



**International**  
**SOCIAL SCIENCES**  
**STUDIES JOURNAL**



SSSjournal (ISSN:2587-1587)

*Economics and Administration, Tourism and Tourism Management, History, Culture, Religion, Psychology, Sociology, Fine Arts, Engineering, Architecture, Language, Literature, Educational Sciences, Pedagogy & Other Disciplines in Social Sciences*

**Vol:5, Issue:30**  
sssjournal.com

**pp.505-517**  
**ISSN:2587-1587**

**2019 / February / Şubat**  
sssjournal.info@gmail.com

Article Arrival Date (Makale Geliş Tarihi) 18/01/2018 | The Published Rel. Date (Makale Yayın Kabul Tarihi) 10/02/2019  
Published Date (Makale Yayın Tarihi) 10.02.2019

## THE RELATIONSHIP BETWEEN EFQM EXCELLENCE MODEL AND ORGANIZATIONAL COMMITMENT: A CASE STUDY ON TOURISM FACULTIES IN TURKEY

**Prof. Dr. Akyay UYGUR**

Hacı Bayram Veli University, Faculty of Tourism, Department of Recreation Management, uygura@gazi.edu.tr, Ankara/ Turkey

**Mert ÖGRETMEÑOĞLU**

Gazi University, Institute of Social Sciences, Department of Tourism Management, mertogretmenoglu1@gmail.com, Ankara /Turkey



**Article Type** : Research Article/ Araştırma Makalesi

**Doi Number** : <http://dx.doi.org/10.26449/sss.1246>

**Reference** : Uyar, A.& Öğretmenoğlu, M. (2019). "The Relationship Between Efqm Excellence Model And Organizational Commitment: A Case Study On Tourism Faculties In Turkey", International Social Sciences Studies Journal, 5(30): 505-517.

### ABSTRACT

Today, because of the high competition conditions, the concept of quality has become an indispensable element for all organizations. In order to survive in this competitive environment, organizations benefit from tools such as the EFQM excellence model. EFQM is a model of organizational excellence and quality. This tool is based on the development of quality in all aspects of the organization. In addition, increasing the quality of the organization is possible by increasing employee loyalty. In this context, the aim of the study is to determine the relationship between EFQM excellence model and organizational commitment. In order to reach the aim of the research, data were collected from 100 instructors who participated in the research voluntarily. The data obtained from the instructors were evaluated in SPSS program. Pearson correlation analysis was used to determine the relationship between EFQM and organizational commitment. Simple linear regression analysis was used to determine the effect of the independent variable EFQM excellence model on the dependent variable organizational commitment. As a result of the analysis, the relationship between EFQM excellence model and organizational commitment was found to be positive and significant. In addition, it was concluded that EFQM excellence model has an effect on organizational commitment.

**Keywords;** Quality, EFQM, Organizational Commitment, Tourism Faculties

### 1. INTRODUCTION

Businesses are making serious efforts to achieve their goals and achieve excellence throughout their business lives. To achieve this goal, many businesses benefit from total quality management practices such as EFQM, a model of excellence. EFQM is a membership based organization that helps businesses improve performance and competitiveness. Also the EFQM Excellence Model is a practical tool that helps organizations determine where they are on the road to excellence (İplik, et al., 2015, p. 18). Turkish Quality Association (KalDer) is responsible for the management of this model in Turkey (Uygur & Sümerli, 2013, p. 980).

There are many studies about EFQM Excellence Model in the literature (Nabitz & Klazinga, 1999; Moeller et al., 2000; Bou- Llusar et al., 2003; Hides et al., 2004; Rusjan, 2005; Jacobs & Suckling, 2007; Santos-Vijande & Alvarez-Gonzalez., 2007; Kremoun & Ben-Ayed, 2010; Pyke et al., 2011; Tuominen et al., 2011; Schreurs & Huneidi, 2012; Vukomanovic et al., 2014; Anastasiadou & Zirinoglou, 2015; Jaeger & Matyas, 2016). However, no study has been found that examines the relationship between the EFQM model and organizational commitment. The primary purpose of this study is to reveal the relationship between EFQM excellence model and organizational commitment.

## 2. EFQM EXCELLENCE MODEL

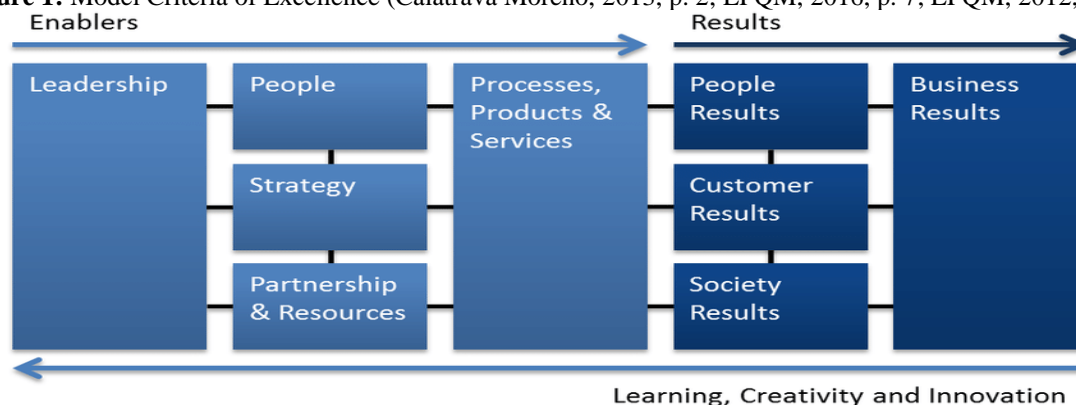
In 1988, 14 representatives of European companies, such as British Telecom, Volkswagen and Philips, pioneered the development of a multi-dimensional quality model called the EFQM model. The model is based on meeting the expectations, needs and demands of all stakeholders (Nabitz & Klazinga, 1999, p. 65; Nabitz, 2006, p. 97; Vernerio et al., 2007, p. 217). Since its inception, the adoption of the principles of total quality management (TQM) is the basis of the EFQM excellence model (Hides et al., 2004, p. 194; Vukomanovic et al., 2014, p.71). Therefore, the EFQM Excellence Model helps organizations focus on both quality and customer (Calvo-Mora et al., 2005, p.742).

