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EXECUTIVE MASTERS IN SPORTS ORGANISATION MANAGEMENT

MEMOS XXV

2022-2023

An Action Plan to Maximize Workforce Motivation and Job Satisfaction in the Cyprus NOC

by

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Declaration

This project is my original work and has not been presented for the award of any degree in any other university.

Sign: _____ Date: 09 July 2023

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NOC: Cyprus National Olympic Committee

Acknowledgements

After the actual product of this project, the action plan, this section is the most important for me as it gives me the chance to properly acknowledge everyone who made this very important project for my NOC, possible.

As an employee of the Cyprus NOC, for more than 15 years, I have always dreamed the day that the organization would decide to properly and meaningfully invest in its people. To actually listen to them and with them create a better working environment for everyone.

2022 was the year.

Thank you, IOC and Olympic Solidarity for offering this wonderful program, MEMOS. And through that, for accepting my NOC to participate and invest in progress. Thank you for the financial support.

Thank you, Executive Council Members of the Cyprus NOC, for believing in MEMOS and for proposing me to be the one attending this program. Thank you for acknowledging the hardships we undergo internally and for approving this topic to be my final project.

Thank you, dear coworkers for believing in this project. For embracing its cause and for actively participating in all steps of the process. Thank you for not holding anything back, for sharing what was inside you all these years and thus contributing tremendously to what we now all staff members believe to be the next chapter of the Cyprus NOC. Through this process we came out all more united, and more excited, and more motivated to work together.

Thank you, Dr. Tracy Taylor. Thank you for providing me with structure when I was confused. Thank you for your feedback which was always prompt. Thank you for being so kind when trying to explain me otherwise. Thank you for being inspiring when I had my doubts. Thank you for the walk in Rio. Thank you for being calm when I was not. Thank you for your smile when I needed it. Thank you being a key figure for me in this journey.

Abstract

With the rapidly changing environment of the Olympic Movement and the ratification of Olympic Agenda 2020+5 recommendations on adopting good working conditions, the IOC demonstrated the importance on having its member organizations create a healthier and more motivating workplace environment.

For the past two years the CNOC has been operating without a general director or any other senior level manager which has been causing operational difficulties and daily challenges among employees. The purpose of this project was to understand the existing facilitators and barriers within the CNOC workplace environment and their impact on workforce motivation and job satisfaction. The information gained through this project was used to propose an evidence-based action plan for the CNOC to create a healthy and stable working environment aiming to maximize its workforce motivation and job satisfaction.

A mixed methods approach was selected to collect data from all 15 paid staff members of the CNOC, through surveys, questionnaires, focus groups, interviews and workshops. The JSS was used to measure job satisfaction, the MAWS to assess motivation and the OCQ to document workforce commitment levels. Data collection also involved focus group discussions with staff members to further elaborate on key themes derived from the surveys as well as benchmarking interviews with industry experts. A final co-creation workshop in the presence of representatives of the CNOC Executive Council was conducted and produced the proposed action plan.

The proposed action plan was pre-approved and will be presented in September 2023 to the Executive Board Session for official approval.

Résumé

Avec l'évolution rapide de l'environnement du Mouvement olympique et la ratification des recommandations de l'Agenda olympique 2020+5 sur l'adoption de bonnes conditions de travail, le CIO a démontré l'importance pour ses organisations membres de créer un environnement de travail plus sain et plus motivant.

Au cours des deux dernières années, le CNOC a fonctionné sans directeur général ni aucun autre cadre supérieur, ce qui a entraîné des difficultés opérationnelles et des défis quotidiens pour les employés. L'objectif de ce projet était de comprendre les facilitateurs et les obstacles existants dans l'environnement de travail de la CNOC et leur impact sur la motivation du personnel et la satisfaction au travail. Les informations obtenues dans le cadre de ce projet ont été utilisées pour proposer un plan d'action fondé sur des faits à la CNOC afin de créer un environnement de travail sain et stable visant à maximiser la motivation et la satisfaction au travail de ses employés.

Une approche mixte a été choisie pour collecter des données auprès des 15 membres du personnel rémunéré du CNOC, par le biais d'enquêtes, de questionnaires, de groupes de discussion, d'entretiens et d'ateliers. Le JSS a été utilisé pour mesurer la satisfaction au travail, le MAWS pour évaluer la motivation et l'OCQ pour documenter les niveaux d'engagement du personnel. La collecte de données a également donné lieu à des discussions de groupe avec les membres du personnel afin d'approfondir les thèmes clés tirés des enquêtes, ainsi qu'à des entretiens d'évaluation avec des experts du secteur. Un dernier atelier de co-création en présence de représentants du Conseil exécutif de la CNOC a été organisé. Le plan d'action proposé a été pré-approuvé et sera présenté en septembre 2023 à la session du Conseil exécutif pour approbation officielle.

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List of Abbreviations and Acronyms

BUPGG	Basic Universal Principles of Good Governance
IOC	International Olympic Committee
NOC	National Olympic Committee
CNOC	Cyprus National Olympic Committee
CNOA	Cyprus National Olympic Academy
NF	National Federation
JSS	Job Satisfaction Survey
MAWS	Motivation at Work Scale
OCQ	Organizational Commitment Questionnaire
SERVQUAL	Service Quality

CHAPTER 1

INTRODUCTION

In March 2021, the IOC Session unanimously approved the Olympic Agenda 2020+5 as the new strategic roadmap of the IOC and the Olympic Movement to 2025 (International Olympic Committee, 2021). One of the 15 recommendations is the need for all members of the Olympic Movement to adopt, as their minimum standard, the Basic Universal Principles of Good Governance (BUPGG) of the Olympic Movement (Recommendation 14).

Article 3 of the BUPGG instructs that all members of the Olympic Movement operate with the highest level of competence, integrity and ethical standards. Specifically, two of the key elements for each member organization to consider under this pillar are:

a) reinforcing efficiency through good internal communication and understanding
b) adopting good working conditions and atmosphere as well as motivation and incentive policies for the smooth functioning of the organization.

Also, under article 4.6 of Recommendation 14, the member organizations are instructed to facilitate the ongoing education and training of their executives, volunteers and employees and develop an induction programme for all new members of staff (both volunteers and paid personnel).

With the rapidly changing environment of the Olympic Movement and the importance that the IOC gives to the implementation of the above recommendations, the CNOC wishes to better understand how effective, satisfied and committed its people currently are and what actions could be implemented towards creating a working environment promoting well-being and consistent with its values providing a positive working experience.

The purpose of this research project is to propose evidence-based options for the CNOC to create a healthy and stable working environment by developing an action plan aiming to maximize the motivation and job satisfaction of its workforce.

This chapter introduces the research project, the background of the CNOC and the management problem. It further presents the aim and objectives of the study, research questions and significance. Limitations of the study and their impact on the findings of the study are presented.

1.1 Background of the CNOC

The CNOC founded in 1974, is a non-governmental, non-profit, unlimited duration organization created in accordance with the "Olympic Charter" under the guidelines approved by the IOC (The Cyprus National Olympic Statutes, 2021).

Since late 2020, a new Executive Council came in with a pre-election mandate to initiate a process aiming to adopt the IOC Agenda 2020+5 recommendations starting with those most relevant to its operating needs. The CNOC organizational structure is below:

The Executive Council

The Executive Council oversees the strategic governance of the CNOC and assumes many of the legislative functions of the organization. It is composed by four Officers (President, Vice President, Secretary General and the Treasurer) and seven ordinary Members. The Executive Council is supported by commissions consisted of volunteers (21) including Personnel, Finances, Judicial, Appeal, Technical, Procurement, GDPR Compliance, Marketing and Promotion, Energy and Sustainability, Pierre De Coubertin and National Olympic Academy.

