

The Organizational Effectiveness of the Hellenic Volleyball Federation: Empirical Analysis

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International Journal of Sport Management Recreation & Tourism, Vol.29c, p.43-68, 2025

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Abstract

Organizational effectiveness is one of the most complex issues in management, as it is interpreted differently depending on the circumstances and stakeholders involved. Robbins and Barnwell (1998, 55-57), defined it as «...the measure of goal achievement, including the short and long-term approach to meeting the expectations of stakeholders». The purpose of this study was to investigate the organizational effectiveness of the Hellenic Volleyball Federation (HEVF). Data were collected from 19 people (13 men and 6 women) involved in the organization, including members of the Board of Directors, coaches, international referees, national team athletes, and other members. Data collection was conducted through a structured interview based on a closed-ended questionnaire with 40 questions on a 7-point scale, developed by Papadimitriou and Taylor (2000). The dimensions assessed were: a) board level and communication with external links, b) interest in athletes, c) internal processes, d) long-term planning, and e) support for sport science. Data analysis was performed using the SPSS 30 statistical package. The results revealed that the reliability and significance of all factors were satisfactory. The findings suggested that the HEVF needs to focus on strategic interest groups, strengthen their relationship with the outputs of the organization, and develop programs that meet their expectations, thereby enhancing the effectiveness of its operations.

Keywords: Organizational effectiveness, federation, volleyball, sport administration

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Introduction

The concept of organizational effectiveness has been the subject of extensive theoretical and empirical investigation, particularly in the field of sports organizations, which combine social roles, voluntary participation, and professional management. This paper utilizes the multiple stakeholder model (Connolly et al., 1980) to assess the functionality of the Hellenic Volleyball Federation (HVF).

Concept of Organizational Effectiveness

Organizational effectiveness has been the subject of study from the 1960s to the mid-1980s, as it is considered the most important dependent variable in all areas of human activity. Although it is found in almost all organizational theories (Cameron & Whetten, 1983; Goodman & Pennings, 1977), it lacks a clear definition, making it one of the most complex and controversial issues in organizational management (Chelladurai, 1987).

Opinions regarding the concept are divided. Robbins and Barnwell (1998, pp. 55-57) state that one approach identifies it with the achievement of goals, while another perceives it as the achievement of goals that are linked to the expectations of stakeholders, human resources, and selection committees. It is a multidimensional and difficult-to-understand concept (Chelladurai, 1987).

The difficulties in defining it are both conceptual and practical. From time to time, effectiveness has been defined based on principles such as achieving goals, resource mobilization, or optimizing internal processes. The modern perception suggests that:

- the use of multiple criteria is required,
- different functions with different characteristics must be evaluated,
- a clear picture of the means and purposes is required.

The most comprehensive approach is the "multiple constituency model," according to which an organization is considered effective when it satisfies the main groups related to its operation (Connolly, Conlon & Deutsch, 1980; Pfeffer & Salancik, 1978). The advantage of this approach is the recognition of the socio-political dimension of effectiveness (Herman & Renz, 1997).

Organizational Effectiveness in Sports Organizations

The concept of organizational effectiveness is increasingly engaging the management of sports organizations. The multidimensional structure of human resources makes its study difficult. Hoye (2004) distinguishes four groups:

- payroll administrative staff,
- amateur athletes,
- professional athletes,
- coaches.

All teams provide services to the club and collaborate with the administration, while sponsors expect specific results. Effectiveness is directly related to the collaboration of the teams and the leadership of the elected members.

The question that arises is whether larger sports organizations achieve higher efficiency than smaller ones. The answer has theoretical and practical significance (Papadimitriou, 2000). Size is a critical factor for internal structure (Amis & Slack, 1996).

Slack (1997) uses five variables to determine size:

1. Annual grant amount Amount of annual grant
2. Number of technical staff
3. Number of salaried administrative employees
4. Number of associations-members
5. Number of athletes

Kimberly (1976) adds:

- market share,
- sales,
- size of facilities.

However, due to the non-profit nature, the above is questioned. Levicki (1996) notes that the structure of an organization determines the achievement of goals. The theory of "contingency approach" supports that the internal structure decisively affects effectiveness. The theory of "contingency approach" supports that the internal structure decisively affects effectiveness.