In short, the EFQM Excellence Model is a practical tool that offers many advantages such as other quality awards (Santos-Vijande & Alvarez-Gonzalez, 2007, p. 24). Like other quality award models such as the Malcolm Baldrige National Quality Award in the United States or Deming in Japan, the EFQM Excellence Model is a self-assessment model. Self-assessment requires a comprehensive and regular review of the activities and results of an organization against the model criteria (Bou-Llugar et al., 2005, p. 339). The model is recognized globally by both academicians and sectors. However, neither the EFQM model nor other models of excellence have been scientifically verified. But there are strong indications that the EFQM model has positive economic effects (Jaeger & Matyas, 2016, p. 281).

The EFQM excellence model is based on nine core criteria, divided into two categories called inputs and outcomes. While the first five criteria (leadership, policy and strategy, employees, partnership and resources, processes) constitute input (enablers) criteria, the remaining four criteria (customer results, employee results, society results and business results) constitute the outcome (results) criteria (Moeller et al., 2000, p. 254; Martin & Rodriguez, 2008, p. 138; Kammoun & Ben-Ayed, 2009, p. 1; Bou-Llugar et al., 2009, p. 6; Sarayreh et al., 2013, p. 30; Anastasiadou & Zirinoglou, 2015, p. 411; Santos-Vijande & Alveres- Gonzalez, 2017, p. 23).

The arrows at the top and bottom of the figure reveal the dynamic structure of the model (Figure 1). These arrows point to a learning, creativity and innovation approach that provides improvements in inputs and thus leads to improvements in results. The definition of each criterion is available. Each criterion is supported by a number of sub criteria to ensure a better understanding. The sub-criteria are expressions which can be seen in perfect organizations in practice and which should be taken into consideration during evaluation (KalDer, 2013, p. 9-10). These criteria will be explained respectively.

**Figure 1:** Model Criteria of Excellence (Calatrava Moreno, 2013, p. 2; EFQM, 2016, p. 7; EFQM, 2012, p.33)



### 2.1. Enabler Criteria

**1. Leadership:** Leaders in excellent businesses are the people who guide the future and guide their employees (followers). Excellent leadership helps leaders develop values and help the organization system work effectively (Jacobs & Suckling, 2007, p. 371). Excellent leaders are elastic enabling the organisation (or firm) to anticipate and react in a timely manner to ensure the ongoing success of the their organisation (EFQM, 2012, p.33). Shortly this criterion focuses on how leaders appreciate the efforts and achievements of their employees (Pyke et al., 2011, p. 32). The sub-criteria of this criterion are shown in Table 2.1.

**2. Policy and Strategy:** Excellent organisations (or firms) implement their mission and vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy (EFQM, 2012, p.33). Briefly strategies and policies are indispensable for excellent organizations. Because this criterion enables the company to see the future better and help it to move more confidently. The sub-criteria of this criterion are shown in Table 2.1.

**3. Employees (People):** Employees are individuals who come together to achieve the goals and objectives of the organization. They spend a lot of effort to fulfill their duties and responsibilities as a member of their organization. The effectiveness of this effort plays a decisive role in achieving the goals and objectives of the organization. Excellent businesses are organizations that use this work force effectively and develop this workforce.

In short, This criterion focuses on the management of employees and how to use the potential of employees to achieve excellence (Pyke et al., 2011, p. 32).

**4. Partnerships and Resources:** Excellent institutions (or firms) plan and manage both external partnerships, suppliers and internal resources so as to support strategy and policies and the effective operation of processes (EFQM, 2012, p.33). They are organizations that use their resources in the most efficient way and take into account the sustainability of their resources. In addition, these companies are able to manage their relations with other organizations in an efficient way.

**5. Processes:** The process is the conversion of inputs into output as word meaning. The process refers to best practices in providing products and services in order to satisfy consumers (Hashim & Hamzah, 2013, p. 158). Focusing on basic processes is important for EFQM (Schreurs & Al-Huneidi, 2012, p. 2). Owing to this model, organisations able to design, manage and improve processes to generate increasing value for customers and other stakeholders (EFQM, 2012, p.33). Excellence organizations are customer oriented. Such organizations design processes, products and services to add value to the customer. They manage and heal them (Jacobs & Suckling, 2007, p. 371). The sub-criteria of this criterion are shown in Table 2.1.

**Table 2.1:** Enabler Criteria

1. LEADERSHIP	
Sub-criterion	Description
1A	Leaders develop the mission, vision and values and a role model of a culture of excellence
1B	Leaders are personally involved in ensuring the organization's management system which is developed, implemented and continuously improved
1C	Leaders are involved with customers, partners and representatives of society
1D	Leaders motivate, support and recognize the organization's people
2. POLICY AND STRATEGY	
2A	Policy and strategy are based on the present and future needs and expectations of stakeholders
2B	Policy and strategy are based on information from performance measurement, research, learning and creativity related activities
2C	Policy and strategy are developed, reviewed and updated
2D	Policy and strategy are deployed through a framework of key processes
2E	Policy and strategy are communicated and implemented
3. EMPLOYEES (PEOPLE)	
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
4. PARTNERSHIPS AND RESOURCES	
4A	External partnerships are managed
4B	Finances are managed
4C	Buildings, equipment and materials are managed
4D	Technology is managed
4E	Information and knowledge are managed
5. PROCESSES	
5A	Processes are systematically designed and managed
5B	All processes are improved, as needed, using innovation in order to fully satisfy and generate increasing value for customers and other stakeholders
5C	Products and Services are designed and developed based on customer needs and expectations
5D	Products and Services are produced, delivered and serviced
5E	Customer relationships are managed and enhanced