The Secretariat

For many years, the CNOC maintained a total headcount of 19 paid staff members. A Director, serving as the head of the paid staff in the Secretariat, underpinned by four Administrative Officers, one Administrative Assistant, one Marketing Officer, one Accounting Officer, one Accounting Assistant, two Executive Secretaries, two Secretariat Officers, one Press Officer, one Maintenance Officer and four cleaning staff.

These positions and operational expenses are covered by government funds whereas participation in Olympic Games and other multi-sport Games is supported by the IOC, private sponsorships and Olympic Solidarity programmes.

1.2 Current Situation / Problem Statement

Over the last two years, the paid staff has been reduced to 16 people while at the same time the events and activities have nearly doubled (increase in multi-sport games participation, events and programs). For the past two years the CNOC has been operating without a general director or any other type of senior level manager to monitor, manage and assess the performance of daily operations. This has caused operational difficulties and peer to peer tension mainly due to the confusion among the workforce and the lack of feedback and direction. With no responsible manager to bridge the gap between decisions taken by the Executive Council and the execution of these decisions at an operational level, each Council member feels free to randomly assign all sorts of tasks and requests to staff members without considering job description, respecting organizational hierarchy and/or being mindful about the working hours. There have been many cases in which contradictory tasks were assigned to administrative personnel by more than two members of the Council during the same working day causing employees stress and delivering poor quality results.

This situation has resulted in a rise in sick leave, staff being late in arriving to work and cases in which staff members openly expressed their dissatisfaction to Council members about the current affairs within the Cyprus NOC.

It is well documented for an organization to deliver enhanced organizational performance, its workforce should feel engaged and satisfied within a positive workplace environment (Spreitzer & Porath, 2012). Specifically, Motyka (2018), argues that low level of employee engagement at work is linked to a declining organization performance while Bin

and Shmailan (2015), explain that satisfied employees are more likely to better perform on their roles and tasks thus help their organization to achieve success.

1.3 Research questions

This research project examines the current CNOC workplace environment with a view to developing actions to address its internal challenges and maximize its workforce motivation and job satisfaction. To create a sound and meaningful action plan, four research questions were designed for this project in a step-by-step approach:

1) What are the current levels of motivation among the paid employees of the Cyprus NOC?
2) What are the current levels of job satisfaction among the paid employees of the Cyprus NOC?
3) What are the current levels of organizational commitment among the paid employees of the Cyprus NOC?
4) What are the current stakeholders (National Federations) perceptions with regards to the quality of service they receive by the Cyprus NOC staff?

1.4 Objectives/Purpose of Project

The primary purpose of this project is to understand the existing facilitators and barriers within the Cyprus NOC workplace environment and how these impact workforce motivation and satisfaction which will ultimately improve organisational performance. The information gained through this project will be used to achieve the following objectives:

Objective 1:

Provide strategic guidance for the Cyprus NOC to improve its alignment with IOC Olympic Agenda recommendations:

- Improving efficiency through internal communication and understanding (Recommendation #14 /Article 3.3)
- Adopting good working conditions and atmosphere as well as motivation and incentive policies for the smooth functioning of an organization (Recommendation #14 /Article 3.3)
- Facilitate the ongoing education and training of executives, volunteers and employees (Recommendation #14 /Article 4.6)

Objective 2:

Develop an evidence-based action plan to help the Cyprus NOC become aligned with the above recommendations by creating a healthy and stable working environment that maximizes the motivation and job satisfaction of its workforce.

1.5 Significance of the Project

This project aims to end the never-ending cycle of ambiguity, tension, stress and communication roadblocks causing a poor and unstable working environment in the Cyprus NOC. After two years without a general director and with no operational roadmap for the staff to follow, the Executive Council, has openly addressed the urgency for finding a solution. However, as all Council members are working on a voluntary basis, have private business projects and only meet once a month, this makes it really hard for them to invest quality time to address the issue providing a realistic and sustainable solution. That is why during the Executive Council meeting in May 2022, a unanimous decision of supporting the

works of this project was announced, expecting the final deliverable of the project (the action plan) to provide meaningful direction as to the next steps towards creating a healthy and stable working environment in the CNOC.

To further add to the significance of the project, all members of the staff will be involved in the process of creating the final action plan recommendations (through a co-creation workshop) and the Executive Council has specifically highlighted the following elements and expectations out of this project:

- Increased productivity: When employees feel valued, supported, and respected, they are more likely to be productive, more engaged, productive and motivated to and perform at their best (Tessema et al., 2013).
- Reduced turnover: Happy and more satisfied employees are more likely to stay with the organization and contribute to its success over the long term (Ali, 2008).
- Improved morale and well-being: A positive workplace environment can boost employee morale and foster a sense of community and belonging. This can lead to better teamwork, collaboration, and communication among employees, while at the same time minimizing friction, tension and stressful situations (Mafini, 2016).

Immediate Impact: The aim is to develop and implement a CNOC Action Plan to better meet the NOC mission and the IOC Agenda recommendations.

Long Term / Legacy Impact: The achievement of culture transformation phase that creates a long-lasting legacy of healthy and stable workplace environment. This may take time, but eventually new hires will join an organization which functions based on best practices and processes that augment the levels of job satisfaction, solidify individual and collective commitment to the organizational goals and drive the internal motivators of its people.

1.6 Limitations of the Project

Time constraints: The current project needed to be completed for the purposes of MEMOS program within a ten-month timeframe. This did not allow for an extensive study involving also the twenty-one volunteers working as members of the Executive Council and the Cyprus NOC commissions. Input from the volunteers would be very helpful in designing a more comprehensive action plan which would include insights and ideas derived from their data.

Lack of cooperation: Due to the nature of the project, there was an inherent risk that not all members of the workforce would be willing to participate due to fear of exposing their thoughts and weaknesses. To minimize the risk, the data collection was not performed by the researcher (who is also working in the CNOC along with the participants of the project). Rather, the researcher outsourced the data collection part to an external consultant who administered the questionnaires, facilitated the focus group and assisted during the final workshop intervention. Also, to further reduce the risk of drop outs, all participants received a written confirmation that all data collected would be treated with outmost confidentiality and be used solely for the purposes of this project.

CHAPTER 2

LITERATURE REVIEW

This chapter presents an overview on how an organization can improve its workplace environment through a critique of extant literature. It overviews the concepts of workforce motivation and job satisfaction and their influence on organizational performance following by an outline of the main types of workforce commitment based on the three-component model of commitment. The principal purpose of this chapter is to explore how these dimensions impact the working environment of an organization to inform the research approach of this project which is undertaking a study to inform an action plan aiming to maximize workforce motivation and job satisfaction in the Cyprus NOC.

Due to the very extensive amount of literature on generic motivational theories and definitions, the following literature review focuses primarily on non-profit and sport organizations and explores how the different elements of the research questions are expressed within this environmental context.