Variables of Organizational Structure

According to Robbins (1990), Kikulis, Slack & Hinings (1989), and Slack (1997), the basic dimensions of organizational structure are:

1. Complexity: Division into sections based on activities, hierarchy, and positions.
2. Standardization (Formalization): Presence of regulations and procedures.
3. Centralization: Who makes the decisions. Centralization: Who makes the decisions?

According to probability theory, the size and lifespan of an organization affect its organizational structure, and consequently its effectiveness. Research from Aston University (Pugh et al., 1968) showed that larger organizations have greater differentiation, standardization, and decentralization.

Older organizations exhibit greater adaptability and trust in experienced personnel, with less standardization. Conversely, organizations with less specialized personnel exhibit increased standardization and centralization (Kanter, 1977).

Control and Evaluation of Organizational Performance

Control and evaluation are critical elements for the operation of sports organizations. Drucker (1990) emphasized that without reliable project evaluation, substantial production is not possible. Evaluation concerns what has been achieved in relation to the objectives. Due to the dependence on public resources and increased accountability, it is imperative. The state and the service recipients (athletes, clubs) monitor the actions of the administrators (Acosta, 2002). The complexity of the goals, the non-profit nature, and the social role of organizations make evaluation a complex process (Papadimitriou, 1997).

Criteria for Organizational Effectiveness

One of the main problems is the selection of appropriate criteria. Each organization evaluates success differently:

- the administration may aim for its re-election,
- coaches in successes,
- athletes in service quality (Hoye & Auld, 2001; Fizel & Ditri, 1996; Wolfe, Hoeber & Babiak, 2002).

Steers (1975) mentions satisfaction as a key criterion, while Chelladurai (1987) focuses on the groups that benefit from the programs. Cameron (1994) considers effectiveness as the comparison of performance with goals. Branch (1990) adds adaptability and crisis management. Other researchers focus on the resource-outcome ratio (Kefis, 1998; Zavlanos, 1998).

General Effectiveness Indicators

According to Carter, Klein & Day (1991), Lawrie (1991), Schalock & Thornton (1988), the key indicators are:

Economy

1. Size of grants per program
2. Cost per program/section
3. Cost per athlete
4. Cost per activity

The cost and revenue from each activity or program are evaluated.

Efficiency

1. Number of programs Number of programs
2. Number of athletes
3. Number of new athletes
4. Number of new members

The variety, quantity, and effectiveness of the services provided are measured.

Purpose

The assessment of the organizational effectiveness of HVF based on the five bellow dimensions and the investigation of differences in the perception of effectiveness based on gender, age, and position in the federation.

1. Board of Directors & Communication
2. Interest in Athletes Interest in Athletes
3. Internal Procedures
4. Long-term Planning Long-term Planning

Methodology

In the approach to the research process, qualitative research was chosen. Qualitative research focuses on the introduction, investigation, production of theories and hypotheses (Voight, 2010), and also aims for a deeper understanding of the perceptions and experiences of those involved in the organization. Additionally, primary research was chosen, which involves the collection of data/information that does not already exist. These pieces of information can be collected using the researcher, questionnaires, and interviews (Kampitsis, 2004).

Sample

The sample consists of 19 individuals who are active in the Hellenic Volleyball Federation (HVF). Specifically, the individuals who participated in the research were: a) Members of the Board of Directors b) Members of the coaching staff (head coach, assistant coach, etc.) c) Members of the paid Board of Directors d) International officials, referees e) National team athletes f) Others. From the total sample, we have 13 men and 6 women.

What is your current position at Hellenic Volleyball Federation ?

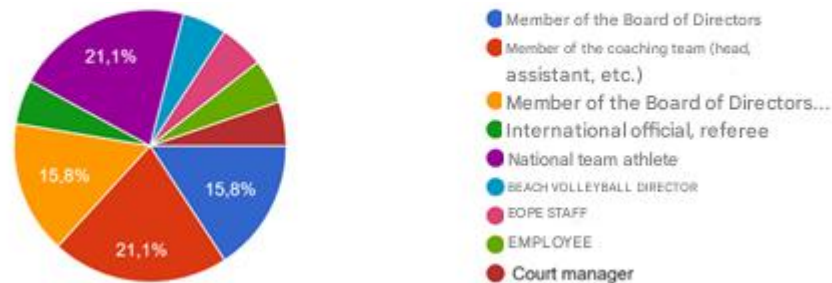


Figure 1. Positions percentages.