**Source:** Moeller, J. (2001). "The EFQM Excellence Model. German Experiences with the EFQM Approach in Health Care". *International Journal of Health Care*, 13(1), p.49

## 2.2. Result Criteria

**6. Customer Results:** Firms make great efforts to protect existing customers when it comes to fierce competition and rising customer expectations (Homburg & Giering, 2001, p. 43). Giving importance to customer satisfaction is important not to miss consumers. And it also attracts new customers (Schreurs & Al-Huneidi, 2012, p. 2). For this reason Excellent organizations strive to achieve the best results for all customers. In this way, they try to achieve a high level of customer satisfaction (Jacobs & Suckling, 2007, p. 371). The sub-criteria of this criterion are shown in Table 2.2.

**7. Employee (People) Results:** Excellent organisations comprehensively measure and achieve magnificent results with respect to their employee (EFQM, 2012, p.33). The quality of the employees productivity is the result of the feeling of being responsible to their organisations. The more employees adopt the goals and objectives of the organization, the more they feel responsible for the their firms. For this reason, excellent organizations provide high satisfaction on their employees and adopt the goals and objectives of the company. The sub-criteria of this criterion are shown in Table 2.2.

**8. Society Results:** For the model adopting the opinion that the organization is not composed of merely employees and customers, the society is as important as customers, for the damages and benefits in society reflects to the firms more effectively. So that, it is unfeasible to ignore the society. How society perceives the organization is one of the primary indications. What the organization contributes to local and national economy is used so as to examine whether the organization appropriate for the model (Uygur & Sümerli, 2013, p. 988). Furthermore in order to achieve effective results, companies should ensure its impact on its social mission and social impacts by participating in community activities (Schreurs & Al-Huneidi, 2012, p. 2). The sub-criteria of this criterion are shown in Table 2.2.

**9. Business Results:** Excellent organisations improve and agree a set of key financial and non-financial results to identify the successful deployment of their strategy, based on the needs and expectations of their key stakeholders (EFQM, 2012, p. 22). So excellent organisations comprehensively measure and achieve outstanding results with respect to their stakeholders (EFQM, 2012, p.33). The sub-criteria of this criterion are shown in Table 2.2.

Table 2.2: Result Criteria

6. CUSTOMER RESULTS	
Sub-criterion	Description
6A: Perceptions	These Perceptions are the customers' perceptions of the organisation. These may be obtained from a number of sources, including surveys, focus groups, ratings, compliments and complaints. These should give a clear understanding of the effectiveness, from the customers' perspective, of the deployment and outcomes of the organisation's customer strategy, supporting policies and processes.
6B: Performance Indicators	Performance Indicators are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict their impact on the perceptions of its customers. These should give a clear understanding of the deployment and impact of the organisation's customer strategy, supporting policies and processes.
7. EMPLOYEE (PEOPLE) RESULTS	
Sub-criterion	Description
7A. Perceptions	These perceptions are the people's perception of the organisation. Perceptions can be obtained from a number of sources, including surveys, focus groups, interviews and structured appraisals. These should give a clear understanding of the effectiveness, from the people's perspective of the deployment and outcomes of the organisation's people strategy and supporting policies and processes.
7B. Performance Indicators	Performance Indicators are the internal measures used by the organisation so as to monitor, understand, predict and improve the performance of the organisation's people and to predict their impact on perceptions. These should give a clear understanding of the deployment and impact of the organisation's people strategy and supporting policies and processes.

**8. SOCIETY RESULTS**

Sub-criterion	Description
<b>8A. Perceptions</b>	Perceptions are society's perception of the organisation. They may be obtained from a number of sources, including surveys, reports, press articles, public meetings, Non-Governmental Organisations, public representatives and governmental authorities. These perceptions should give a clear understanding of the effectiveness, from society's perspective of the deployment and outcomes of the organisation's societal and environmental strategy and supporting policies and processes.
<b>8B. Performance Indicators</b>	Performance Indicators are the internal measures used by the organisation so as to monitor, understand, predict and improve the performance of the organisation and to predict their impact on the perceptions of the relevant stakeholder within society.

**9. BUSINESS RESULTS**

Sub-criterion	Description
<b>9A. Business Outcomes</b>	These are the key financial and non-financial business outcomes which demonstrate the success of the organisation's deployment of their strategy.
<b>9B. Performance Indicators</b>	These are the key financial and non-financial business indicators that are used to measure the organisation's operational performance. They help monitor, understand, predict and improve the organisation's likely key performance outcomes.

Source: EFQM (2012). EFQM Framework for Innovation Agencies <https://ec.europa.eu/easme/sites/easme-site/files/Paper-EFQM-framework-Innovation-Agencies.pdf>, p. 19-22

**3. ORGANIZATIONAL COMMITMENT**

Pay attention to organizational commitment is not new. Research have been devoted to this field for 50 years (Gonzalez & Guillen, 2008, p.401). Scholars' pay attention to organizational commitment dates back to the 1960s. For instance Howard Becker (1960), the pioneer of commitment conceptualizations, posited that "commitments came into being when a person by making a side bet, links extraneous interest with consistent line of activity" (Spik, 2016, p.9-10). The influence of Becker's conceptualization is noticeable in many recent commitment research (Spik, 2016, p.9-10). But even today, the concept of organizational commitment is one of the most challenging research topics in management, organizational behavior and human resources management (Cohen, 2007, p.337).

