward (EFRRC) and Providinf Fringe Benefits(PFB). There are various settigns for people management factors in the previous literature. The three factors model is similar with Eskildsen and Nüssler (2000)'s, Glasl and Lievegood (1997)'s and Fey and Bjorkman (2001)'s models. Although their response variables and the models they use to explain those response varaibles differ, the input factors of people management bear resemblance both in number and in contents of the factors. The paralell aspects and the differences with the stated models are evaluated in the Conclusions and Discussions section.

An important prerequisite before applying the regression analysis is the distinction level of independent variables from each other. Ideally, low correlations are sought among the independent variables of CID, EFRRC and PFB. These independent variables are formed according to factor analysis results. Because factor analysis constitutes factors based on high "intra"-factor correlations and low "inter"-factor correlations, CID, EFRRC and PFB have naturally low inter-correlations. Table-25 indicates the bivariate correlations among the independent variables of the study.

Table-25.

Correlations Among Independent Variables

Independent Variables		**CID**	**EFRRC**	**PFB**
CID	Spearman Correlation	1	,044**	,020
	Sig (2-tailed)		,000	,085
	N	7418	7418	7418
EFRRC	Spearman Correlation	,044**	1	,042**
	Sig (2-tailed)	,000		,000
	N	7418	7418	7418
PFB	Spearman Correlation	,020	,042**	1
	Sig (2-tailed)	,085	,000	
	N	7418	7418	7418

If the multiple linear regression model is applied, the variance in the MSPI can be predicted by the variances in the CID, EFRRC and PFB and the regression formula should be as follows:

$$\mathbf{Y=\beta_0+\beta_1.X_1+\beta_2.X_2+\beta_3.X_3} \quad \Rightarrow \quad \mathrm{MSPI}= \boldsymbol{\beta_0+\beta_1}.\mathrm{CID}+\boldsymbol{\beta_2}.\mathrm{EFRRC}+\boldsymbol{\beta_3}.\mathrm{PFB}$$

The critical applicability conditions for the regression analysis is F statistics and the significance value. The results shown in Table-26 indicates that F value is sufficiently large and the significance level is convenient($F=3826{,}757$, $\rho=0{,}000$).

Table-26.

Regression Analysis Results

Independent Variables	**Standardized Beta Coefficients (β)**	**T**	**Sig. (ρ)**
CID	,486	63,585	,000
EFRRC	,534	69,843	,000
PFB	,375	49,074	,000

R^2 : 0,671 F: 3826,757 ρ: 0,000

Another important consideration is about the amount of effects by predictive variables. In the analysiss results, it can be seen that all three variables have adequately great impacts on response variable(Standardized Beta Coefficients). And R^2 value, which is a measure of how much variance in dependent variable can be explained with the variance in independent variables, is found to be 0,671. Therefore the variance in the people motivation, satisfaction and indicators of good people management can be explained by 67,1% with CID, EFRRC and PFB together.

Finally, the resulting regression formula turns out to be:

MSPI= **0,065+0,489.**CID**+0,534.**EFRRC**+0,375.**PFB

Therefore, with one unit of increase in CID, 0,489 unit of increase is predicted in MSPI, Similarly, with one unit of increase in EFRRC and PFB; 0,534 and 0,375 units of increase is predicted in MSPI. Namely, if in your organization, for example, communication, involvement and development requirements are fulfilled, general motivation and satisfaciton and performance indicators are predicted to be fulfilled to some extend. But most effective fulfillment is realized when you ensure fairness, recognition reward and care for the employees of your organizaiton. One important point is that, these are not single impacts of independent variables(which are already given with correlations), regression formula gives composite impact of all independent variables.

VI. CONCLUSIONS AND DISCUSSIONS

This research, using the answers from questionnaires of 14,274 employees from 115 public institutions and agencies, is rendered in order to contribute to the better management of employees in Turkish public institutions. The questionnaire is based on EFQM's "people" and "people results" criteria, however, the data from public institutions reveal some major differences in people management factors from what EFQM excellence model proposes.