Measurement instrument

Data collection was conducted through a structured interview, based on a closed-ended questionnaire with 43 questions on a 7-point scale by Papadimitriou & Taylor (2000), which pertains to measuring the organizational effectiveness of sports

organizations (federations). Five dimensions were evaluated:

- a) At the level of the board and external liaisons (communication).
- b) the interest in the athletes
- c) the internal processes of the Hellenic Volleyball Federation
- d) long-term planning
- e) the support of sports science

The participants responded on a 7-point Likert scale and there was also the option "I don't know, I don't answer." The interview consisted of 43 closed-ended questions, which concerned:

- 3 demographic details (location, gender, age)
- 3 questions extra
- 37 questions on organizational effectiveness (financial, communication, collaborative, public relations, operational, educational, athlete care).

Data collection process

The research was conducted from June 1, 2024, to September 30, 2024, at the offices of the Hellenic Volleyball Federation (HVF) and at official events organized by the federation. The data for the research were collected from the responses of 19 members and athletes of the Federation through a structured interview based on a closed-ended questionnaire. The participants in the research are individuals who are daily connected with the Hellenic Volleyball Federation (HVF), and the sampling method is biased.

Expected statistical analysis

The statistical processing of the data was carried out using the statistical software SPSS 30. Initially, descriptive statistical analysis was applied to present the basic characteristics of the data and to calculate the means, standard deviations, and the distribution of responses. To investigate the internal consistency of the factors, Cronbach's α index was used to examine the reliability of the measurement scales. All factors exhibited values above 0.70, which substantiates the satisfactory internal consistency of the individual question groups. In order to investigate any differences in participants' perceptions regarding overall organizational effectiveness, the following analyses were conducted:

- T-test for gender: to detect statistically significant differences in perceptions between men and women.
- ANOVA by age (age factor): for evaluating differences between age groups (18–30, 31–50, 50+ years).

Results

Reliability refers to the consistency with which the scale measures what it measures, meaning that if the research were to be repeated at another point in time, approximately the same results would be obtained (Faulkner et al., 1999). The reliability of a questionnaire is statistically measured with Cronbach's Alpha. In the present study, the reliability of the scale was high $\alpha = 0.913$ (>0.7), and the reliability for the 5 factors was also satisfactory:

The five factors exhibited high reliability and satisfactory means:

Table 1. Means and Reliability by Factor.

Factor	Cronbach's alpha	Mean
Board & Communication	0.816	5.07
Interest in Athletes	0.836	4.98
Internal Processes	0.765	4.94
Long-term Planning	0.842	4.88
Support for Sports Science	0.715	4.85

Selected Findings from Tables

A notable finding concerns the composition of the Federation's workforce. According to the data, approximately 1/3 of the employees are women, which places it at higher levels of female participation compared to the average of other Greek sports federations, where the corresponding percentage does not exceed 1/5 (Theodorakis, Tsitsou & Tsourtsis, 2024). It is observed that, even today, the individuals involved in the field of sports, and particularly in managerial positions, are predominantly men. This fact is also confirmed by the results of e-Couros 2, which were presented at the International Conference on Sports (ICPSS 2025), according to which women constitute only 26% of the individuals active in the sports sector.

The findings of our own research align with the above percentage, confirming the significant underrepresentation of women in the field of sports. Therefore, it is necessary to strengthen the representation of women, both in competitive and administrative levels. In this direction, the Ministry's objectives are also aligned, as it has already prioritized the creation of policies that will facilitate and encourage greater participation of women in sports.

