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Investigation Of Effects Of Accreditation, Institutionalization And Data Communication On Quality Improvement And Employee Performance

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Abstract

This paper develops a framework for the investigation of individual employee performance, in the light of recent developments in structural empowerment. The authors of this article propose corporate governance, knowledge management, organizational upward and downward communication that may predict employee performance by the mediating effect of quality improvement. The results suggest that upward and downward communication positively influences quality improvement, and is in turn positively influenced by knowledge management and corporate governance. Perceived quality improvement is also found to be a key variable between structural empowerment and employee perceptions.

Keywords: corporate governance, knowledge management, organizational communication, quality improvement, predict employee performance



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1. INTRODUCTION

Institutionalization, information management, quality improvement and accreditation in businesses, besides organizational outcomes, have a direct positive effect on employees. Thanks to institutionalization tools such as standardization and accreditation, it is expected that the employees structurally strengthened. On the other hand, organizational communication channels and tools have important tasks such as improving the effectiveness of social interaction and communication between employees. With top-down and bottom-up management of organizational communication, it is also aimed that both the organizational and individual performances are improved. However, in terms of results that stage and compare the way the corporate applications and organizational communication influence the employees as individuals, there is lacking information in your writing.

When the predecessors in the literature are examined, it is seen that structural and psychological empowerment applications appears to affect the perceptions of employee performance. However, there are limited number of studies conducted in Turkey and in your writing regarding the individual effects of corporate applications and knowledge management tools. The aim of our research is to determine how the corporate applications, tools and

standards to improve the quality first, then the reflection of the performance of your employees. The theoretical framework of this study is that the structural reinforcement tools will be effective on corporate processes and later on the employees.

In this study, firstly, the emphasis is given on structural applications in institutions such as corporate governance, knowledge management, organizational communication, and quality improvement, then certification and accreditation applications from different sectors are illustrated.

2. STRUCTURAL APPLICATIONS IN INSTITUTIONS.

2.1. Corporate Governance

In recent years, the process of rapid change and development due to jumps in globalization, transportation and information technologies has led to the emergence of new approaches in business management that look like corporate governance (Akyüz et al, 2008). Businesses' longer life expectancy, the continuous growth of the national economy, the development of international economic relations, aspects of growth and differentiation of international capital movements, the reduction of its stakeholders' effects in management activities, the increasing importance of the decisions made by the company's board of directors with the title of chairman of the board, and so forth, have been effective on the emergence and spread of the concept of corporate governance (Koçel, 2003).

The reasons why the corporate governance have become such an important subject are lack of foresight in corporation management, arbitrary management, failure, neglect, financial crises in developing markets (Clark and Demirag, 2002), private sector's increasing and worrying role, economically increasing ties between the regions and the countries, and new competition conditions that the businesses are in (Şehirli, 1999). Corporate governance concept may be defined as staying true to the procedures, principles, standards and the rules with relationships and trades between the company's

stakeholders, members of the board of directors, professional managers, employees and other establishments, businesses and individuals that the company has a business relationship with (Öztürk, 2004: 25). The World Bank (World Bank, 1999: 8) defines corporate governance as an establishment's withdrawal of the human and financial capital, operating effectively while respecting the society that it belongs to, in the long term, the laws, regulations, codes and applications that provide possibilities for the stakeholder's well-being. Corporate governance has an effective role in standardizing the processes and the outputs, management of all the related information and documents, and the quality management philosophy by professionalizing the corporate governance, organizations, and establishments' processes.

On the other hand, when the corporate governance viewpoint is evaluated on the basis of human-centeredness, besides the traditional structure that aim to increase value in company's business management processes, make profit, and distribute the profit made to the shareholders, just as it is encountered in the field of financial management, shareholders and other interested parties (employees, managers, providers, creditors, customers and society) aim to have their rights protected and along this framework, arrange the relationship structure between these interested parties. Corporate governance, at the same time, is a type of management that brings out the ethical concepts such as social responsibility, accountability, transparency, and being fair. Treating all the interested parties equally, sharing all the information equally and clearly with the shareholders, being accountable for the active orders, and respecting the rules that reflect the values of the society are the m

In your writing, in most of the work done regarding the corporate governance, it is seen that these are studies that investigate the effects of corporate governance on the company processes, performance and values.. In similar studies conducted in Turkey by the IMKB (Varis et al, 2001) and SPK (2004), the effects of corporate governance have been examined on the company level.