2.1 Workforce motivation

There is a vast body of research on defining motivation. Taylor et al. (2015), explain that motivation is not defined as one's effort per se but rather as the internal drive that guides individual behaviour. This inner desire will eventually distinguish the level of effort to be exerted by employees and that is why sport organizations should be concerned with identifying the elements behind their workforce motivation. Managers, view workforce motivation as a key component of an organization's performance equation and they suggest that improving motivation in workplace should be treated with outmost attention (Steers et al., 2004). Also, empirical evidence by Cires and Negoescu (2018) proposes that employees working in sports organizations believe that the overall performance of the organization is the

outcome of the collective results obtained by its workforce. They further explain that paid staff employed by sports organizations become motivated by factors pertaining to their self-interest and therefore a regular assessment of their levels of motivation and satisfaction is required for achieving the desired organizational performance.

Employees working in non-profit organizations show low levels of motivation which in return causes the organization to respond poorly towards the needs of its stakeholders (Fallah, 2020). He further explains that working in a non-profit sport organization may appear to be rewarding due to the interaction with athletes and participation in competitions and events but the rather low pay, the dauting tasks and the long working hours require a variety of motivators to be used to maintain a high performing workforce. It seems that the notion that employees will respond to a task or become motivated just because their manager instructed them so, is not valid (Shanks & Dore, 2007).

In a scoping review, Kalogiannidis (2021), has shown that despite the link between workforce motivation and organizational performance, other factors such as rewards schemes, style of the management and the overall workplace environment may impact the ability of the staff to perform efficiently. The results from the analysis of the 21 quantitative studies included in this scoping review, revealed that the most dominant types of motivation with regards to operational performance are: *achievement motivation*, *affiliation based motivation*, *competence motivation, power motivation, attitude based motivation, incentive motivation* and *fear motivation*. Anghelache (2015), questioned the common notion that high levels of workforce motivation always translate to improved organization performance, which seems to share common ground with Chatzopoulou et al. (2015), which stated that traditional motivational theories and approaches may no longer be effective in modern workplace environments. Rather, redirecting the focus on obtaining an understanding of the concept of motivation both from within the individual employees (internally) and the

workplace environment (externally) perspective may be the answer in improving the organizational performance (Chen et al., 2012).

It is well documented that goal setting is in the core of each individual's motivation process. These goals are generated through a self-focused process and express each individual's needs, values, traits and perceptions (Meyer & Maltin, 2010). According to Amabile (1993), internal motivation can be described as an individual's need to purse an internal desire. He explains that these individuals seek enjoyment, interest, self-expression or personal challenge at work. On the other hand, when employees engage in the work due to an external impulse, then external motivation becomes a factor and certainly both types of motivation play a very important role in improving workforce capacity and performance at the workplace (Ryan & Deci, 2000).

Management of an organization should know what motivates their workforce and studies have found that the most important motivators in the workplace were basic salary, social benefits, job security, good team work and other type of financial rewards (Hitka et al., 2014). Additionally, Ariani (2015), suggested that employees tend to feel more motivated if they function and operate within a healthy and supportive workplace ecosystem which fosters peer to peer interactions and provides opportunities to become more socially engaged with their co-workers. The above findings seem to justify why public sector jobs were traditionally seen as a very attractive career option. In their work, Perry and Hondeghem (2008), revealed that public sector workplaces offer benefits such as security of tenure, generous pension system, good working hours and career advancement opportunities and thus providing the foundations for a good quality of life.

2.2 Job satisfaction

Non-profit organizations, of which include many sport organizations, pursue of gaining a competitive edge but, in many cases, also face financial hardships (Andjarwati et al., 2019). It seems that selecting the right people and keeping them satisfied is of primary importance in achieving organizational objectives and addressing their needs effectively is also paramount in retaining these employees for the long term (Chi et al., 2018).

Despite the vast research on job satisfaction, currently there is no single commonly accepted definition of what job satisfaction is (García et al., 2018; Aziri, 2011). Additionally, Koehlier (1988) argued that job satisfaction is a rather multidimensional concept which represents the overall sentiments and feelings an employee has with regards to his work.

In an attempt to throw more light on this matter, Lewis et al. (2001), showed that both intrinsic and extrinsic factors determine the overall level of job satisfaction among employees. Specifically, they explain that both the nature of the daily duties and content of the work (intrinsic) as well as the salary, benefits, working hours and working conditions (extrinsic) result in establishing the job satisfaction level of an employee. These findings are also supported by the work for Gyurak et al. (2020), who revealed that workforce satisfaction is linked to healthy interpersonal interactions among the working staff which translates to improved workplace productivity and performance. Meng and Berger (2019) also found that a healthy workplace environment and a supportive working culture provides a significantly positive effect on the levels of job satisfaction among employees and the creation of such working conditions should be high on the management's list of objectives. To that extent, Rosenthal (2011), suggested that an organization's chief responsibility is to provide development opportunities for their staff and to make each member of the workforce team the best they can be. He further suggests that managers, apart from the performance report, they should also develop an action plan for each employee's professional development.

Job satisfaction is possible if all staff members embrace and accept the culture of the organization and experience a motivating workplace with supportive leadership on a continuous basis (Paais & Pattiruhu, 2020). They explain that an employee's performance and success at the workplace is determined by individual level of competence on the specific task and emphasize on the idea that good performances and achievements should be recognized by management and shared with peers. To that extent, Linden et al. (2000), supported the link between job satisfaction and job characteristics and the greater sense of organizational commitment among employees who feel more capable and competent to deliver the desired outcome which is expected from them. According to the seminal Job Characteristics Model (Hackman & Oldham, 1980), workforce job satisfaction can be influenced by the individual mix of skills of each worker, the type of task needed to be performed, the significance and the substantial impact of the task, the degree of autonomy on when and how to complete the task and the feedback and clear information about performance effectiveness. They note that the first three elements of the mix bear more weight in determining the degree to which an employee will gain more meaning out of their work and conclude that the above job characteristics will affect employees' internal motivation and job satisfaction.

In their research on organizational identification, Ashforth and Mael (1989), explain that when employees share common goals and values with their organizations, they tend to identify stronger with them and gain stronger satisfaction through their work contribution. This is also supported by Hwang and Lee (2017) who showed that employees with psychological ownership of their jobs felt more satisfied and committed to their roles and tasks. Further, Taylor et al. (2015), also suggest that employees who work in an environment which is consistent with their individual values seem to experience a more positive job satisfaction.

2.3 Workforce commitment

Scholars agree that commitment within a workplace environment is a difficult concept to describe but a considerable amount of academic literature show that a strongly committed workforce can provide a tremendous benefit to an organization. (Meyer & Maltin, 2010). Armstrong and Taylor, (2020) note workforce commitment is part of the process leading to effective performance and thus improving the levels of commitment among employees can be a strategic organizational objective. In their study, Becker et al. (1996), showed that a committed workforce is a satisfied workforce even though in most instances commitment does not necessarily influence the workforce performance (Mathieu & Zajac, 1990).

Meyer and Herscovitch (2001), defined commitment as ‘‘a force that binds an individual to a course of action of relevance to a target’’ (p. 299) and explain that an employee’s commitment to an organization can take various forms. Specifically, they support the existence of three distinguished mindsets with regards to organizational commitment each translating to a different path of behaviour. The first type is the affective commitment which occurs when the employee feels a strong emotional attachment to the organization identifying with its values and goals, the second is the normative commitment which reflects to the deeper sense of an employee’s obligation to stay in an organization even when the workplace environment and working conditions do not provide the desired satisfaction and finally, the continuance commitment which causes the employee to stay with an organization as a result of fear of losing benefits and when generally the cons of leaving the organization outweigh the pros.