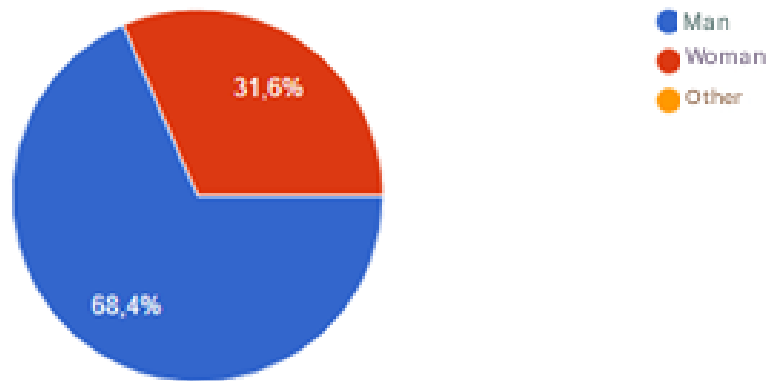


Figure 2. Gender.

Table 2. Means of variables and factors of factor 1

FACTOR 1: At the level of the board and external liaisons (communication).	AVERAGES OF VARIABLES	AVERAGES OF FACTORS
QUESTION 6) The SA allocates its financial resources with great care.	5.11	5,0729
QUESTION 10) There is effective cooperation and communication between technical staff (e.g. coaches,	5.05	

medical staff, etc.) and members of the SA board.		
QUESTION 29) All members of the SA board demonstrate a strong work ethic and willingness to volunteer their services on a voluntary basis.	4.42	
QUESTION 30)The SA maintains open channels of constructive communication with those involved in sport (teams, athletes, coaches, paid staff).	5.26	
QUESTION 31) The SA advertises adequately and consistently the sports represented.	5.05	
QUESTION 32) All board members share significant knowledge and experience.	5.16	
QUESTION 33) All board members work only for the benefit of the SA without outside influence.	4.84	
QUESTION 35) The decisions of SA board members are always correct and enforceable.	4.84	
QUESTION 36) The SA is geared towards thorough analysis of its major problems to identify realistic solutions	4,95	

QUESTION 37) The SA is always well informed about recent international administrative developments affecting the sport.	5.53	
QUESTION 38) The SA responds directly to the international scientific administrations related to sports.	4.79	
QUESTION 39) The SA promotes its public and international relations consistently.	5.68	
QUESTION 40) The SA maintains effective cooperation with the government agency for sport.	5.26	

Table 3. Means of variables and 2nd factor factors

FACTOR 2: In interest in athletes	AVERAGES OF VARIABLES	AVERAGES OF FACTORS
QUESTION 35) 18 The constitution and operation of SA's national teams is governed by fair and transparent rules and procedures..	5.32	4,9825
QUESTION 19) The SA maintains the spirit of its top athletes at a high level.	5.16	
QUESTION 20) The SA adequately assists national team athletes by supporting	4,74	

their participation in international sporting meetings.		
QUESTION 21) The SA covers the basic needs of the national teams (food, accommodation, transport).	5.47	
QUESTION 23) The SA provides attractive incentives for talented athletes to pursue performance.	4.37	
QUESTION 24) There is an atmosphere of trust and cooperation between the SA and its athletes.	4.84	

Table 4. Means of variables and factors of factor 3.

FACTOR 3: In the internal procedures of the HVF	AVERAGES OF VARIABLES	AVERAGES OF FACTORS
QUESTION 1) The administrative responsibilities of the sports organization (SO) are appropriately distributed at all levels.	4.58	4,9386
QUESTION 2) The SO communicates in a timely and adequate manner with all interested parties (clubs, international federations, state)	5.68	

QUESTION 3) Routine problems of the SA find quick and effective solutions.	4.79	
QUESTION 4) The SO has the necessary technology to function properly	4.58	
QUESTION 7) The SO administrative staff knows its tasks and how to perform them properly.	5.05	
QUESTION 9) The SO board members and paid staff work together harmoniously.	4.95	

Table 5. Means of variables and factors of factor 4.

FACTOR 4: In long-term planning	AVERAGES OF VARIABLES	AVERAGES OF FACTOR
QUESTION 8) The SO provides adequate opportunities for staff training.	5.00	4,8750
QUESTION 12) All SO committees are well coordinated to produce results.	4.84	
QUESTION 13) The SO periodically evaluates staff performance and provides feedback to them.	4.53	
QUESTION 14) The SO has a clear and long-term plan for the development of the	4.74	

sports.		
QUESTION 15) The SO has established long-term goals for the high performance area.	4.95	
QUESTION 16) The SO has developed specific action plans to achieve its goals.	4.95	
QUESTION 17) The SO periodically evaluates the effectiveness of its programs with a view to improving them.	4.79	
QUESTION 28) The SO technical staff consists of individuals with a high level of sports expertise and experience	5.21	

Table 6. Means of variables and factors of factor 5.