Several decades this concept has attracted the attention of both managers and social scientists. As a result, many theoretical and empirical studies have emerged about organizational commitment. Despite all these efforts, there has been no consensus on the definition of organizational commitment. Because researchers from different disciplines approach the subject from different perspectives. For this reason, there are many definitions about organizational commitment.

Despite the fact that there seems to be little consensus as to the precise meaning of organizational commitment, the diversified definitions of share one common proposition. Organizational commitment is considered to be a bond of the individual to the working organization. The definitions differ in terms of ideas pertaining to the question of how this bond has been developed (Camilleri & Van Der Heijden, 2007, p. 242-243).

**Table 3:** Definitions Of Organizational Commitment

AUTHOR	DEFINITION
Sheldon (1971)	An attitude or an orientation towards the organizations, which links or attracts the identity of the person to the organizations.
Porter et al. (1974)	The sense of identification that an individual has to a specific organization and the relative intensity of identification that the individual has in comparison with other people.
Buchanan (1974)	Partisan, affective attachment to the goals and values of the organization, to one's role in relation to the goals and values and to the organization for its own sake, apart from its purely instrumental worth.
Steers (1977)	The relative strength of an individual's identification with and involvement in a particular organization.
Staw & Salancik (1977)	A state of being in which an individual becomes bound by actions to beliefs that sustain activities and involvement.

Source: Mesli Mohan, 1993, p.71; Mansor et al, 2013, p.183; Bouarif, 2015, p.286

Organizational commitment consists of three main components. These are as follows (Porter et al., 1974, p. 604; Angel & Perry, 1981, p.2; Putti et al., 1989, p. 276; Tannenbaum et al., 1991, p. 759-760; Brockner et al., 1992, p. 244; McCaul et al., 1995, p. 81; Sommer et al., 1996, p. 978; Chen et al., 2002, p. 340) ;

1. A strong belief in and acceptance of the organization's goals,
2. A willingness to exert considerable effort on behalf of the organization,
3. A definite desire to maintain organizational membership

There are two important concepts on the basis of organizational commitment. These; loyalty and tendency to stay in the organization. Loyalty means identifying with an organization and feeling emotional responsibility. The tendency to stay in the organization is described as an emotional closeness and the intention of the employee to remain a member of the organization (Mueller et al., 1992 , p. 214 ). Apart from the concept of organizational commitment, it is also mentioned in the literature that there is career commitment and job commitment. But these concepts are different. Career is defined as the series of jobs that are present throughout a person's life. Job commitment refers to the commitment to the immediate regulation and fulfillment of task requirements. Unlike these, organizational commitment explains the commitment to organization and organization goals (Noordin et al., 2002, p. 35-37).

Organizations that have employees with high organizational commitment work more effectively and efficiently. Because employees with strong organizational commitment are less likely to have negative behaviors such as quitting, leaving work, absenteeism (Angle & Perry, 1981, p.3). For employees with high organizational commitment, organizations should provide opportunities such as promotion and occupational safety. If the organization does not fulfill such obligations, the commitment level of employees decreases and quitting increases (Bills, 1987, p. 210; Chang, 1999, p. 1262). Employees care about their organizations to be neutral in their careers and awards. Therefore, organisations should consider commitment of their employees while awarding and presenting a career. In this way, organizations can follow a more stable way (Wallace, 1995, p. 249).

Organizations are engaged in various activities to increase the organizational commitment of newcomers. These; job descriptions, job interviews and orientation. All of these activities constitute the activities that help the employees to recognize the organization and to adapt to the organizational environment. These activities increase organizational commitment. Therefore, these activities are also important for organizational commitment (Vandenberg & Self, 1993, p. 557).

Briefly achieving organizational success today, which is dominated by intense competition conditions, is closely related to employees loyalty to their organizations. Employees who demonstrate this commitment, cause the production of qualified products due to high performance (Zeffane, 1994, p. 978). Employees with a high level of organizational commitment make a significant contribution to the successful functioning of the organization under competitive conditions (Feldman & Moore, 1982, p. 2).

### 3.1. Factors Affecting Organizational Commitment and Organizational Commitment Components

Factors affecting organizational commitment can be examined under four headings: factors related to job and task, factors related to environment and working conditions, factors related to organizational structure, demographic factors (Koç & Topaloğlu, 2012, p.222).

**Table 3.1:** Factors Affecting Organizational Commitment

FACTORS	EXPLANATIONS
<b>Factors Related To Job And Task</b>	The content of the work, role conflict, role ambiguity, participatory management, monetary reward systems, overwork, work stress, authorization and autonomy systems, learning opportunity
<b>Factors Related To Environment And Working Conditions</b>	Organizational culture, organizational climate, physical conditions, working conditions, organizational communication, managerial relations, satisfaction, morale, job satisfaction
<b>Factors Related To Organizational Structure</b>	Leadership style, organization size, degree of formalization, degree of control, unionization rate, organization image, total quality management practices, flexible working hours, promotion rates, wage system, non-wage rights, reward system, performance system and career opportunities
<b>Demographic Factors</b>	Age, gender, marital status, education level, occupation, professional experience, duty, seniority, status, interests, psychosocial characteristics, success motivation, intrinsic motivation, study values

Source: Koç & Topaloğlu, 2012, p.222-223

Meyer & Allen developed the three-component model of organizational commitment considered as a basic model in literature. Three distinctive components are affective, continuance, and normative respectively (Bouarif, 2015, p.287). These can be explained as follows;

**Affective Commitment (Emotional):** This commitment is defined as; “the employee’s emotional attachment to, identification with, and involvement in the organization”. Essentially, employees with a strong affective commitment will remain in the organization because they want to (Bouarif, 2015, p.287). This is the best form of employee commitment to the organization (Bayram, 2005, p.133).