2.4 Conclusion

This chapter reviewed literature related to this project and examined the concepts of workforce motivation, job satisfaction and organizational commitment. Throughout the

review an interconnected relationship among these factors emerged, highlighting their crucial role in shaping employee attitudes and workplace environment. The key findings stress the importance of creating a healthy and motivating workplace environment both for improving workforce satisfaction and organizational performance.

CHAPTER 3

METHODS

3.1 Introduction

This chapter describes how the research problem was investigated, the research design selected to address the research questions and data collection procedures and instrumentation. As discussed in the previous chapters, the purpose of the current study is to develop an action plan that, when implemented, will maximize the motivation and the job satisfaction levels of the CNOC staff. To achieve that, the study aims to identify what types of facilitators and barriers exist within the CNOC workplace and determine their impact on workforce motivation and satisfaction.

The methodology for collecting data and analyzing the results took into consideration the current circumstances within the internal CNOC environment and all members of the workforce were chosen to participate in this project. Including the entire workforce population allows for the opinions and ideas of each member and thus the resulting action plan covers how to motivate the entire workforce and provide a satisfying work environment.

Positionality Statement

I acknowledge my dual role both as a researcher and as an employee of the actual organization under study, noting this could impact the objectivity of the research process and influence conclusions. As a long-term employee of the CNOC I hold opinions and perspectives which may influence observations and lead to unintentional biases. Further, the willingness of my coworkers to disclose opinions and perceptions about working conditions might be compromised given I am leading this research. To mitigate this risk, I contracted an external management consultant to facilitate all data collection procedures that involved the CNOC staff (questionnaires and focus groups).

3.2 Research Design and Rationale

The method chosen elicits data to gather opinions and experiences from the CNOC workforce and stakeholders. Combining qualitative and quantitative data, provides for a more comprehensive understanding and a better perspective on the topics investigated (Creswell & Clark, 2018). A mixed methods approach was selected to collect data through surveys, questionnaires, focus groups, interviews and workshops.

Each research question was addressed independently targeting a different sample of the study population as shown in table 3.1.

Table 3.1: Methods to address each of the research questions

RESEARCH QUESTIONS	DATA	METHODS	SAMPLE
Research Question #1 What are the current levels of motivation among the paid employees of the Cyprus NOC?	Motivation	• The Motivation at Work Scale (MAWS) • Focus Groups	Cyprus NOC staff (n=15)
Research Question #2 What are the current levels of job satisfaction among the paid employees of the Cyprus NOC?	Satisfaction	• Job Satisfaction Survey • Focus Groups	Cyprus NOC staff (n=15)
Research Question #3 What are the current levels of commitment among the paid employees of the Cyprus NOC?	Commitment	• Organizational Commitment Questionnaire • Focus Groups	Cyprus NOC staff (n=15)
Research Question #4 What are the perceptions of important stakeholders as to the working culture within the Cyprus NOC?	Organizational Culture and Performance	• Service Quality Questionnaire	National Sport Federations (n=24)
Research Question #5 What are the best practices currently employed in achieving high levels of workplace motivation and satisfaction?	Benchmarking other sectors	• Desk research • Interviews	TOYOTA CY «IOC TOP Program» Cyprus University of Technology (Non-profit) (n=2)

3.3 Data Collection Tools

According to Zikmund (2003), a good research tool should collect information relevant to the research questions and obtain responses that are valid and accurate. Therefore, to further minimize the risk for methodological errors and inherent biases, the present study incorporated the following established data collection tools which had already been validated and tested.

3.3.1 Participant Survey

Greek Version of Job Satisfaction Survey (JSS)

This was used for measuring job satisfaction. This has been translated by different bilingual translators and tested with 239 employees and the results confirmed its validity and reliability among Greek speaking participants (Tsounis & Sarafis, 2018). A total of 36 questions were administered to each paid employee of the CNOC and responses were rated on a 7-point scale ranging from 1 (completely disagree) to 7 (completely agree).

The Motivation at Work Scale (MAWS)

This was developed and validated based on the framework of self-determination theory (Gagné et al., 2010). All participants completed a questionnaire with 11 questions on intrinsic motivators and the internalization of extrinsic motivators (external, introjected, identified and integrated regulation) using a 7-point scale.

Organizational Commitment Questionnaire (Myer, Allen)

This was validated for workplace commitment. It integrates the three major categories of commitment (Affective, Normative and Continuance) (Spik, 2016). Consists of 6 questions in

each of the three categories. Participants rated the level of their organizational commitment on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

To minimize unwanted response bias and maintain high levels of data reliability by having the participants provide accurate and truthful results, all of the questionnaires were compiled into a single survey paper and handed to participants for completion (see Annex III for the scales used). To minimize peer interaction which could lead to inaccurate results, a ballot type drop box was used to collect all completed surveys. All 15 staff responded the survey.

ServQual Questionnaire

The SERVQUAL multiple-item scale developed by Parasuraman et al. (1988) was used separately to measure the National Federations' perceptions on the working culture and performance of the CNOC staff. The National Federations assessed the CNOC staff in six key dimensions: Assurance, Responsiveness, Empathy, Reliability, Communication and Attitude. Responses were rated on a 5-point scale ranging from 1 (strongly disagree) to 7 (strongly agree) and the specific items consisting of each questionnaire dimension were designed based on the work by Wong et al. (2012) (see Annex IV).

3.3.2 Qualitative Approaches

Focus Groups

Focus groups use group interaction and encourage all participants to comment on opinions, share viewpoints, ask questions and introduce new ideas (Kitzinger, 1995). To further explore the key findings from the surveys and dive deeper into the barriers and facilitators existing

within the CNOC working environment, all staff members participated in a focus group which was facilitated by an external consultant.

Interviews (benchmarking)

Two interview sessions were conducted to gain a deeper insight and understanding on best practices applied by organizations which have a proven record of healthy and motivating workplace environment. The first interview was conducted face to face with the HR manager of TOYOTA Cyprus while the second interview with the HR manager of the Cyprus University of Technology was conducted via zoom.

At the beginning of each interview session, the participants were informed that the interview sessions would be recorded and provided their approval before commencement. Both interviews took approximately 65 minutes and a transcribed document of the face-to-face meeting is provided at Annex V.

Workshop co-creation (Develop Action Plan)

Workshop co-creation session was held to plan how to maximize workforce motivation and job satisfaction in the CNOC. All study participants shared ideas and viewpoints on how the research findings could be translated into planned actions with specific owners, tied to a budget and with a specific timeline for execution.

The Vice President, the Treasurer and one Member of the CNOC Executive Council attended the workshop session and approved the final action plan document (see Annex VI).

3.4 Data Collection Process

The data collection process was sequenced to allow the information and data collected to build towards creating more probing questions and culminating in the Action Plan.

Specifically, the data collection process followed the timeline below:

- **2nd March 2023:** Administration of JSS, MAWS and OCQ to all paid employees of the CNOC.
- **16th March 2023**: Semi-structured, face to face interview with the HR Manager of TOYOTA (Cyprus) on best practices and how an organization with an IOC Top Partner status maintains a highly motivating and healthy workplace.
- **21st March 2023**: Semi-structured, individual interview with the HR Manager of the Cyprus University of Technology (Non-Profit) - a candidate for «The Investors in People Awards 2022». The interview delved into tactics and strategies currently working within the non-profit sector.
- **3rd April 2023**: Administration of SERVQUAL to a total of 24 National Sport Federations to get their perspective on the CNOC working culture and staff performance.
- **10th May 2023**: Based on the results of the JSS, MAWS and OCQ, specially designed questions were administered in a focus group of all paid employees of the CNOC to gain a deeper insight with regards to the barriers and facilitators of the working environment and to work on potential solution ideas.

  a) **8th June 2023:** Based on the overall data collected from the previous steps a workshop was designed in which all paid employees of the CNOC participated to:
     - share the information and data collected during the previous steps and
     - get all participants involved into the process of co-designing the final project deliverable. An action plan to maximize their motivation and job satisfaction working for the CNOC.