FACTOR 5: In support of Sports Science	AVERAGES OF VARIABLES	AVERAGES OF FACTOR
QUESTION 22) The SO provides for the national teams pharmaceutical and medical coverage.	5.76	4,8472
QUESTION 25) All SO national teams enjoy high standard training conditions.	4.37	
QUESTION 26) The SO works consistently with the National Centre for Sports Studies to ensure adequate	4.47	

scientific support for national teams		
QUESTION 27) The SO encourages the involvement of the country's academic institutions in research on sports.	5.11	

Discussion

The results confirm the effectiveness of HVF in the key administrative and operational dimensions. The significant trust in the board of directors and the strong indicators of interest in the athletes suggest a healthy organizational culture. However, the need to strengthen scientific support and strategic communication with external entities constitutes a critical point for improvement.

The sports organization is a social entity with specific goals, a defined structure, and a clear operational framework. The Hellenic Volleyball Federation (HVF), as such an organization, has the mission of cultivating, promoting, and developing the sport of volleyball in all its forms at the national level. At the same time, it promotes the principles of sports as a public good and reinforces the idea of the Olympic Spirit.

Organizational effectiveness in a sports organization consists of optimizing internal operations, proper resource utilization, effective human resource management, and ensuring competitive and financial sustainability (Koutsogiannis, 2021). In the context of the present research, an attempt was made to evaluate the organizational effectiveness of HVF, based on the theoretical framework of Papadimitriou and Taylor (2000), which focuses on five key factors of organizational effectiveness in sports organizations.

The results of the research indicate that, generally, the HVF presents a high level of organizational effectiveness, as the averages in most factors approached or exceeded the average value of the 7-point evaluation scale. However, there were also specific questions where the average responses were negative or neutral, an aspect that requires attention from HVF for future improvement.

Specifically, in the first factor concerning communication and relationships with external stakeholders, the findings indicate that the Federation maintains satisfactory and constructive communication both within the board of directors and with external

stakeholders (athletes, coaches, teams, staff). The participants seemed to agree that the collaboration between the technical staff and the administration is effective and that open channels of communication are maintained. Additionally, it is confirmed that the HVF consistently promotes its public and international relations, an element that enhances its extroversion and is also corroborated by Gargalianos' study (1996).

In the field of financial management, the majority of participants agreed that the available financial resources are allocated carefully, and that a thorough analysis is conducted for the problems that arise, which contributes to finding realistic solutions. However, the issue of the voluntary commitment of the board members raises particular concern. Although there is a generally positive perception of cooperation and willingness to contribute, it is observed that not all board members are equally active or dedicated. This may undermine the cohesion and efficiency of the organization. These data align with Burton's (2014) study, which points out that low personal commitment of members in amateur sports clubs leads to reduced efficiency and organizational dysfunction. On the contrary, when members engage with a genuine willingness to contribute, organizational effectiveness is enhanced.

Additionally, the adequacy of the Federation's information regarding international administrative developments related to the sport was positively evaluated, while to a lesser extent, it seems to directly respond to the relevant scientific approaches. At the same time, the promotion of the sports under the Hellenic Volleyball Federation (indoor volleyball, beach volleyball, and snow volleyball) is considered adequate and consistent by the majority of participants.

In summary, the Hellenic Volleyball Federation (HVF) presents significantly positive characteristics regarding its organizational effectiveness, with key advantages being communication, financial management, and the promotion of its sports. Nevertheless, it is important to place particular emphasis on strengthening the voluntary commitment of the board members, as this factor is a catalyst for the long-term success and sustainable operation of the Federation.

The second factor examined in this study concerns the level of interest and care that HVF shows towards its athletes, particularly towards the members of the national teams. The results of the research indicate that the participants somewhat agree that there is a satisfactory level of support for the needs of the national teams, a fact that is also supported by the state funding of the Federation. This is confirmed, according to a report by the online newspaper Gazzetta (2024), that the Ministry of Sports approved funding

of 0.5 million euros to meet the needs of the national teams of HVF, which confirms the recognition of the effort by the State.