**Continuance Commitment (Desire to Continue):** This is define as the “awareness of the costs associated with leaving the organization”. Essentially, employees with strong continuance commitment will remain in the organization because they need to (Bouarif, 2015, p.287)

**Normative Commitment (Obligation):**This is associated with the feelings of obligations to remain in the organization based on one’s personal norms and values. Scientists characterized this feeling as generalized value of loyalty and duty. For instance, Meyer and Allen (1997) define normative commitment as “a feeling of obligation to continue employment”. Essentially, employees with strong normative commitment to the organization remain in the organization for they feel they ought to do so (Bouarif, 2015, p.288).

#### 4. RESEARCH METHODOLOGY

The aim of this study was to determine the relationship between EFQM excellence model and organizational commitment. The group of the study consists of academics working in the tourism faculties in Turkey. A three-part questionnaire was prepared for the purpose of the study. The first part of the questionnaire was composed of the demographic expression including the gender, age, academic title and seniority of the participants. The second part of the survey included the scale of EFQM Excellence Model used by Dikmen (2010) in the master thesis. There are 33 expressions in the original scale. However, our study is directed towards universities. Therefore, 25 of these statements are included. Expressions were prepared according to the five-point Likert scale. Tourism academics were asked to rate these statements as "strongly disagree", "disagree", "undecided", "agree" and "absolutely agree". In the third part of the survey, the organizational commitment scale developed by Mowday, Porter & Steers (1979) is included. This section consists of 13 statements. This scale was used by researcher such as Uygur (2007). This section was prepared with 5-point Likert scale. The questionnaire was sent via e-mail to Tourism academics. The questionnaires were delivered to 137 participants. However, 102 questionnaires were returned. Two of them were not processed because they were unfinished. In this context, the return rate of the surveys is % 74,45

##### 4.1. Hypothesis of Research

The hypothesis H1 will be tested to reach the main purpose of the research.

**H1:** There is a relationship between EFQM excellence model and organizational commitment.

#### 5. ANALYSIS AND FINDINGS

The statistical analyzes of the research data were performed in SPSS for Windows 20.0 package program. Reliability, frequency distribution, correlation and regression analysis were used in the analyzes. Correlation analysis was used to test the basic hypothesis. Regression analysis was used to examine the effect of independent variable (EFQM) on dependent variable (Organizational commitment). Also a test of normality was performed because it was a prerequisite for many analyzes. Skewness and Kurtosis values were examined for normality test. The Skewness value for the EFQM is between -0.387 and 241; Kurtosis value is between -0,879 and 478. The Skewness value for the organizational commitment is between -0.993 and 241; Kurtosis value is between 825 and 478. According to Tabachnick & Fidell (2013), the Kurtosis and Skewness values are considered to be normal when it is between -1.5 and +1.5 (Erbay & Beydoğan, 2017 p. 250). In this context, it is accepted that our data is distributed normally.

##### 5.1. Reliability Analysis

Reliability is important for any study based on measurement (Cronbach, 1951, p. 297). Reliability is defined as “a measurement is free from random error”. There are many ways to measure reliability. One of them is the calculation of cronbach's alpha coefficient. This coefficient is greater than 0.70 is sufficient for reliability (Arıkan, 2013, p. 103). Table 5.1 indicates the reliability analysis results.

**Table 5.1:** Reliability Analyzes of EFQM Excellence Model and Organizational Commitment Scales

Scales	Total question	Cronbach's Alpha
EFQM Excellence Model Scale	25	997
Organizational Commitment Scale	13	851

When the Cronbach Alpha values were examined, the EFQM scale, 997; organizational commitment scale, 851. These values have similar results with previous studies by other researchers. In this respect, it can be said that both scales are extremely reliable.

## 5.2. Socio-Demographic Characteristics

In this section, the distribution of socio-demographic characteristics of 100 academicians is shown. 43% of the participants are female and 57% are male. When the age range of academicians are examined, the following conclusions are reached. 18% of the academicians are between 18-29; 57% 30-44, 19% 45-59; and 6% 60 or above. When it is examined on the basis of academic title, the following conclusions are reached. 5% are working as professors, 45% are Associate Professor or Asistant Professor, 11% are lecturer and 39% are Research Assistants. Finally, it is seen that 63% of academicians have seniority between 1-4 and 4-9 years.

**Table 5.2:** Socio-Demographic Characteristics

VARIABLE	N	Percent (%)
<b>Gender</b>		
Male	57	57,0
Female	43	43,0
Total	100	100,0
<b>Age</b>		
18-29	18	18,0
30-44	57	57,0
45-59	19	19,0
60 years and older	6	6,0
Total	100	100,0
<b>Academic Title</b>		
Research Assistant	39	39,0
Lecturer	11	11,0
Assistant Professor / Associate Professor	45	45,0
Professor	5	5,0
Total	100	100,0
<b>Seniority</b>		
1-4 years	32	32,0
5-9 years	31	31,0
10-14 years	14	14,0
15 years and and longer	23	23,0
Total	100	100,0

## 5.3. Mean and Standard Deviations

**Table 5.3:** Means and Standard Deviation Of Dimensions

DIMENSIONS AND SCALES	Mean ( $\bar{X}$ )	Std. Deviation (S)
Leadership	3,5240	1,11184
Policy and Strategy	3,1700	1,13558
Employees	3,1380	1,18839
Partnerships and Resources	3,2425	1,10352
Processes	3,0633	1,16312
Employee Results	2,9220	1,25300
Society Results	2,8350	1,21866
<b>EFQM Total</b>	<b>3,1718</b>	<b>1,12443</b>
<b>Organizational Commitment Total</b>	<b>3,5661</b>	<b>0,687458</b>

The highest mean was obtained from the "leadership" dimension of the EFQM scale ( $\bar{X} = 3,5240$ ). The lowest mean of this scale was obtained from the "Society Results" dimension ( $\bar{X} = 2,8350$ ). For EFQM scale's mean was " $\bar{X} = 3,1718$ "; organizational commitment scale's mean was " $\bar{X} = 3,5661$ ".