In your writing, even though the effects of corporate governance on its employees has not yet been researched, it was expected that the basic principles such as social responsibility, accountability, transparency, being fair and ethical would cause them to feel better about themselves, their work and company, dedicate themselves to their

organizations, display organizational citizenship behaviors, feel stronger and improve their performance.

2.2. Knowledge Management:

After the wars and the crises in the first half of the twentieth century, the technical processes that came about as a result of social, economic, and the structural developments have helped develop the information based products. The technological developments during this term in the field of informatics, information systems and transportation contribute to the processing and spreading data and information at first, then to the keeping, evaluating, and improving the information. Together with this change, with time, information that has no monetary value, have been being added to the tools, processes and the products as added value (Drucker, 1994). While Drucker saw the information system as the only way that would lead the company's to success, Nonaka and Takeuchi (1995) claimed that to continuously create innovations would be possible by creating a database on inner and outer information concepts.

Barutcugil (2002) defines knowledge management concept as creating the information, keeping it on hand, sharing, and developing. Also, in order to acquire the organizational objectives in a better way, the author sees knowledge management as a new discipline that helps present, share and apply the information to all the agents (to the individuals, teams and the whole organization) collectively and systematically. Thus, the author includes information communication concept and its applications in the management process.

Knowledge management concept, informatics and information technology have made strong changes in the work life just like in every aspect of life. The rapid development of information and communication technologies have been changing the organizational structure, business and work methods, manager and employee profile, and in general work life, and have been bringing out new models particularly in communication in inside and outside the organization.

Through the knowledge management systems, and informatics, the employees, who have been adequately informed of the institution's strategy, general performance, and other units' work, feel stronger and reach their individual and organizational

objectives. Sharing information and increasing cooperation, employees with more authority and autonomy, mutual communication opportunities, eased down organizational learning processes, increasing quality of work life and the balance of work-private life with the employees switching to their own autonomy, the destruction of traditional walls, and the formation of the sharing and cooperation culture with have positive impacts on the employees.

As can be seen, interaction that forms as a result of sharing every single type of information, expectation, emotion and thought has both social and organizational functions. These functions can be classified as education and development, unified, innovation, persuasion, guidance, communication, coordination and conflict management (Saal ve Knight, 1988; Özçağlayan, 1998). In order to bring the business to the target quality and for the decision making mechanism to work in a healthier way, the institution should relay all the information regarding job description and processes (Uslu ve Demirel, 2003: 176). The information being relayed to all the employees to make business more competitive is provided by an effective communication model with a feedback mechanism and infrastructure (Uslu ve Demirel, 2003). In the knowledge management activities, communication methods, techniques, and channels are heavily utilized, and because of this reason, in your writing, it is emphasized that the communication aspect has a stronger influence than the management aspect of knowledge management (Çapar, 2002), meaning that knowledge management applications especially through communication influences outcomes. As a result of this, in order for the information to be shared in the institutions, managers who understand the importance of social interactions and communication with the employees and an institutional management are needed, because socialization of the individuals in the business is one of the dynamics of the knowledge management (Nonaka ve Takeuchi, 1995: 71).

2.3. Organizational Communication:

In today's institutions, communication, while seen as a key point in terms of institution's functionality, can also be defined as the key to the change and development. In shaping institutional structures, the importance of acquiring new techniques and skills are discussed in your article (Tucker et al, 1996). Just as

the communication can be regarded as a feature of the institution's structure, on the other hand, it also comes out as a component with a strong unified effect (Myers and Myers, 1982), and three basic functions of the organizational communication is mentioned. These basis functions are defined as coordination and regulation of production activities, socialization of shareholders and innovation. Together with the institutionalization of business structures with time, instead of organizational structures that are focused only on the rules and operation, single directions and traditional organizational structures that are defined with their top to bottom flows, dynamic and multi-dimensional structures have come out.

In order to each institutional goals, employees follow an approach that takes into account their minds, emotions and intuitions as a whole, and that forms the socialization aspect of communication. Effectiveness of the organizational communication is determined heavily by the under and above relationships.