The overall picture is positive regarding transparency and fairness in the formation and operation of national teams, as participants tend to agree that the rules are clear and applied fairly. However, the research highlighted specific weaknesses related to enhancing the internal motivation of athletes. Specifically, the participants maintain a neutral stance regarding the provision of psychological support and incentives for participation in international competitions. Specifically regarding the provision of attractive incentives to talented athletes for achieving high performance, there is a slight disagreement.

The above finding becomes particularly significant when compared to the practice of the Cyprus Volleyball Federation (CVF), which has adopted direct financial support policies based on athletic performance, contributing to the maintenance of high levels of motivation and competitiveness among its athletes (CVF, 2023).

Additionally, a neutral to slightly low agreement is observed regarding the existence of mutual trust and cooperation between HVF and its athletes. This finding constitutes a critical point for long-term cohesion, maintaining high performance, and enhancing team spirit. Similarly, in Gargalianos' (2009) research, it is mentioned that many athletes in Greece believe that the State does not provide sufficient and long-term incentives, which acts as a deterrent to their continued engagement in high-level sports.

In summary, despite the efforts made to support athletes and the institutional initiatives undertaken, significant challenges remain in the areas of substantial cooperation, emotional support, and the provision of targeted incentives to athletes, which should become a strategic priority for the Hellenic Volleyball Federation (HVF) in the near future.

Regarding the third evaluation factor, which concerns the internal procedures of Hellenic Volleyball Federation, it is found that the average of the participants' responses tends to slightly agree that the procedures are functioning satisfactorily. The majority of respondents seem to agree that the administrative staff of HVF knows its tasks and performs them effectively, while the collaboration within the organization is characterized as harmonious, with difficulties being addressed with relative speed and efficiency.

A particularly positive response was recorded in the question regarding the organization's communication with stakeholders (sports clubs, international federations, state bodies), as a large part of the sample agreed that the SA communicates in a timely

and adequate manner. This finding indicates the existence of an effective mechanism for information exchange and collaboration, an element essential for the smooth operation of any sports organization. In the same vein, the study by Nicolliello (2023) on the global athletics federation (World Athletics) argues that timely, transparent, and systematic communication significantly contributes to strengthening trust among the involved parties and enhancing overall organizational effectiveness. As the author notes, information based on clear communication strategies strengthens the federation's image and enhances cooperation with state and local authorities.

However, despite the positive findings, there was more neutrality observed from the participants regarding issues related to the administrative structure and responsibilities. Additionally, there was expressed caution regarding whether the SA possesses the necessary technological infrastructure for its effective operation. The absence of digital infrastructure and technological lag can be a hindering factor for further organizational development. The need for modernization is also highlighted in Sarakatsani's (2023) research, which argues that the enhancement of digital infrastructures positively affects the operations of sports organizations, while their absence leads to a reduction in efficiency and operational effectiveness.

In the fourth factor examined, the participants' opinion was slightly positive regarding the fact that HVF has a sufficient long-term plan for the development of the organization. Specifically, a trend of agreement was recorded regarding the existence of defined goals and the implementation of specific action programs to achieve them. Additionally, the research participants positively evaluated the technical staff of HVF, recognizing the high level of sports specialization and experience that distinguishes them. This finding is further supported by Rigana's (2022) research, which argues that the experience and leadership skills of the technical staff play a crucial role in achieving the strategic goals of sports organizations.

However, despite the positive indications, significant weaknesses are identified in human resource management. The majority of respondents appear neutral or cautiously negative regarding the systematic evaluation of staff performance, adequate feedback, and the coordination of HVF committees to achieve measurable results. This finding highlights the need to strengthen internal performance evaluation and monitoring mechanisms, as their absence can negatively impact both the professional development of executives and the overall organizational efficiency.

This finding is also confirmed by the study of Liveri (2023), which emphasizes that organizations that systematically implement performance evaluation programs and provide feedback achieve higher levels of employee motivation, professionalism, and commitment. The lack of such structures in Hellenic Volleyball Federation may limit the development potential of the staff and, consequently, the organization itself.

Regarding the fifth evaluation factor, which relates to the support of Sports Science, the research findings indicate one of the lowest averages, suggesting the relative inability of HVF to provide comprehensive and adequate scientific support to athletes.