EFQM model proposes "People" criterion to constitute from five sub-criteria. Findings of this study, on the other hand, identify three variables(commmunication involvement and development, ensuring fairness, recognition and reward, providing fringe benefits) for the "people" criterion. Firstly, the new configuration of variables seem to accumulate the core aspects of competency development, communication and involvement sub-criteria into one factor. Secondly, some parts of planning and reward-recognition-care are brought together to constitute another factor. Finally, a specific part(fringe benefits) of reward-recognition-care sub-criterion constitutes the last factor.

In the literature, input variables of people management are examined in variant numbers of factors. This new composition is basically not consistent with the EFQM's sub-criteria, however, it is mostly consistent with the theory of Glasl and Lievegood (1997) used by Eskildsen and Nüssler (2000). CID fits well to the definition of social subsystem such that knowledge, skills and span of control/responsibility are comprised. It also comprises competence and style of individuals. EFRRC, too, fits well to the definition of cultural sub-system such that it covers policies of the organization as well as it guides the way people are being treated within the organization. PFB only partly fits with the definition of technical sub-system such that it deals with physical and financial assets. However, PFB does not deal with personnel administration, mainly EFRRC comprises personnel processes.

The new composition of factors is also mostly consistent with the findings of Fey and Bjorkman (2001). CID mostly fits to definition of "Development", CID and EFRRC together fits to the definition of "Feedback", finally PFB and EFRRC together fits to the definition of "Pay/organization". Figure-21 indicates the common parts of this study's factor analysis with both the Glasl and Lievegood (1997)'s HRM subsystems model and Fey and Bjorkman (2001)'s empirical study.

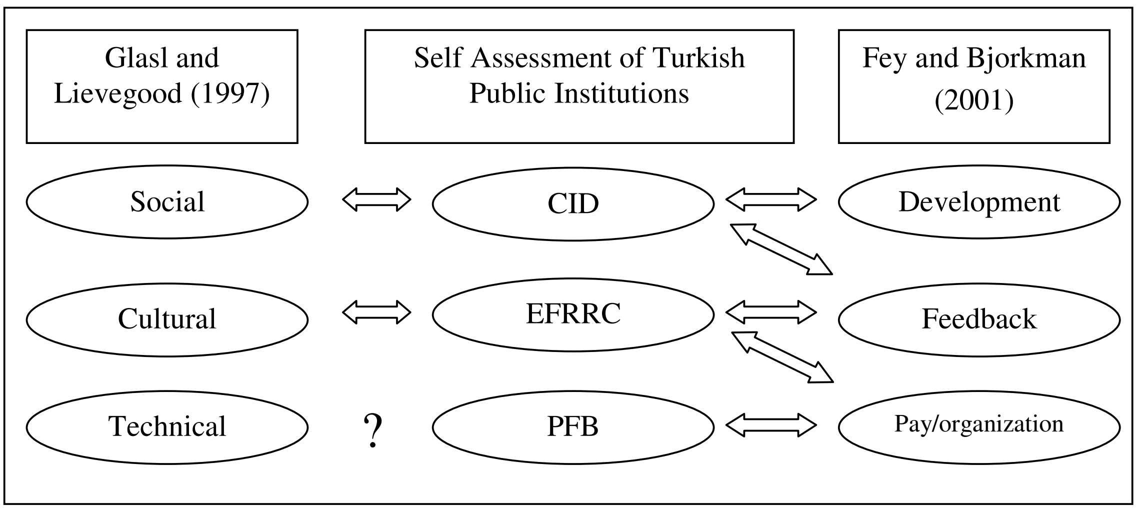


Figure-21. Similarities of Factor Analysis Results with Earlier Studies

High internal consistency statistics of the three variables (,934; ,924; ,737 respectively) makes them almost a clear and distinctive variables. However in the instrumentation part, the items of P3b1, P3b5 and P3c4 must have been studied more because they might have been caused misunderstandings. On the other hand, there are some wording disorders in the EFQM sub-criteria that cause confusion among variables.

People results are represented with different constructs like loyalty, commitment, morale, satisfaction etc. by several studies. Generally loyalty and effectiveness are considered to be achieved through commitment or satisfaction. In the EFQM model, effectiveness measures are assessed in criteria other than “people results”. People results assesses satisfaction and motivation as one factor and performance indicators as the second factor. In this study, people results configured as only one factor conprising motivation, satisfaction and performance indicators(MSPI).