Summary

This chapter described the research design, sample population, data collection tools and process used to collect data. A mixed methods approach was selected to collect data through surveys, focus groups, interviews and workshops, from all employees working in CNOC. Participant anonymity and confidentiality was maintained throughout the data collection process, and signed informed consent was obtained from each participant (see Annex VII).

CHAPTER 4

RESULTS

4.1 Introduction

This chapter presents results from the quantitative (surveys) and qualitative approaches (focus group, interviews and workshop) that addressed the four research questions:

1. What are the current levels of motivation among the paid employees of the Cyprus NOC?
2. What are the current levels of job satisfaction among the paid employees of the Cyprus NOC?
3. What are the current levels of organizational commitment among the paid employees of the Cyprus NOC?
4. What are the current stakeholders (National Federations) perceptions with regards to the quality of service they receive by the Cyprus NOC staff?

4.2 Survey Results (NOC Staff)

All 15 participants responded to a total of 65 questions as summarized below:

<u>Motivation</u>

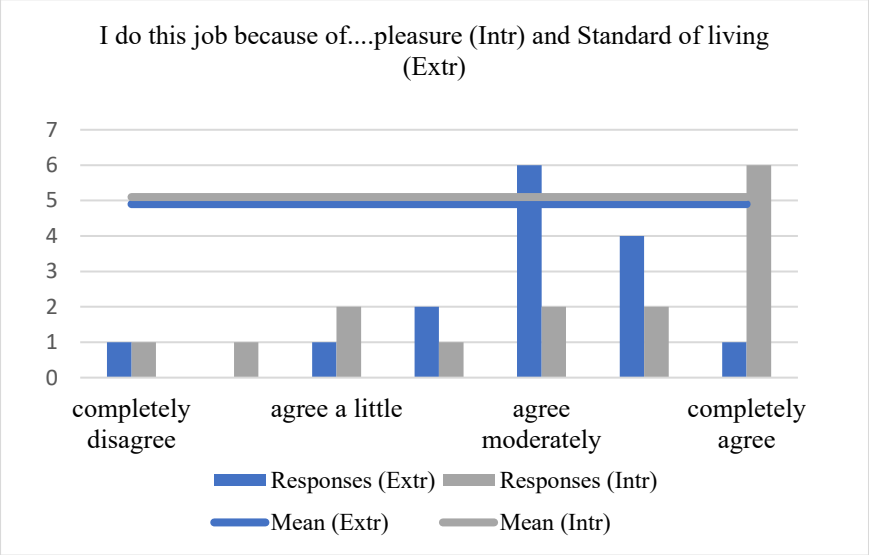
The results (see table 4.1) revealed that respondents are motivated by both intrinsic and extrinsic factors. Individual items were grouped in four variables which shows ‘‘Joy and Fun’’ (M=5.04) was the only one rated as ‘‘agree moderately’’.

Table 4.1: Motivation at work scale results

Motivation (n=15)		
Variables	**Mean**	**Std. Deviation**
Joy and Fun	5.04	1.46
Life goals and Career	4.13	1.75
Personal Ambition	4.37	2.00
Salary	3.98	1.22
Overall Motivation	**4.38**	**1.29**

As can be seen in Figure 4.1, participants moderately agreed that they work for the CNOC both for the moments of pleasure that this job brings them (M=5.1), but also for the certain standard of living they can afford (M=4.9).

Fig. 4.1 Reason for working at CNOC



Job Satisfaction

Respondents expressed mixed feelings about job satisfaction (9 items in Table 4.2). As participants did not have a general director nor a direct line supervisor for the past 2 years, ‘‘Supervision’’ was removed from the survey data and was discussed in the focus group.

Table 4.2: Job satisfaction survey results

Job Satisfaction (n=15)		
Facets	**Mean**	**Std. Deviation**
Pay	3.90	1.89
Promotion	3.18	1.28
Fringe Benefits	4.27	1.05
Contingent Rewards	3.95	1.38
Operating Conditions	3.53	0.85
Coworkers	4.01	1.09
Nature of work	4.56	1.35
Communication	3.96	1.42
Total Satisfaction	**3.95**	**0.92**

Participants identified challenges that negatively impact the level of workforce satisfaction. As shown in Figure 4.2, respondents ‘‘agree strongly’’ (M=5.6) ‘‘There is too much bickering and fighting at work’’ revealing that daily interactions between coworkers in the workplace can be challenging.

Figure 4.2 Work Challenges I

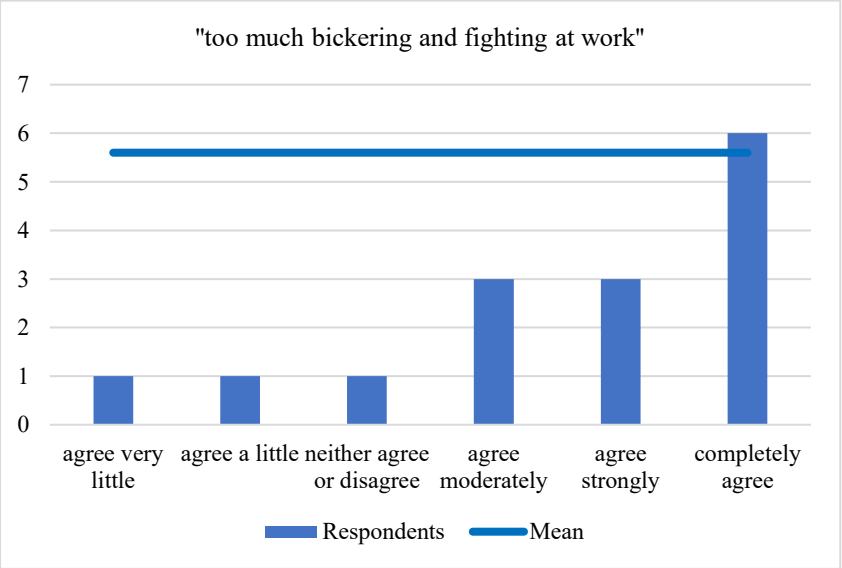
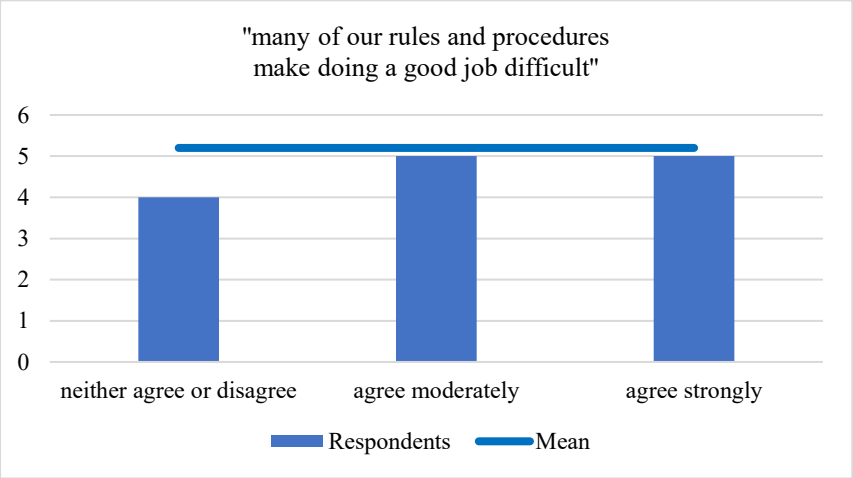


Figure 4.3 Work Challenges II



Data (see figure 4.3) shows that employees ‘‘agree moderately’’ (M=5.2) that many of the rules and procedures within the CNOC make doing a good job difficult.