2.3.2. Vertical Communication

Vertical communication is formed by a hierarchic system Information flow in communication is provided first from top to bottom then from bottom to top (Özarallı ve Uslu, 2009). While the vertical communication represents the institution's official channels, it plays an important role in forming its own exclusive definition. It also has an important function in conveying the objectives and the goals of the institution. It gives more information on institution's structure than the individual's personal qualities. In a study conducted by the Goris et al, (2000) the effects of communication direction on employee-work adaptation and work income (performance and job satisfaction) has been examined. High performance and job satisfaction is a result of need for personal development and adaptation to work features. Communication improves performance and satisfaction only to a point. When there is lack of harmony between the work and the individual, downward communication, in other words, managers forming dialogues with the employees and giving feedback, have become an effective tool in determining the job satisfaction and performance. (Gibson ve Hodgetts, 1991).. On the other hand, when the factors that prevent information flow are examined, single direction downward communication has been regarded as one of those

reasons. Among other factors, you can also mention that ignoring the importance of communication, avoiding the written documentation of the information, and acceptance by the managers that the knowledge they possess is understood the same way by the employees can be other reasons.

2.3.1.1. Downward Vertical Communication:

This is the type of communication that is formed by the managers who communicate with their employees and managers below their levels. In downward communication, messages are sent from one level to the levels below. With this way, Organizations objectives and policies, instructions and directives regarding the job, points that need special attention in work output and performance evaluations are conveyed. Richmond and McCroskey (2008) talks about five main factors of communication such as work related directives, logic, ideology, knowledge and feedback. Based on social norms, it has been found that when it comes to setting up communication unconsciously based on intuition by the managers, increasing their awareness has positively influenced their decision making processes (Jabs, 2005), in other words, unofficial monetary processes should be added to their own memory, and evaluated amongst the official and monetary outputs.

2.3.1.2. Upward vertical Communication:

Upward communication is conveying of complaints, work related problems and concerns, performance data, and following. The contents of the information flow is made up of analysis, report, and data that are prepared in traditional structures. But in fact, upward communication provides information on how the employees perceive the work they do. There could be problems in information flow in traditional management structures that support single direction communication and are closed to feedback. Likewise, conflicts between employees, their thoughts on decisions made in the institution, concerns regarding work related problems, hesitating to speaking out about neglect and improprieties could do serious damage to the organizations (Morrison ve Milliken, 2000). Garnett et al. (2008), investigated the direct or indirect effects of communication on performance in mission-oriented and rule-oriented cultures separately. They also found that in mission-oriented institutions, directing tasks, feedback and upward communication has a positive impact on performance, nevertheless in rule-oriented traditional institutions, it has no positive impact on performance

or it could negatively impact performance potential. How the employees perceive the institutional management and communication methods are the determining factors in terms of job and performance satisfactions (Zhui ve diğeri, 2004). When evaluated from the performance standpoint, it has been observed that the managers determine long term performance measures that are in line with the institutional objectives, and on the other hand, determined that these were more important than the short term performance goals and perceptions. As a result of this, there could be conflicts between the managers and employees in terms of having different ideas and objectives, and in order to reach their personal goals, the employees continue working in case they cannot express their viewpoints even though these wouldn't be in line with the organizational objectives. Therefore, if the upward communication is not managed right, performance related problems could arise. Zhui et al, (2004) emphasized that valid and reliable information provided to the employee does not always positively impact job satisfaction. Job satisfaction could only be improved if the information provided was adequately designed and suitable with the objectives.

Quality of communication and its effectiveness are improved when the upward communication is positive, timely, supports the institutional policies the updated institutional management and is directly in line with the persons or objectives (Richmond ve McCroskey, 2008).

2.4. Improving Quality:

In today's world, amongst all the resources of businesses that aim institutionalization, the most important one is the quality concept. Making profit, increasing company value, and in order for businesses that run their activities for the public to stay in business are all dependent upon producing quality products and services (Yılmaz, 2007: 1). The process of improving quality has positive results for both organizational and individual outcomes. Besides organizational outcomes such as producing more products and services, increasing productivity, reducing absences and quitting work, and strengthening the relationships between departments and sections, It also has individual outcomes such as increasing self-confidence, fair distribution of the rewards, employees feeling better about themselves and having more authority. Also, during the quality improvement process, the employee participation in the decision making process helps them boost their

motivation towards their work, causes them to get stronger and take charge. Human is the basic unit of the quality concept. Appreciating his value, trusting him, taking care of his needs, being at the top of the needs hierarchy, and his happiness; briefly, being a “quality human being” in fact form the basic objective of the quality philosophy. Amongst the predecessors of this transformation, comes the structural applications of the institution, meaning when the viewpoint of the board of directors could be explained to the employees and when this could be properly managed, we can then talk about a continuous quality improvement and quality human beings as individuals. Because of this reason, quality objectives are hung in places that the employees can easily see, quality circles are formed, and the employees become a part of these processes.