Descriptive statistics gives important clues about strong areas as well as improvement areas of Turkish public institutions. For example, information access, respect to differences, quality health service and feeling of proud are found to be plus sides while development of unsuccessful employees, performance evaluation-feedback, social activities and a satisfactory salary are found to be areas of improvement.

Because the data is gathered from very different public institution groups, variance analysis applied to give more explanatory discriptive statistics. Analysis of variances are applied for each variable differently. The results of the analysis for all CID, EFRRC, PFB and MSPI exhibit that the mean scores significantly differ from type to type (of institutions). The main reason behind the variations, as implied, the diversity of the institutions applied. The legislations, regulations, human resources policies and even organizational cultures may have been effective on the results. On the other hand, the questionnaire sets and the order of the items in the applications were different. Although the questionnaire sets and the order of the items also might have been affective on the variations, they are not tested in the scope of this study and left for a further research. Besides this, every application is rendered through a certain similar procedure, namely, there are no application differences other than questionnaire sets and items' orders. Instead of analysing difference in applications, for obvious differences among institution types, possible reasonable couses are discussed with the help of applicational examples from the information sources of the types of institutions.

All three variables("Communication, Involvement and Development", "Ensuring Fairness, recognition and Care", and "Providing Fringe Benefits) have significant influence on the dependent variable "Motivation, Satisfaction and Performance Indicators" and they(independent variables) all together can explain a great deal of variance in the dependent variable.

In the process of the thesis study, many interesting research topics in public management areas have been found worth working. For example, the criterion weights for Turkish public institutions can be assessed by using this data or with a further study. These weights can represent relative importance of the criteria in the EFQM model. This study may further contribute to acknowledgement of a unique criterion weight system used by public institutions.

Furthermore, the data used in this study can be combined with the quality improvement projects' application results, particularly on functional human resources management or other organizational indicators. In addition, similar studies can be administred to a highly human-capital focused organizations specifically, like high-tech organizations or service sector organizations.

With a broder perspective, people management practices can be studied from a leadership and strategic management point of view. EFQM model proposes that excellent results are achieved through leadership driving policies and strategies. By developing this study’s questionnaire and adding new applications, the influences of leadership and strategic management can be studied, strength of the relationships can be assessed.

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APPENDICES

APPENDIX A:

EFQM'S PEOPLE MANAGEMENT and PEOPLE RESULTS CRITERIA

EFQM'S PEOPLE MANAGEMENT CRITERION (3rd CRITERION)

How the organization manages, develops and releases the knowledge and full potential of its people at an individual, team-based and organization-wide level, and plans these activities in order to support its policy and strategy and the effective operation of its processes.

3a. People resources are planned, managed and improved

- workforce planning documents, policies and strategies based on an assessment of the competences required to provide the services necessary
- involving employees and their representatives in developing HR policy
- integrating HR plans with area policy and strategy and key processes
- recruitment and career development
- ensuring fairness and that diversity friendly perspectives are fully incorporated into HR plans accountability and resourcing commitment to recruitment of diverse groups and to addressing under-representation
- using people including surveys, exit surveys, and other employee feedback to improve human resource policies strategies and plans
- using innovative methodologies to improve the way of working

3b. People's knowledge and competences are identified, developed and sustained

- ensuring that those who manage staff from diverse groups identify necessary areas of development for retention and progression
- identifying, classifying and matching people's knowledge and competences with the organization's needs
- developing and using training and development plans to help ensure people match the present and future capability needs of the organization
- designing and promoting individual, team and organizational learning opportunities
- developing people through work experience
- developing team skills
- reviewing and updating individual and team objectives and aligning them with the organization's targets
- providing specific initiatives.

3b. People are involved and empowered

- evidence of a culture that encourages empowerment (within the proper framework of accountability) which is accessible and relevant to all groups of staff
- encouraging and supporting individual and team participation in improvement activities
- encouraging and supporting people's involvement through internal conferences
- providing opportunities which stimulate involvement and support appropriately directed, innovative and properly managed creative behavior
- how people are encouraged to operate outside role boundaries when it will provide a better service.