Finally, results (see table 4.3) show a combined list of key areas where employees feel there is room for improvement and areas that currently provide a sense of happiness and satisfaction.

Table 4.3 Positive and Negative Items

Key Areas for Improvement (Negative)	
Questions	**Response (mean)**
I feel unappreciated by the organization when I think about what they pay me	Agree moderately (4.5)
I am not satisfied with the benefits I receive	Agree moderately (4.6)
Work assignments are not fully explained	Agree moderately (4.6)
Communications seem good within this organization	Agree a little (3.1)
Key Areas to Build Upon (Positive)	
Questions	**Response (mean)**
I like the people I work with	Agree moderately (5.2)
I feel a sense of pride in doing my job	Agree moderately (5.1)
I enjoy my coworkers	Agree moderately (4.9)
I like doing the things I do at work	Agree moderately (4.6)

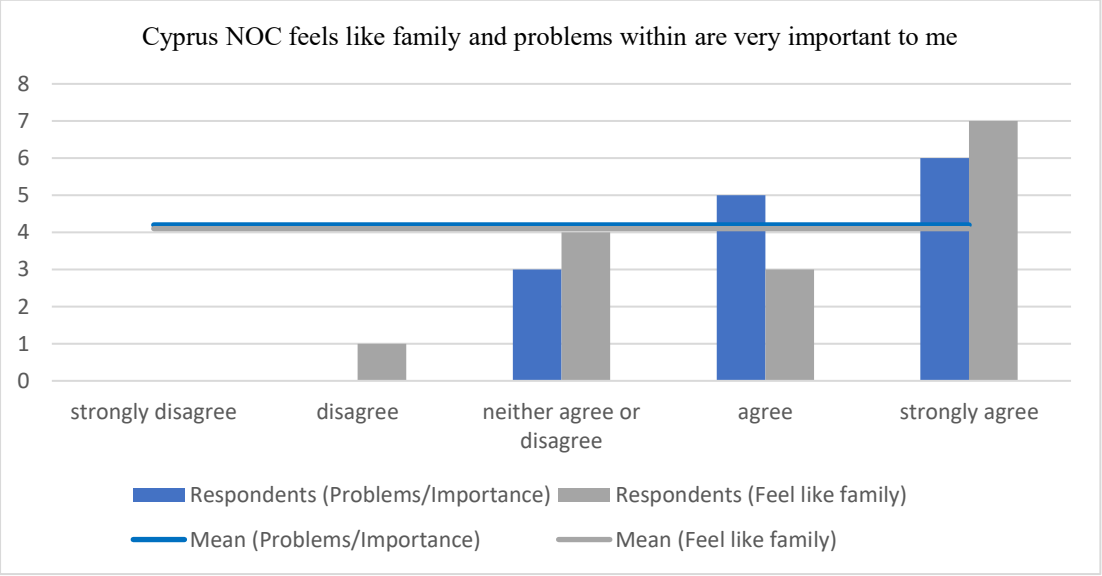
Organizational Commitment

The results on organizational commitment in each key variable (see Table 4.4) revealed that employees shared an emotional attachment with their organization and ‘‘agreed’’ that CNOC feels like family (M=4.1) and the problems within the organization are very important to them (M= 4.2) (Figure 4.4)

Table 4.4: Organizational Commitment Questionnaire results

Organizational Commitment		
Variable	**Mean**	**Std. Deviation**
Affective	3.87	0.81
Normative	3.42	1.18
Continuance	3.70	0.92

Figure 4.4 Emotional Attachment to Work



4.3 SERVQUAL Results for Stakeholders (National Federations)

Table 4.5: Service Quality Survey results

Service Quality Results		
Variables	**Mean**	**Std. Deviation**
Assurance	4.51	0.59
Responsiveness	4.26	0.64
Empathy	4.11	0.83
Reliability	4.22	0.65
Communication	4.53	0.57
Attitude	3.98	0.79

National Federations responded in a very positive way as they seem to "agree" (M= 4.2) that the Cyprus NOC staff is providing quality service in all key facets.

The variables that were rated poorly were further explored in the focus group which helped to gain a deeper insight on the underlying feelings of the working staff.

4.4 Focus Group Results (NOC Staff)

All 15 members[1] of the staff participated in the focus group and elaborated on the key areas found to be acting as barriers within the CNOC while at the same time proposed ideas on how to further capitalize on the positive aspects of the internal environment. The following six themes emerged from the focus groups analysis:

Theme 1: Unclear Structure and Procedures

Participants agreed that they were not aware of the organizational structure of the CNOC. When the facilitator showed an image of the CNOC organizational chart many of the participants responded that they were not aware of such a chart (FG1, FG2, FG4, FG6, FG10, FG15) while FG5 and FG11 thought that they might have seen this chart before. Discussions highlighted the need for clear roles and responsibilities within CNOC especially now that the

[1] Note: Each Focus Group member is identified as FG1, 2, 3, etc, to maintain anonymity

organization has no general director or supervisor. Most participants expressed frustration due to overlapping tasks and not well-defined job descriptions as noted "I get a call to do something and later on I find out that same task has been assigned and already addressed by another staff member" (FG9). FG11 confirmed having same experience. FG2 added that often times is asked to perform a task which is far from the type of job hired to do while FG6 shared that many times was asked to attend events beyond regular time schedule. When facilitator asked participants to come up with a possible solution, FG5 suggested that CNOC could reassess its current needs and establish a clear plan including procedures to be followed, an idea which was welcomed by rest of the participants.

Theme 2: Poor Communication causing Tension

The discussion revealed ineffective peer to peer communication channels as well as between CNOC Council Members and employees. FG11 commented, ''There were many cases in which big events were scheduled weeks in advance and I got informed about my tasks and role just a few days before the due day''. FG3 argued that this type of practice not only does it cause great confusion and stress but also causes friction between peers. Specifically, it was stated ''I know that certain employees are privy to information that others don't. I know they will not admit it but this is causing others to feel unappreciated and become more confrontational''. Participants agreed with the suggestion made by FG9 that regular meetings between all employees and between Council Members and employees could help improve communication and information sharing. When the facilitator asked what other ways could further help the organization improve the levels of communication, FG4 explained that in his/her previous work had experience working with a project management app which helped

team members be more informed and better communicate with each other. While many participants seemed to support the idea, FG15 and FG13 expressed their concern with regards to the complexity involved in using such apps which would make the less tech-savvy employees feel uncomfortable.