2.5. Relationship Between Quality and Accreditation:

Quality is defined as the products and services being able to take care of the customers’ needs and expectations. When we examine the work on the sectors, quality is defined as “the degree of perfection or suitability to the standards of the service systems’ various components. Another definition from the health sector says that both the patients and the medical personnel’s being equal in decision making, taking care of the accepted standards, and giving importance to the security of the patients” (Kiyim, 1995: 5). In order for the quality improvement activities to be successful, it is necessary to form quality culture, and ensure that its principles are very well known.

These principles;

- Meeting demands; meeting the needs of the employees and the customers as request
- Prevention; Seeking permanent solutions that prevent reoccurrence of the problem instead of temporary solutions.
- Doing it right the first, identifying the mistakes and not repeating them.
- Participation; Ensure that the employees are able to use their skills and capacities at the highest level
- Continuous development; Continuation of the development in a fast-paced environment beyond maintaining standards.
- Team work; Team work instead of individual work

- Measurement; Services being measurable

All of these accreditation and improvement efforts are to reach institutional structure

Because;

- Presence of differences of service quality in all the areas in which the services are provided
- Increasing the number of people who would like to utilize quality services.
- Thanks to rapid development in technology, the quality systems are brought to the foreground.
- People who would like to receive services reaching the awareness of questioning the product quality
 - People receiving services questioning whether the pricing they received is at a fair level.
 - At the end of all of these expectations, service providers had to join in on providing quality services, or the fact that they will have to in the future makes institutionalization a necessity.

To give you a sectorial example, in health facilities that reach institutional structure;

- Even if each incoming patient presents with different diagnosis and treatment characteristics, after sometime, the demand to the hospital now and in the future will be estimated accurately.
- It will be possible to adapt to the demand changes for the hospitals in the short term
- Extreme division of labor and specialization in health facilities, the increase in labor costs along with the increase in quality personnel will be able to be overseen
- The printouts of all health care delivered to the patient will be standardized.

2.5.1. What is accreditation?

Turkish Accreditation Agency (TÜRKAK), for the purpose of accrediting institutions such as system certification, inspection, staff information, product / service certification bodies, mobile service providers, testing and calibration laboratories, is a legal entity concerning Prime Ministry that has Administrative and financial autonomy by law No. 4458. Established in 1999, TÜRKAK is the only conformity assessment organization in Turkey. It’s duty is to make a systemic review of whether a product, process or service meets your specific rules or not. TÜRKAK’a göre akreditasyon; laboratuvarların, muayene ve belgelendirme kuruluşlarının ulusal ve uluslararası kabul görmüş teknik kriterlere göre değerlendirilmesi yeterliliğinin onaylanması ve düzenli aralıklarla denetlenmesi demektir According to TÜRKAK,

accreditation means that approving their adequacy, inspecting them in periodic intervals, and evaluating them according to criteria recognized nationally and internationally of the laboratories, inspection and certification bodies. (Türkek, 2011:3). Accreditation unlike evaluation, having a more limited purpose such as acceptance or rejection, and that evaluation usually including wider purposes and being a more comprehensive process is specified. When it comes to a system of accreditation standards, the standards may be included in a portion of the evaluation process or may not be included at all. Another method that is used in providing quality assurance is benchmarking". While determining the minimum standards for accreditation program is expected to be fulfilled, during the benchmarking process, criteria of excellence meaning best practices are based on. Benchmarking process can be operated without the need for any external criteria, and there are good examples here. While accreditation is a tool in ensuring quality assurance, the aim should be continuous sustainable quality improvement (Aslan, 2009: 289). Accreditation can also be defined as a determining process which is monitored at regular intervals by the voluntary, unofficial accreditation agency whether an institution or program meets predetermined criteria and standards or not. To be accredited means acquiring the official declaration of competence about the quality of a department/program as a result of academic evaluations which are done periodically and appropriate for the accepted quality standards, by the competent institution (Erkuş ve Özdemir, 2010: 119). The basic features of accreditation can be listed as follows: (Mutlu, 2009: 9-12; Akyurt, 2007: 23-27).

- Is an independent act from the state, service providers and the purchasing the service,
- Participation is optional. However, organizations could be directed directly or indirectly by the encouraging applications in practice,
- The main source of income of the accreditation institution is the fees charged for the accreditation audit. Also, other sources of income are derived from publications (articles, magazines, books), education programs that have been created for the process of accreditation, and the related consulting activities,

Thus, the accreditation bodies affect the business in positive way to become accredited. Furthermore, it hosts encouraging factors inside and outside the institution. When we evaluate accreditation in terms of institution, employee and customer, the following

conclusions can be reached. (Mutlu, 2009: 9-12; Akyurt, 2007: 23-27). An accredited institution;

- Develops itself and enhances public safety
- Provides the opportunity to define and identify the paying authority, state institution and the vendor.
- Entegre ve odaklı yönetim yapısının çerçevesini belirler ve sunumunu sağlamakta,
- Provide professional staff development,
- Gain job reliability,
- Provides a framework to combine quality development with "science" ,
- provides a framework for professional monitoring and surveillance.