3d. People and the organizations have a dialogue

- identifying communication needs
- developing policies strategies and plans based on communication needs
- developing and using top down, bottom up and horizontal communication channels
- sharing best practice and knowledge

3e. People are rewarded, recognized and cared for

- aligning remuneration, redeployment, redundancy and other terms of employment with policy and strategy;
- recognizing people in order to sustain their involvement and empowerment;
- promoting awareness and involvement in health, safety, the environment and issues on social responsibility;
- setting the levels of benefits e.g. pension plan, health care, child care;
- promoting social and cultural activities;
- providing facilities and services e.g. flexible hours, transport.

EFQM'S PEOPLE RESULTS CRITERION (7th CRITERION)

What the organization is achieving in relation to its people.

7a. Perception Measures

These measures are peoples' perceptions of the organization (obtained, for example, from surveys, focus groups, interviews, structured appraisal). People perception measures may include those relating to:

- motivation
- career development
- communication
- empowerment
- equal opportunities
- involvement
- leadership
- opportunity to learn and achieve
- recognition
- target setting and appraisal
- the organization's values, mission, vision, policy and strategy
- training and development
- working environment
- satisfaction
- organization's administration
- employment conditions
- facilities and services
- health and safety conditions
- job security
- pay and benefits
- peer relationships
- the management of change
- the organization's environmental policy and impact
- the organization's role in the community and society

7b. Performance Indicators

These measures are the internal ones used by the organization in order to monitor, understand, predict and improve the performance of the organization's people and to predict their perceptions.

Internal indicators for people **may** include those relating to:

Performance

- competency requirements versus competencies available
- productivity
- success rates of training and development to meet objectives.

Motivation and involvement

- involvement in improvement teams
- involvement in suggestion schemes
- levels of training and development
- measurable benefits of teamwork
- recognition of individuals and teams
- response rates to people surveys

Satisfaction

- absenteeism and sickness levels
- accident levels
- grievances
- recruitment trends
- staff turnover
- strikes
- use of benefits
- use of organization provided facilities (e.g. recreational, créche).

Services provided to the organization's people:

- accuracy of personnel administration;
- communication effectiveness;
- speed of response to enquiries;
- training evaluation.

APPENDIX B: TURKISH VERSION OF THE SCALES

“ÇALIŞANLARIN YÖNETİMİ” ÖLÇEĞİ

CIB Alt-Ölçeği (İletişim, Katılım ve Gelişim Sağlama):

P3a1	Üst yönetim strateji ve politikaların belirlenmesinde biz çalışanların da fikir ve katkılarını dikkate alır.
P3a8	Başarılı çalışmanın / işi iyi yapmanın ne demek olduğu açık ve net tanımlanmıştır.
P3b2	Üst yönetim, başarısız yada yetersiz olan çalışanların gelişmesi ve yetişmesi için tedbirler alır.
P3b3	Çalışanların görevlerini daha iyi yapmalarını sağlayacak imkan ve ihtiyaçların karşılanması için sistematik bir yaklaşım vardır. (Gerekli kaynak/destek/teşvik sağlanır)
P3b4	Çalışanların mesleki gelişimi için uygun eğitim (destek, rehberlik) sağlanır.
P3c1	Üst yönetim kalite iyileştirme faaliyetlerine öncülük eden kişi/takımları teşvik eder, destek verir.
P3c2	Çalışanların kuruma aidiyet ve motivasyonlarını artırmak için çalışma / eğitimler yapılır.
P3c3	Üst yönetim çalışanların girişimci / esnek olmalarını, yönetim sorumluluğuna katılmalarını, yetki kullanmalarını destekleyen bir yaklaşımı benimsemiştir.
P3c5	Kritik süreçlerde çalışanların da katılımıyla iyileştirme ve yenilikler yapılır.
P3d1	Çalışanlara düzenli olarak kurumu ilgilendiren önemli konular ve gelişmeler hakkında bilgi verilir.
P3d2	Kurumumda görevim için ihtiyaç duyduğum bilgilere kolay ulaşabilirim.
P3d4	Kurumun değişik birimleri arasında bilgi paylaşımı ve kolay haberleşme olanağı sağlanmıştır.
P3e3	Üst yönetim çalışanların takım çalışmaları yapmalarını destekler / taltif eder.