#### 5.4. Correlation Analysis Results

Correlation analysis is an analysis method that helps to calculate the direction and intensity of the relationship between two variables. Since the main hypothesis of the study was based on the relationship between two variables, the correlation analysis was used in our hypothesis test. Pearson correlation analysis was performed because of normal distribution of data as a result of normality test. Table 5.4 shows the correlation analysis results of the EFQM Excellence Model and Organizational Commitment Scale scores.

**Table 5.4:** Correlation Analysis between EFQM and Organizational Commitment

		Organizational Commitment	EFQM
Organizational Commitment	Correlation Number Significance Level	1,000	,694**
EFQM	Correlation Number Significance Level	,694**	1,000

(\*\* $p < 0,01$ ).

Correlation coefficients 694 and scale scores are statistically significant. According to scores, there is a correlation between EFQM Excellence Model and Organizational Commitment. Therefore, the main hypothesis (hypothesis 1) of the study was accepted.

**Table 5.4.1:** Correlation Analysis Results Between EFQM Excellence Model Dimensions And Organizational Commitment

	Organizational Commitment
Leadership	,659**
Policy and Strategy	,654**
Employees	,677**
Partnerships and Resources	,688**
Processes	,719**
Employee Results	,658**
Society Results	,655**
<b>Organizational Commitment</b>	<b>1,000</b>

(\*\* $p < 0,01$ ).

A positive and significant relationship was found between the “leadership” dimension of the EFQM and organizational commitment ( $r=0,659$ ,  $p < 0,01$ ). A positive and significant relationship was found between the “Policy and Strategy” dimension of the EFQM and organizational commitment ( $r=0,654$ ,  $p < 0,01$ ). A positive and significant relationship was found between the “Employees” dimension of the EFQM and organizational commitment ( $r=0,677$ ,  $p < 0,01$ ). A positive and significant relationship was found between the “Partnerships and Resources” dimension of the EFQM and organizational commitment ( $r=0,688$ ,  $p < 0,01$ ). A positive and significant relationship was found between the “Processes” dimension of the EFQM and organizational commitment ( $r=0,719$ ,  $p < 0,01$ ). A positive and significant relationship was found between the “Employee Results” dimension of the EFQM and organizational commitment ( $r=0,658$ ,  $p < 0,01$ ). A positive and significant relationship was found between the “Society Results” dimension of the EFQM and organizational commitment ( $r=0,655$ ,  $p < 0,01$ ). According to these results, the EFQM dimension, which has the highest correlation with organizational commitment, is “processes” and the EFQM dimension, which has the lowest correlation with organizational commitment, is “policies and strategies”.

#### 5.5. Regression Analysis Results

The results of the simple linear regression analysis to determine the effect of EFQM Excellence Model on Organizational Commitment are shown in Table 5.5.

**Table 5.5:** Simple Linear Regression Analysis Results

R	$R^2$	Adjusted $R^2$	Std. Error of the Estimate
0,694	0,482	0,476	0,497

( $p < 0,05$  Dependent variable: Organizational Commitment. Independent variable: EFQM Excellence Model)

**Table 5.5.1:** Coefficient of Simple Linear Regression Analysis

Variable	Beta	t	Sig.
Fixed Point	2,220	14,850	0,00
EFQM	0,425	9,554	0,00

Looking at the above two tables, the EFQM excellence model is effective at 48.2% on organizational commitment. A positive beta indicates that the relationship is the same way. The relationship is a moderate relationship ( $R = 0.694$ ). The level of significance is  $p < 0.05$ .

## 6. CONCLUSION

EFQM (European Foundation for Quality Management) is important for Organizations. Because it is based on the European and National Quality Award, it provides quality standards for organizations. Because of this, the EFQM excellence model is beneficial for all organizations. It brings positive results. In this context many researchers based on EFQM have sought to put out these benefits more clearly. However, these studies are usually carried out in the private sector. Public institutions are often ignored. In this respect, this study has been implemented in tourism faculties which are operating as public institutions and this gap has been tried to be filled in the literature. In addition, researchers suggest that the EFQM excellence model also affects many organizational behaviors. In this context, understanding the relationship between organizational commitment is also important. According to the results of this research conducted in this direction, a positive and meaningful relationship can be said between the EFQM excellence model and Organizational commitment. Therefore, H1 (*There is a correlation between EFQM excellence model and organizational commitment*) is accepted. However, the low number of participants constitutes a significant limitation of the research. If the next researchers survey more people, clearer results can be obtained.