An accredited business provides its employees (Mutlu, 2009: 9-12; Akyurt, 2007: 23-27):

- Give importance to their opinions and values,
- Measuring satisfaction levels,
- Increased interest in quality activities
- Enhancement of the security and the safety,
- Creating more prominent lines regarding authority and reliability issues,
- Strong emphasis on team work,
- Supporting training and advancement,
- Allows passage from the person variation to the process variation,
- Creates a strong and supportive leadership environment,
- Customer from the customer standpoint (Mutlu, 2009: 9-12; Akyurt, 2007: 23-27):
- Facilitate access to quality-oriented organization,
- Allows for protection and respect for their rights,
- Offers understandable education and communication ability

Based on all of these features, we can list the benefits of accreditation to businesses as follows:

- Complete teamwork and coherence within the team
- Standardization of policies set by the organization
- Integration of institution with the continuous quality agenda
- Achievement of the standards is doing self-evaluations for determining the inappropriate conditions for the accreditation and correcting activities.

In the world, the accreditation applications are evaluated as an indicator of quality, and operate in the hospitals the most. In the accreditation

applications regardless of the differences in the sector and similar factors as a result of the certification process evaluation, the documents of the participating companies were taken over a period of 7-12 months with a share of 40.3%. Since the certification process of the TURKAK or internationally accredited institutions' cannot be said longer or shorter, from the business managers' attitude to the level of education of the staff, all the way down to the business's infrastructure, could be interpreted as it could be affected by many factors (Mındıkoğlu ve Duygu, 2006: 98).

To give you examples of different sectors' accreditation standards:

2.5.2. Some special standards unique to specialization

2.5.2.1. ISO 14001 Environmental Standards

No matter from what industry, a business while maintaining its activities needs to make the best use of the natural resources, avoid waste production, decomposition of waste products, search for ways to recycle waste, dispose of waste appropriately, comply with the applicable laws regarding the environment, provide the employees with the environmental awareness, and be prepared for these situations by identifying emergency situations regarding the environment. ISO 14001 standard specifies all the to-do items regarding all of these such activities and presents an Environment Management System (EMS) model (Mındıkoğlu ve Duygu, 2006: 98).

2.5.2.2. General Medical Council (GMC) Studies

With the "Medical Policy" that was prepared in 1858, General Medical Council was established in England. This council is a national authority that issues certifications to physicians regarding protecting, promoting and maintaining the public health and safety. The council, at the same time, prepares reports on a regular basis regarding these institutions' authority to provide medical education and on getting back those rights by checking their competencies and monitoring their development with the institutional visits.

2.5.2.3. JCI (Joint Commission International)

Other than the ISO 9000 as the quality assurance system in health care (Bekaroğlu, 2005: 23), that sets standards for health care organizations in the United States since 1953 and its origins dating back to the beginning of the 1900s, the United Accrediting Commission of Health Care Organizations (JCAHO-Joint Commission on accreditation of Healthcare organizations), set the standards for the accreditation of hospitals, clinics and similar institutions.

2.5.2.4. ABET (Accreditation Board for Engineering and Engineering Technology) 2000

While ABET is a system that has been developed for the accreditation of the engineering programs, in terms of being based on total quality management, gives you ideas about the quality management mechanism that can be applied in different disciplines. The basic approach of ABET 2000 engineering programs is self-task (mission) and taking the views of the stakeholders in determination of the objectives and the creation of a system of continuous in-house development. In terms of graduated level quality targeted features, ABET 2000 offers specific minimum criteria. These criteria are identified by consulting the stakeholders, especially the industry in America. ABET 2000 approach, outside the United States, applied for the first time in Turkey at the Middle East Technical University Faculty of Engineering.