Theme 3: Lack of Learning Opportunities

Participants emphasized that after so many years of working with the organization they had never received any type of training to improve their skills. The discussions revealed that workforce had a strong desire for continuous learning opportunities that could improve their work efficiency and further their professional growth. FG5 commented ''I personally feel that training and education is essential for me to keep me motivated and happy at my current role. It shows that my employee appreciates my efforts and wants to further invest in me.'' While FG8 agreed on the importance of training and development he/she recalled a time when had attended a training workshop which was very poorly organized and the content was not helpful at all. FG8 concluded by stating that staff members should be involved in the process of selecting topics and types of training rather than just having the organization organize random trainings just for the sake of it. When the facilitator asked the participants to describe with just one word why training felt important to them, "maturity" (FG4), ''personal-development'' (FG5), ''progress'' (FG11), ''efficiency'' (F8) and ''appreciation'' (F1) where among the most prominent responses. Interestingly, FG13 stated ''training feels a bit late for me'' with FG15 and FG12 agreeing with this statement. FG14 replied with the question ''what type of training could possibly be helpful to my position?'' with FG3 stating ''maybe

educating staff on job related training possibilities could be something the organization should start from''.

Theme 4: Need for More Organizational Clarity

The focus group discussions revealed that participants never received any sort of formal induction as to what their CNOC represents, what vision, mission and objective it has and what its different activities are. FG6 mentioned ''My first day at work, there was no one to welcome me. It was only after I mentioned to the reception that I was a new employee, they called to receive instructions as to where my office was located''. Needless to say, I worked my way around, introduced myself and since I was the only employee in my department, I started working on what I thought was relevant to my position''. FG 1 added ''Thank god I had another person at my department and she showed my place, my computer and what I was supposed to be doing''. Through discussions initiated by FG9, it became obvious that work and tasks are not properly explained and a need for more structured process is needed to solve this issue. Specifically, FG2 pointed out the fact that the organization holds sessions and organizes events around the Olympic Values but staff was never formally introduced to them. FG13 added ''what we learned about CNOC is what we hear and see from our position and from the years at work''.

Theme 5: Absence of Feedback

Participants kept circling around the lack of structured and regular performance feedback being an important challenge for CNOC. FG1 said ''with no feedback mechanism in place, it means that performance cannot be assessed and so, why bother to be more than average?''.

FG7 explained that CNOC used to apply performance feedback which proved to be too complicated for the type of our organization and the rather simple structure we have. Through discussions, participants agreed that even though feedback is essential, it should be structured in a simpler design focusing on what is important and meaningful. FG5 further explained that feedback should be reciprocal and staff should also have the opportunity to provide feedback to their supervisors, something that was not acceptable at the past. FG7 drew attention to an incident in which different amount of bonus money was distributed by CNOC to different employees without any prior feedback or explanation. The participant continued by explaining that in his/her opinion all employees had contributed equally and the absence of a feedback mechanism made the whole process seem unfair and less transparent.

Theme 6: Good work rarely recognized

The lack of appreciation for their efforts was a key theme emerged by the employees. FG6 stated ‘‘Many times, us employees go the extra mile to deliver on tasks that are clearly beyond the scope of our duties and responsibilities. Being somehow recognized and appreciated would certainly improve our motivation and boost our morale’’. The discussions once again circled around the failed attempt by the Executive Council to show appreciation by handing out bonuses to certain employees who in their opinion worked beyond regular hours but without any documentation or proof. They stressed on the fact that this caused more friction between employees who received different amounts with FG7 stating ‘‘I was very embarrassed and disappointed by the amount given to me. I felt not worthy and not appreciated’’. All participants agreed with FG7 that a more structured approach on rewards

and recognition is needed and to be directly linked to the performance, effort and employee engagement.

Summary

The focus group discussions revolved around the key findings identified from the surveys and CNOC staff shared opinions and viewpoints addressing the workplace challenges they face while providing suggestions and proposed solutions. The following implications from the six key themes suggest:

- CNOC needs to reassess current structures and procedures and clearly explain them to the staff.
- In the absence of a general director or direct supervisor, staff needs to find a solution to better communicate and share information as this seems to negatively affect peer to peer relationships.
- CNOC needs to invest in continuous education for its staff and also staff needs to better communicate its needs for growth and personal development
- CNOC needs to provide more clarity on what the organization represents (Olympic movement, values, mission, vision, objectives) and structure this process so that all employees know how their work is aligned to these values and goals.
- CNOC needs to find a simple way in which both employees and employer may share feedback on each other's performance, fostering transparency and fairness.
- CNOC needs to apply a more structured approach on rewards and recognition when it comes to workforce performance (both individual and as a team).

4.5 Interviews Results (Benchmarking)

The interviews undertaken with two industry experts provided insight in the following discussion points:

Topic 1: Creating healthy motivating workplaces

Topic 2: Key practices towards creating healthy motivating workplaces

Topic 3: Dealing with non-cooperative staff

Topic 4: Long term planning towards creating healthy motivating workplaces

Topic 5: Budgetary requirements towards creating healthy and motivating workplaces

Topic 6: Assessing workforce performance to maximize motivation and job satisfaction

4.5.1 Themes and Patterns

Theme 1: Start with Values

Both experts noted that aligning staff with the organizational values was critical in creating a healthy workplace environment. Expert 1 stated ‘‘Organizational values were at the centre of focus of all key practices implemented from day one’’ while Expert 2 explained that ‘‘Back to the initial stages of the organization their first initiative was to facilitate a workshop in which staff members participated in the co-creation of the organizational values and code of conduct’’. Expert 1 explained ‘‘The values of transparency and respect are essential for a healthy and motivating working environment. Based on that, we formulate an action plan focused around activities that promote the above values as well as giving back to society’’.

Theme 2: Know Your People

Working in the organization was a reoccurring theme by both participants. Specifically, they explained that the manager or direct supervisor in any organization should spend quality time with staff members and get to know their interests, background, needs and wants. Expert 1

stated that ‘‘The supervisor needs to get to know more of each employee’s aspirations, life goals and if the organization is not that large in size one to one meetings could provide very meaningful insights’’. Expert 2 response was ‘‘First step to take as a manager is get to know your team members so well that you can act as a catalyst to drive team work, collaboration, good communication and trust. Then you have a solid foundation in creating a healthy place to work where people feel committed and satisfied.

Theme 3: It’s All About Feedback

Feedback was an apparent theme among the managers’ responses. Expert 1 noted ‘‘our organization accepts feedback for everything and from everyone as this is considered the way for an improved workplace environment’’, while Expert 2 discussed ‘‘we no longer use performance appraisals. We just have feedback days. The staff is not assessed for job tasks but rather receives feedback on skills and competencies. Further, Expert 1 stated that ‘‘feedback received from employees’ engagement surveys is analysed and used to create action plans aiming to tackle challenges and improve workplace environment’’. Expert 2 explained ‘‘We use feedback to identify gaps and propose relevant staff training. The aim of feedback is not to assess the working progress per se but rather exchange thoughts and ideas about working environment in general.’’ Expert 1 advocated a personal meeting is conducted in which employee is welcomed to express thought, opinions and concerns in attempt to understand the underlying reasons of this unwanted behaviour. Expert 2 stated ‘‘You should give these people the opportunity to be heard and see if something bothers them. Use their input to find ways to make them feel more motivated’’. Expert 1 noted their organization ‘‘receives anonymous feedback by all employees through an annual engagement survey process’’.