Ölçekle birlikte, 5’li Likert tipi bir cevap kağıdı kullanılmaktadır.

EFRRC Alt-Ölçeği (Eşitliği Sağlama, Tanıma, Ödüllendirme ve Özen):

P3a3	Çalışanlardan bilgi ve becerileriyle uyumlu görevler yapmaları istenir.
P3a4	Üst yönetime ilettiğim öneri, şikayet ve istekler dikkate alınır, gereği yapılmaya çalışılır.
P3a5	Üst yönetim, çalışanların devamsızlık, hastalık, işten erken ayrılma gibi sorunlarına duyarlılıkla yaklaşır, sebebini ve çaresini bulmaya çalışır.
P3a9	Üst yönetim çalışanların farklılıklarına (dünya görüşü, kültür, mezhep, siyasi yaklaşım vb. gibi) saygı gösterir ve bunu kurum için bir zenginlik olarak kabul eder.
P3b1	Çalışan olarak benim performansım / çalışmalarım değerlendirilir ve sonuçları bana bildirilir.
P3b5	Hata yapanlar yapıcı bir yaklaşımla ikaz edilir, hatadan ders almak, böylece doğruyu öğrenmek fırsatı sağlanır.
P3c4	Benim çeşitli konulardaki görüş ve fikirlerime yöneticim değer ve önem verir.
P3e1	Çalışan olarak benim gösterdiğim çaba ve başarılar zamanında dikkate alınıp takdir edilir.
P3e4	Çalışanların başarı ve üretkenliklerine uygun olarak takdir ve taltif edilmesine dikkat edilir.
P3e5	Yöneticim benim ailevi / kişisel sorunlarına duyarlılıkla yaklaşır ve bana destek olur.

Ölçekle birlikte, 5'li Likert tipi bir cevap kağıdı kullanılmaktadır.

PFB Alt-Ölçeği (Ek İmkanlar Sağlama):

P3e2	Kurumumda çalışanlar için yeterli sosyal faaliyetler (yemekler, kutlamalar, piknikler..) vardır.
P3e7	Kurumum çalışanlarına yeterli ve kaliteli sağlık hizmeti sağlar.
P3e8	Kurum çalışanlarının çoğunluğuna kreş, misafirhane, tatil tesisi gibi ek sosyal imkanlar sağlar.

Ölçekle birlikte, 5'li Likert tipi bir cevap kağıdı kullanılmaktadır.

MSPI Alt-Ölçeği (Motivasyon, İş Tatmini ve Performans Göstergeleri):

R7a1	Kurumumun bir çalışanı olarak yaptığım işten gurur duyuyorum.
R7a2	Kurumdaki çalışma ortamı yapıcı ve teşvik edicidir.
R7a3	Kurumun toplumdaki itibarı/etkisi tatmin edicidir.
R7a4	Aldığım ücret (tüm maddi imkanlarla birlikte değerlendirildiğinde) tatmin edicidir.
R7a5	Kurumu bir aile, kendimi de onun bir ferdi gibi görüyorum.
R7a6	Kurumda çalışmayı arkadaşlarıma/sevdiklerime tavsiye ederim.
R7a7	Tekrar işe girecek olsam aynı kurumda çalışmak üzere yine başvururdum.
R7a8	Genel olarak kurumumda çalışmaktan memnunum.
R7b1	Kurum yönetimi ile çalışanlar arasında çok iyi bir uyum / işbirliği vardır.
R7b2	Çalışanların özlük hakları ve diğer bilgilerle ilgili kayıt ve dokümantasyon düzenli ve güvenilir olarak yapılmaktadır.
R7b3	Çalışanlar arasında güçlü bir birlik ve uzlaşma ortamı vardır.
R7b4	Kurumun performansını başarılı buluyorum.

Ölçekle birlikte, 5'li Likert tipi bir cevap kağıdı kullanılmaktadır.