ABET 2000, along with dealing only with the accreditation of the engineering programs, with its different approach that was based on the Total Quality Management (TQM) philosophy that it adopted since 1996, not only gives ideas on the different disciplines of higher education institutions, but also on the quality management system that could be applied in primary and secondary schools. (Ögel ve Dursunkaya, 2001: 207) With the "Academic Assessment and Quality Improvement" regulation that was published in 2005, the work on the main principles regarding the education in higher institutions, monitoring training and research activities with administrative services, evaluation, quality improvement, approval and recognition of their quality levels by the independent "external evaluation" process are organized. Another goal of

this research is to develop an accreditation standards scale that is free of sectors and "Total Quality Management and Process" oriented. On the other hand, Siegler and Pearson (2000), in their study, determined that an organizational climate that strengthens its employees has a significant effect on performance. Institutional support and positive interventions associated with the business appear to have improved performance. (Cameron et al, 2004). For this reason, institutional applications as mentioned can be assumed to be effective on the employees who work directly and indirectly.

3. RESEARCH MODEL AND HYPOTHESES

The institutional level of the management, thanks to the structural and organizational applications, will play a role in the improvement in quality and the employee performance.

Hypotheses:

H1. There is a strong positive relationship between the corporate governance, knowledge management, upward and downward communication and quality improvement.

H2. Downward organizational communication will sometimes function as a variable between the corporate governance, knowledge management and the upward communication.

H3. Corporate governance and knowledge management will have a positive impact on quality improvement directly, and the downward communication will have a similar impact through the upward communication.

H4. Corporate governance will sometimes function as a variable between the knowledge management and the individual performance that is perceived through the upward and downward communication.

Consequently, the following model has been established in accordance with the variable hypotheses that were formed in the light of these relationships

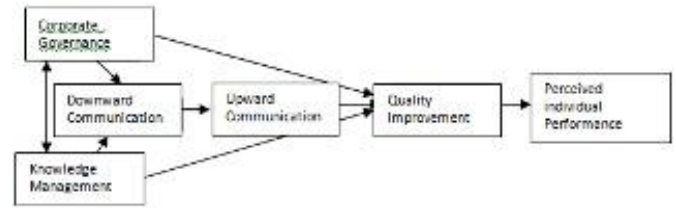


Figure 1: Research Model

3. METHODS

Employees of medium and large scale private and public institutions that are in the process of setting standards for the institutionalization and organization make up the main mass of our samples. A printed questionnaire was created to collect data associated with the variables in the research. These forms were handed to the employees who were selected using the convenience sampling method and were actively involved in the working life. In this way, a total of 361 questionnaires were collected from Istanbul and Kocaeli. The questionnaire used in two parts: "Demographic Information Form" (14 items), and the "Corporate Standards Form" made up of 35 expressions, consists of a total of 49 questions.

For other scales associated with institutionalization, JCI Accreditation Standards for (Joint Commission International, 2010), Organizational-Oriented Standards under the "Quality Improvement" (2010: 145-163), "Leadership, Governance, Leadership and Direction" (2010: 177-193) and "Communication and Information Management" section (2010: 229-245), were the main ingredients used (Uslu and et al, 2010). "The survey that was created to measure the "Vertical Organizational Communication" was formed by using an added expression to the 14 questions developed by Postmes, Tanis, and De Wit (2001). In measuring the "Perceived Individual Performance", 3 expressions were used that were added to the Sigler and Pearson's (2000) inventory.

A 6-item scale was presented to the respondents that would allow them to conduct evaluations regarding each entry. (1 = never, 6 = all the time). Demographic analysis for the findings, factor and reliability tests and regression analyzes were performed with SPSS 17.0 statistical software package. Factor analysis towards findings and progressive intermediary variable tests are carried out by verifying different models. For the purpose of

determining the intermediation roles of the intermediary variables, a three-step method proposed by Baron and Kenny (1986) was adapted to our research.

4. FINDINGS

Within the framework of findings in our study, effects of institutionalization and psychological effects of standardization on the service sector employees, and their reflection on employee performance were determined. These effects have been identified as varied according to the division of public and private sector, and in the light of this variation, different models have been tested for the public and private sectors. As a result of our findings, critical sector-specific recommendations were presented to the service sector managers and employees.

Demographic characteristics of the sample used in this study are as follows: 45% of female respondents and 55% of males and the mean age was 43. Of 53.7% bachelor's degree, of 36.8% master's degree / doctorate, and the remaining 9.4% portion of the participants were the elementary, middle school and high school graduates. The average working time among the participants was approximately 8 years in this business, and they have been in working life for an average of 17 years. 4% of all participants that compose of 40% public and 60% private sector employees are in the executive positions.