Despite the fact that a large portion of the participants completely agreed that the Sports Organization (SO) provides pharmaceutical and medical coverage to the national teams – an element recognized as particularly positive – the overall assessment of scientific support shows gaps. The adequacy and reliability of health services are confirmed both by the study of PreechachanIn (2022) and by the guidelines of the International Volleyball Federation (FIVB), which emphasize the importance of medical coverage for athletes at both national and professional levels.

However, the participants' stance is more neutral or even negative regarding the overall scientific support. More specifically, they tend to slightly disagree on whether all national teams enjoy high-level training conditions, while expressing reservations about the collaboration between HVF and the National Center for Sports Studies, as well as the involvement of academic institutions in research activities. These findings highlight potential inequalities regarding access to specialized personnel, facilities, and logistical infrastructures.

It is worth noting that the study by Stergiou, Chatzioannou, and Papageorgiou (2013) supports the view that at least at the level of national women's volleyball teams, the training conditions are of high quality and adequately organized, a fact that contrasts with the more cautious opinions of the participants in the current research.

Conclusions – Recommendations

According to the research conducted at the offices of HVF and during the federation's official events in the summer months, it was revealed that they have a high level of organizational effectiveness. At the same time, however, significant problems were identified that must be addressed in order to increase the level of effectiveness. The main problems concern:

- 1) The work ethic and willingness of the board members to offer services on a voluntary basis.
- 2) The incentives provided to talented athletes to pursue performance achievements.
- 3) In the lack of the necessary technology for it to function properly.
- 4) In the evaluation of staff performance and the appropriate feedback provided to them.
- 5) On the training conditions of the national teams of sports organization, which are at a low level.
- 6) In the collaboration between HVF and the National Center for Sports Studies to ensure adequate scientific support for the national teams.

Perhaps the aforementioned problems are also the main reasons that lead our National teams not to achieve the expected results in the competitions they participate in. Furthermore, the mistakes that arise during the collaboration of the members of the sports organization may be due to the lack of appropriate cooperation and adequate feedback from the responsible individuals. Since our research yielded the above results, it is the responsibility of the Hellenic Volleyball Federation (HVF) to implement appropriate improvement measures so that more positive results can be achieved in the future.

Theoretical Contribution

This study enhances the understanding of organizational effectiveness in the realm of national sports federations, focusing on the case of the Hellenic Volleyball Federation (HVF.). It highlights that effectiveness does not depend solely on financial or material resources, but on a set of factors such as internal organization, administrative structure, communication, the existence of a strategy, and continuous feedback from the staff. Additionally, emphasis is placed on the importance of the connection between sports science and the functioning of the Federation. The absence of scientific tools and research support seems to limit the potential for progress and development, especially for national teams. The study, therefore, contributes to understanding how scientific knowledge and innovation can support administrative and competitive effectiveness in sports.

Practical Contribution

On a practical level, the research offers useful suggestions to the administration of HVF and policymakers in Greek sports. The findings indicate significant room for improvement in the areas of technological and scientific support, human resource management, and collaboration with research and educational institutions. Specifically, the following are proposed:

- Strengthening technological tools for coaching, training, and evaluation.
- Systematic evaluation of the staff, for greater responsibility and professional development.
- Development of collaborations with universities and scientific institutions, aiming at the use of scientific methods in the daily operations of the Federation.

The research can serve as a useful guide for improving organizational operations, proposing a clear roadmap of priorities for more effective and sustainable sports administration.

Suggestions for Future Research

For a better understanding and further investigation of the issue of organizational effectiveness in sports, the following directions are proposed:

- Comparative studies between different federations, in Greece and abroad, to identify common problems and best practices.
- Qualitative research (interviews, focus groups) with coaches, athletes, and executives, to hear their experiences and suggestions.
- Evaluation of the impact of collaboration with universities (e.g. department of physical education and sports science) on the competitive performance of national teams, through the monitoring of scientific interventions such as ergometry or psychological support.
- Creation and implementation of specialized tools for evaluating organizational effectiveness in the field of sports.

Such a multidimensional research approach can enhance improvement policies and contribute to the modernization of sports organizations at both national and European levels.

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