## REFERENCES

- Anastasiadou, S. D., & Zirinoglou, P. A. (2015). EFQM dimensions in Greek Primary Education System. *Procedia Economics and Finance*, 33, 411-431.
- Angle, H. L., & Perry, J. L. (1981). An Empirical Assessment Of Organizational Commitment And Organizational Effectiveness. *Administrative Science Quarterly*, 1-14.
- Arikan. R. (2013). Anketler ve Anket Soruları. Nobel Yayıncılık: Ankara
- Bayram, L. (2005). Yönetimde Yeni Bir Paradigma: Örgütsel Bağlılık. *Sayıştay Dergisi*, 59, 125-139.
- Bills, D. B. (1987). Costs, Commitment, And Rewards: Factors Influencing The Design And Implementation of Internal Labor Markets. *Administrative Science Quarterly*, 202-221.
- Bouarif, N. (2015). Predicting Organizational Commitment: The Role Of Religiosity And Ethical Ideology. *European Scientific Journal, ESJ*, 11(17)
- Bou-Llugar, J. C., Escrig-Tena, A. B., Roca-Puig, V., & Beltrán-Martín, I. (2009). An Empirical Assessment Of The EFQM Excellence Model: Evaluation As A TQM Framework Relative To The MBNQA Model. *Journal Of Operations Management*, 27(1), 1-22.
- Bou-Llugar, J.C.; Escrig-Tena A.B., Roca-Puig, V. & Beltrán-Martín, I. (2003), "To What Extent Do Enablers Explain Results In The EFQM Excellence Model?: An Empirical Study. *International Journal Of Quality & Reliability Management*, 22 (4), 337- 353.
- Brockner, J., Tyler, T. R., & Cooper-Schneider, R. (1992). The Influence Of Prior Commitment To An Institution On Reactions To Perceived Unfairness: The Higher They Are, The Harder They Fall. *Administrative Science Quarterly*, 241-261.
- Calatrava Moreno, M.C. (2013). Towards a Flexible Assessment of Higher Education with 360-degree Feedback. Proceedings of the 2013 International Conference on Information Technology Based Higher Education and Training (ITHET) (pp. 1-7). IEEE
- Calvo-Mora, A., Leal, A., & Roldán, J. L. (2005). Relationships Between The EFQM Model Criteria: A Study In Spanish Universities. *Total Quality Management & Business Excellence*, 16(6), 741-770.
- Camilleri, E., & Van Der Heijden, B. I. (2007). Organizational Commitment, Public Service Motivation, And Performance Within The Public Sector. *Public Performance & Management Review*, 31(2), 241-274.

- Chang, E. (1999). Career Commitment As A Complex Moderator Of Organizational Commitment And Turnover Intention. *Human Relations*, 52(10), 1257-1278.
- Chen, Z. X., Tsui, A. S., & Farh, J. L. (2002). Loyalty To Supervisor Vs. Organizational Commitment: Relationships To Employee Performance In China. *Journal Of Occupational And Organizational Psychology*, 75(3), 339-356.
- Cohen, A. (2007). Commitment Before And After: An Evaluation And Reconceptualization Of Organizational Commitment. *Human Resource Management Review*, 17(3), 336-354.
- Cronbach, L. J. (1951). Coefficient Alpha and The Internal Structure Of Tests. *Psychometrika*, 16(3), 297-334.
- Dikmen, T. (2010). EFQM Mükemmellik Modeli Ve Örgütsel Vatandaşlık Davranışı (EFQM Excellence Model And Organizational Citizenship Behaviour). Yayınlanmamış Yüksek Lisans Tezi. Marmara Üniversitesi Sosyal Bilimler Enstitüsü
- EFQM. (2012). EFQM Framework Innovation Agencies. <https://ec.europa.eu/easme/sites/easme-site/files/Paper-EFQM-framework-Innovation-Agencies.pdf> (Date of acces: 18.01.2019).
- EFQM. (2016). [http://www.fnq.org.br/EFQM\\_Europa.pdf](http://www.fnq.org.br/EFQM_Europa.pdf) (Date of acces: 18.01.2019).
- Erbay, Ş., & Beydoğan, H. Ö. (2017). Eğitimcilerin Eğitim Araştırmalarına Yönelik Tutumları. *Ahi Evran Üniversitesi Kırşehir Eğitim Fakültesi Dergisi*, 18(3)
- Feldman, A.S. & W.E. Mooree (1982) . Labor Commitment And Social Change In Developing Areas, Connecticut: Greenwood Press Publishers
- Gonzalez. T.F. & Guillen. M. (2008) . Organizational Commitment: A Proposal for a Wider Ethical Conceptualization of ‘Normative Commitment’. *Journal of Business Ethics*, 78, 401–414
- Hashim. N. & Hamzah. I.M.(2014). 7P's: A Literature Review of Islamic Marketing and Contemporary Marketing Mix. *Procedia – Social and Behavioral Sciences*, 130 (15), 155-159
- Hides, M. T., Davies, J., & Jackson, S. (2004). Implementation Of EFQM Excellence Model Self-Assessment İn The UK Higher Education Sector–Lessons Learned From Other Sectors. *The TQM magazine*, 16(3), 194-201
- Homburg, C., & Giering, A. (2001). Personal Characteristics As Moderators Of The Relationship Between Customer Satisfaction And Loyalty—An Empirical Analysis. *Psychology & Marketing*, 18(1), 43-66.
- İplik, F. Topsakal, Y. İplik, E. (2015). “EFQM İş Mükemmellik Modeli İle Otel İşletmelerinin Örgütsel Performansı Arasındaki İlişkiyi Belirlemeye Yönelik Bir Araştırma”. *Uluslararası Alanya İşletme Fakültesi Dergisi*, 7(2),85-94
- Jacobs, B & Suckling, S. (2007), “Assessing Customer Focus Using The EFQM Excellence Model: A Local Government Case”, *The TQM Magazine*, 19(2), 368-378
- Jaeger, A. & Matyas, K. (2016). Transformation Of The EFQM Approach From Business Towards Operations Excellence. *Production Engineering*.10(3), 277–291.
- KalDer (2013) EFQM Mükemmellik Modeli Tanıtım Kitapçığı. <http://www.kalite.sakarya.edu.tr/dokuman/2014/1.pdf> (Date of Access: 30.03.2018).
- Kammoun, R., & Ben-Ayed, O. (2010). Leadership İn Tunisian Higher Education From The Perspective Of The EFQM Excellence Model. *Academic Leadership: The Online Journal*, 8(3), 282-290.
- Koç, H & Topaloğlu, M.(2012 ) İşletmeler için Yönetim Bilimi. Seçkin Yayınları. Ankara
- Mansor. N., İsmail. A.H., Alwi. M., & Anwar.N. (2013). Relationship Between Spiritual Leadership And Organizational Commitment İn Malaysians’ *Oil And Gas Industry*. *Asian Social Science*, 9(7)
- Martın, J.I. & Rodriguez O. (2008). EFQM Model: Knowledge Governance and Competitive, Advantage, *Journal of Intellectual Capital*, 9(1), 133-156.