Factor analysis of the scales is shown in Tables 1 to 4. In order to determine the sub-dimensions of our variables and positive organizational behaviors, with varimax torsion in SPSS, exploratory (descriptive) factor and internal consistency analyses were performed. Each scale was run through the factor analysis separately, and their reliability was tested with Cronbach's alpha values, and the scales were translated in the following tables.

Table 1: Corporate Governance and Internal Consistency Factor Results

CORPORATE GOVERNANCE		Item Weight
Explanatory Factor		
Institution's operators and the managers (responsible for the service or products) together are responsible for the preparation of plans and policies, definition of the institution's mission and its fulfillment.		,808
Managers, who are responsible for the products and the services, plan and apply an effective institutional structure in order to use their authority and responsibilities.		,800
One or more quality individuals provide management for each section or service in the business.		,697
Management's responsibilities, authorities, and functions are documented in written form.		,674
A high level manager or a director complies with the institutional functions and the written procedures.		,674
Explanatory Factors (%): 69,396		Cronbach Alpha (%): 88,9
Kaiser-Meyer-Olkin Value: ,858	Bartlett Value: ,000	Approximate Chi-Square Value: 694,845

Table 2: Knowledge Management Factors and Internal Consistency Results

KNOWLEDGE MANAGEMENT		Item Weight
Explanatory Function		
All of the data and the information in the institution support the accomplishment of a product or service, institutional and quality management.		,812
My institution registers each work, service or product done and keeps these records appropriately.		,726
My institution plans and applies methods that would take care of the information needs of the people about the institution for both all the managers and employees inside and outside the institution.		,685
Explanatory Factor (%) :78,616		Cronbach Alpha (%) :86,3
Kaiser-Meyer-Olkin Value: ,701	Bartlett Value: ,000	Approximate Chi-Square Value: 366,251

In your article regarding the "Vertical Organizational Communication" scale, while sticking to the "downward" and "upward" vertical communication separation is divided into two. (Table 3).

Table 3: Knowledge Management Factors and Internal Consistency Results

VERTICAL ORGANIZATIONAL COMMUNICATION		Item Weight
Explanatory Factor		
Management listens to the employees' views and recommendations (upward vertical communication)		,879
They provide adequate opportunities to the employees regarding discussing the institution's management policies and giving recommendations on development (upward vertical communication)		,871
Managers discuss institutional matters with their subs (downward vertical communication)		,853
Management pays attention to employee complaints (upward vertical communication)		,851
Employees are informed of the general performance of the institution (downward vertical communication)		,836
Employees are informed of the institutional strategies (downward vertical communication)		,825
Employees working in one department are informed of the other departments' work (downward vertical communication)		,813
Employees are informed of the personnel management of the institution (downward vertical communication)		,789

Employees participate in the decision making process (upward vertical communication)	,782
Employees are informed of the changes in the institution (downward vertical communication)	,772
Employees are informed of the mission and vision of the institution (downward vertical communication)	,759
Employees are given information related to the work they do (downward vertical communication)	,733
I communicate with the management (upward vertical communication)	,715
If I have a criticism regarding the institution's strategy, I know how to share my idea with the institution (upward vertical communication)	,713
I would receive a feedback for each work I have done (downward vertical communication)	,674
Explanatory Factor (%) :79,099	Cronbach Alpha (%) : 95,6
Kaiser-Meyer-Olkin Value : ,912	Bartlett Value : ,000
Approximate Chi-Square Value : 1681,546	

Table 4: Knowledge Management Factors and Internal Consistency Results

QUALITY IMPROVEMENT	Item weight
Explanatory Factor	
My institution, in accordance with the quality improvement principles, designs re-organized applications, systems and processes.	,860
Management determines new scales in order to monitor the institution's basic and managerial structures, processes and outputs.	,854
Individuals who possess the appropriate experience, knowledge and the skills, systematically collect and analyze the data of the institution.	,833
Improvement is reached and continued in quality and safety.	,807
People and management responsible for leadership participate in planning and monitoring a quality improvement program	,700
Explanatory Factor (%) : 77,838	Cronbach Alpha (%) : 92,7
Kaiser-Meyer-Olkin Value : ,859	Bartlett Value : ,000
Approximate Chi-Square Value : 1014,601	

Table 5: Knowledge Management Factors and Internal Consistency Results

INDIVIDUAL PERFORMANCE		Item Weight
Explanatory Factor		
I am sure that the service I provide will more than meet the standards		,791
I reach my job related goals according to my co-workers		,779
When a problem arises, I find a solution right away		,771
The work I put out is closest to what is possible to achieve		,704
My individual effect is high on the positive results of the work I do.		,703
I finish my work on time		,699
I uygvd work with the least available resources		,605
Explanatory Factor (%):64,424		Cronbach Alpha (%): 90,7
Kaiser-Meyer-Olkin Value: ,899	Bartlett Value: ,000	Approximate Chi-Square Value: 895,658

Quality improvement, knowledge management, organizational communication, and corporate governance consist of a single dimension. Cronbach's alpha reliability coefficients of the scales were 0.80 and therefore the scales were found to be highly reliable. The averages of the variables and standard deviations given in Table 1 and 5 and the relationships between them are shown in Table 6.

Table 6: Variable Averages, Standard Deviations and Their Relationships (** p <0.01, significant value, Cronbach's alpha coefficients in parentheses, n =361),

Variables	Ave.	SD	1	2	3	4	5	6
Corporate Governance	4,18	1,12	(8,89)					
Information Management	4,03	1,20	,80**	(86,3)				
Downward Communication	4,32	1,16	,74**	,81**	(91,7)			
Upward Communication	3,86	1,24	,65**	,69**	,88**	(87,4)		
Quality Improvement	4,83	0,74	,79**	,77**	,77**	,72**	(92,7)	
Perceived Individual Performance	4,83	0,74	,33**	,29**	,26**	,28**	,34**	(90,7)

According to Pearson's correlation coefficients, our first hypothesis is supported (Table 6). A high positive correlation was found between organizational communication, corporate governance, information management, and quality improvement. Progressive intermediary variable tests towards the individual performance are performed with verification of different models with SPSS (Table 7).

Table 7: Impact of Corporate Governance on Performance and Multiple Regression Models created for intermediate variables of Quality Improvement, Organizational Communication and Information Management.

(*** p <0.001, ** p <0.01, * p <0.05 significant value, standard errors in parentheses),

	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9
F	631,950 ***	174,178 ***	401,769 ***	292,405 ***	226,160 ***	19,793	10,618* **	10,618* **	9,395*** *
Flat R2	,671	,500	,779	,712	725	,106	,102	,112	,121
N	355	347	343	355	343	319	314	307	307
Quality Improvement					,216*** (,057)			,209* (,062)	,205* (,059)
Upward Communication									
Downward Communication			,914*** (,045)	,301*** (,048)	,099 (,071)		,012 (,052)	,173 (,077)	,189 (,077)
Information Management	,596*** (0,056)	,478*** (,069)	-,070 (,054)	,209*** (,058)	,236*** (,058)	,077 (,052)	,069 (,062)	,083 (,063)	,038 (,064)
Corporate Governance	,260*** (0,055)	*	,035 (,049)	,403*** (,052)	,393*** (,052)	,269*** (,054)	,265*** (,056)	,258* (,057)	,175 (,062)

Dependent Variables

Downward Upward Com, Quality Improvement, Perceived Individual Performance, Communication

Corporate governance and information management increase the effectiveness of downward (model 1) and upward (model 2) communication. However, when the downward communication joins the analysis as an independent variable, the effect of corporate governance and information management on upward communication is eliminated. (Model 3), Our second hypothesis was supported.

Corporate governance, information management and downward vertical communication have a

positive impact on quality improvement.(Model 4). When the upward communication joins the analysis as an independent variable, only the effect of downward communication on quality improvement is eliminated. (Model 5). This way, our 3rd hypothesis was supported.

Significant impact of corporate governance on perceived individual performance (model 6), when the structural applications and organizational variables are entered into regression analysis separately (model 7,8), are decreased and eliminated(model 9). Corporate governance is quite effective on performance primarily through partial upward communication then quality improvement. When the quality improvement is added to the analysis, the effects of other precursors are completely eliminated (Model 9) Our 4th hypothesis has been supported.

5. Results, Discussion and Limitations

Regarding the effects of corporate applications on individual performance in your article and the number of studies conducted in Turkey are limited. Besides the institutionalization, information management and organizational communication having a significant impact on quality improvement, the employee performance is affected through this channel albeit weak.

Our findings attract attention to the way the organization and employees who work individually are affected by the corporate applications. In your academic and practical articles, when the information management practices and institutionalization are considered to have increasing importance, the results of this study are expected to constitute more value in the coming years.

Due to the fact that there is a high degree of positive correlation between the institutional standards such as quality improvement, information management and corporate governance, the way these variables are able to affect each other should be examined more detail. Therefore, in future studies, structure, equivalence, and process models in which the quality and accreditation standards that will be established can be tested.

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