- McCaul, H. S., Hinsz, V. B., & McCaul, K. D. (1995). Assessing Organizational Commitment: An Employee's Global Attitude Toward The Organization. *The Journal Of Applied Behavioral Science*, 31(1), 80-90.
- Moeller, J. (2001). "The EFQM Excellence Model. German Experiences with the EFQM Approach in Health Care". *International Journal of Health Care*, 13(1), 45-49.
- Moeller, J., J. Breinlinger-O'Reilly & J. Elser. (2000). "Quality Management in German Health Care- The EFQM Excellence Model". *International Journal of Health Care Quality Assurance*, 13(6), 254-258.
- Mohan. M. L. (1993). Organizational Communication and Cultural Vision: Approaches for Analysis. State University of New York Press; First Edition
- Mueller, C. W., Wallace, J. E., & Price, J. L. (1992). Employee Commitment: Resolving Some Issues. *Work And Occupations*, 19(3), 211-236
- Nabitz, U. W. (2006). Quality Management In Health Care: Empirical Studies In Addiction. *International Journal For Quality In Health Care*, 12, 191-201
- Nabitz, U. W., & Klazinga, N. S. (1999). EFQM approach and the Dutch Quality Award. *International Journal of Health Care Quality Assurance*, 12(2), 65-70
- Noordin, F., Williams, T., & Zimmer, C. (2002). Career Commitment In Collectivist And Individualist Cultures: A Comparative Study. *International Journal Of Human Resource Management*, 13(1), 35-54.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational Commitment, Job Satisfaction, And Turnover Among Psychiatric Technicians. *Journal Of Applied Psychology*, 59(5)
- Putti, J. M., Aryee, S., & Liang, T. K. (1989). Work Values And Organizational Commitment: A Study In The Asian Context. *Human Relations*, 42(3), 275-288.
- Pyke, C. J., Gardner, D., Wilson, J., Hopkins, P., & Jones, S. (2001). Achieving Best Value Through The EFQM Excellence Model. *Journal Of Finance And Management In Public Services*, 1, 29-40.
- Rusjan, B. (2005), "Usefulness Of The EFQM Excellence Model: Theoretical Explanation Of Someconceptual And Methodological Issues", *Total Quality Management & Business Excellence*, 16(3), 363-380.
- Santos-Vijande, M. L., & Alvarez-Gonzalez, L. I. (2007). TQM And Firms Performance: An EFQM Excellence Model Research Based Survey. *International Journal Of Business Science And Applied Management*, 2(2), 21-41
- Sarayreh, B. H., Al-Laham, M. M., Abedalaziz, T., & Khayyat, A. (2013). An Empirical Study Of The EFQM Excellence Model In Jordan Case Study: Jordan Customs. *Journal Of Communication And Computer*, 10, 28-32.
- Schreurs, J., & Al-Huneidi, A. (2012). An eLearning Self-Assessment Model (e-LSA). <https://doclib.uhasselt.be/dspace/bitstream/1942/13516/1/Dubai-paper-eLSA.pdf>. (Date of Access: 30.03.2018)
- Sommer, S. M., Bae, S. H., & Luthans, F. (1996). Organizational Commitment Across Cultures: The Impact Of Antecedents On Korean Employees. *Human Relations*, 49(7), 977-993.
- Spik. A. (2016). Enthusiasts Or Trapped ? Relations Between Organizational Commitment Profiles, Organizational Citizenship Behavior And Life Satisfaction. *Journal Of Entrepreneurship, Management And Innovation* 12(1),7-35
- Steers, R. M. (1977). Antecedents And Outcomes Of Organizational Commitment. *Administrative Science Quarterly*, 46-56.
- Tannenbaum, S. I., Mathieu, J. E., Salas, E., & Cannon-Bowers, J. A. (1991). Meeting Trainees' Expectations: The Influence Of Training Fulfillment On The Development Of Commitment, Self-Efficacy, And Motivation. *Journal Of Applied Psychology*, 76(6), 759.

- Tuominen, Kari Vaso, Juha Malmberg, Lasse. EFQM Excellence Model For Educational Institutions - EFQM 2013 [Internet]. Turku: Benchmarking; 2011. [Cited 2017 March 26]. Available From: Proquest Ebook Central
- Uygur, A. (2007) Örgütsel Bağlılık İle İşgören Performansı İlişkisini İncelemeye Yönelik Bir Alan Araştırması. *Ticaret Ve Turizm Eğitim Fakültesi Dergisi, Sayı: 1*
- Uygur, A., & Sümerli, S. (2013). EFQM Excellence Model. *International Review Of Management And Business Research, 2(4)*, 980.
- Vandenberg, R. J., & Self, R. M. (1993). Assessing Newcomers' Changing Commitments To The Organization During The First 6 Months Of Work. *Journal Of Applied Psychology, 78(4)*, 557.
- Venero, S., Nabitz, U., Bragonzi, G., Rebelli, A., & Molinari, R. (2007). A Two-Level EFQM Self-Assessment İn An Italian Hospital. *International Journal Of Health Care Quality Assurance, 20(3)*, 215-231.
- Vukomanovic, M., Radujkovic, M., & Nahod, M. M. (2014). EFQM Excellence Model As The TQM Model Of The Construction Industry Of Southeastern Europe. *Journal Of Civil Engineering And Management, 20(1)*, 70-81.
- Wallace, J. E. (1995). Organizational And Professional Commitment In Professional And Nonprofessional Organizations. *Administrative Science Quarterly, 228-255*.
- Zeffane, R. (1994). Patterns Of Organizational Commitment And Perceived Management Style: A Comparison Of Public And Private Sector Employees. *Human Relations, 47(8)*, 977-1010.