Theme 4: Training and Continuous Education

Opportunities for staff members was addressed by both HR managers. Expert 1's view was that ''Providing continuous education to all employees is considered one of the key activities of the organization to maintain a healthy workplace environment with motivated and satisfied employees''. Expert 2 stated ''The organization maintains an internal training framework where all staff should go through an induction phase training and then progress to receive position related skill set training''. Expert 2 explained that after a training session, employees are required to complete a personal action plan which they will be required to revisit in three months' time with their supervisor to see if the followed through and applied what they had learned. Expert 2 stated ''we use trainings as a personal development tool rather than as a tool to rate their performance''.

Theme 5: No Big Budgets Needed

While having a budget for implementing activities towards creating a healthy and motivating workplace environment can be advantageous, both participants agreed that there are effective solutions requesting minimum budget. Expert 1 responded ''important activities such as formulating policies, discount schemes of employees, recognizing tenure, coffee outings and celebration days may pose very small financial burden. Expert 2 circled back to the importance of values stating that ''For creating a workplace environment with motivated and committed employees you need to change culture. Management must apply daily what is expected. Good behaviour, good habits and lead by example. This costs nothing''.

Summary

The expert interviews revealed that certain practices are effective regardless of whether you lead a non-profit or for-profit organization. Interestingly, from the key emerging themes, it

can be concluded that creating a healthy and motivating workplace is more about knowing your people, investing in their personal and professional growth and provide leadership able to provide genuine feedback and help align each employee's values with the ones of the organization.

CHAPTER 5

DISCUSSION

The purpose of this research project was to develop an action plan to maximize workforce motivation and job satisfaction in CNOC. This chapter answers the stated research questions by presenting and discussing the findings from this study.

5.1 Findings and Literature Review Analysis

RQ1: What are the current levels of motivation among the paid employees of the CNOC?

Research question one tested current levels of motivation among the CNOC's workforce via the MAWS. The analysis indicated that CNOC employees are overall motivated working for the organization and are driven by both intrinsic and extrinsic factors. While Ryan and Deci (2000) also agree that both types of motivation play an important role in improving workforce capacity and performance, the findings oppose to the notion mentioned by Fallah (2020), that employees working in non-profit organizations show low levels of motivation. It is the author's opinion that the fact that staff members have been working together for more than 15 years contributed to the creation of a more family type working environment which justifies high ratings on joy and fun.

Taylor et al. (2015), highlighted the importance of inner desire in the level of effort exerted by employees and the results from the present study suggest that besides pleasure, this inner desire is also driven by the certain standard of living the CNOC workforce enjoy. This finding is in accordance with Hitka et al. (2014), that salary, benefits and financial rewards are amongst the most important motivators in the workplace.

RQ2: What are the current levels of job satisfaction among the paid employees of the CNOC?

Overall, respondents felt ambivalent with regards to being satisfied or not with the job. While the CNOC employees expressed their satisfaction with regards to the nature of their work and being around their coworkers it seems that there is too much bickering and fighting at work. While Lewis et al. (2001) explain that the nature of daily duties and work benefits determine the level of employee satisfaction, Gyurak et al. (2020) highlighted that workforce satisfaction is also built upon healthy interpersonal interactions among the working staff. As it was revealed from the focus group discussion, unnecessary tension between workforce was a result of poor communication between peers and also between staff and Executive Council. To this extent, results also revealed that employees feel that many of the rules and procedure in CNOC make doing a good job difficult. As it was further discussed in the focus group, the structure and operations of the organization are not clear especially when it comes to job description, key accountabilities and who does what. Indeed, the importance of person-job fit was found to be a significant factor on whether employees felt satisfied and committed to the organization (Bin & Shmailan, 2015) and even though it was not explicitly stated, the author believes that this finding could be related to the strict centralized management and authoritative leadership style practiced by the previous director.

Also, the lack of learning opportunities was another factor of dissatisfaction with CNOC staff explaining that they had never received any type of training to improve their skills. Rosenthal (2011) explains that development opportunities for staff is paramount to keeping employees satisfied by showing them that the organization values their contribution and is willing to further invest in it. Interestingly, the benchmarking interviews revealed that industry experts valued continuous learning and provided lots of learning opportunities to their workforce.

CNOC workforce felt unappreciated with regards to what they get paid for the amount of work they do and expressed their dissatisfaction with the benefits they receive. Meng and Berger (2019) emphasize that it should be the management's priority to address and tackle issues that negatively impact the workplace environment before improving their employees' job satisfaction. In the author's opinion, this finding could be more related more to the work assignments not fully explained and the increased level of workload imposed on employees rather than the pay itself. Considering that standard of living had a positive contribution in workforce motivation it can be inferred that if work was better delegated to those who actually fit the role and responsibility then the satisfaction ratings could be improved. As Al-Shammari (2015) suggests, excessive workload may ultimately have a detrimental impact on the workforce morale and productivity and therefore organizations should carefully plan out workload and task delegation.

RQ3: What are the current levels of organizational commitment among the paid employees of the CNOC?

With regards to the workforce levels of organizational commitment, results showed that employees are emotionally attached to their workplace. As Becker et al. (1996) suggest, a committed workforce receives more satisfaction from workplace and therefore commitment is found to be essential in building a working environment which maximizes workforce satisfaction. The author believes that results are primarily due to the small size of the organization and the fact that most staff members have been working together for more than ten years. This may constitute the major underline factor that employees feel CNOC like family and care about the problems of the organization. However, the results on commitment may also reflect the current difficult times in securing a job and the challenges associated in switching careers.

RQ4: What are the current stakeholders (National Federations) perceptions with regards to the quality of service they receive by the CNOC staff?

Despite the challenges faced within CNOC, service quality results revealed that employees maintain a high level of professionalism and service delivery towards CNOC's important stakeholder, the Cyprus National Federations. Interestingly, during focus group discussions it was acknowledged that in a number of cases high levels of stress and peer tension resulted in employees demonstrating poor attitude when dealing with a stakeholder's question and request. However, it is the author's view that lack of training on specific customer service topics such as handling phone calls and dealing with bookings and requests is also acting as a barrier towards achieving higher standards of service. The author, being a CNOC employee for more than 15 years has witnessed cases in which employees commented on how they could better handle difficult discussions and demanding situations, had they received specialized training in this respect.

Summary

This chapter presented the discussion on the four research questions from this project. Despite the notion that employees working in non-profit organizations may show low levels of motivation, the CNOC's staff seem to enjoy their work and have the desire to be actively involved in their organization. However, when it comes to the second research question, CNOC seems to be facing some internal challenges which negatively impact workforce satisfaction. This finding comes in accordance with the evidence provided in the existing body of literature highlighting the importance of peer to peer relationships as an important driver of job satisfaction.

Finally, the CNOC's employees care about their organization and the problems it may be facing and this is reflected on the high levels of services they offer towards the Cyprus National Federations.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

The Olympic Agenda 2020+5 recommendations on adopting good working conditions demonstrate the importance that the IOC places on having its member organizations create a healthier and more motivating workplace environment. This project revealed that even though the CNOC's employees enjoy working for the organization and feel motivated by the certain standard of living the can afford, the current workplace environment lacks important elements to make them feel satisfied and perform at their best. The unclear and dated structure and procedures are causing great confusion to the employees while at the same time poor communication between peers and members of the Executive Council was found to lead to tension and heated arguments. With no feedback mechanism in place, the good work, effort and performance by employees is rarely recognized which further adds to the low satisfaction levels of the workforce.

However, despite these barriers, employees were found to be committed and emotionally attached to the CNOC, something that was further confirmed by their high ratings on service quality as pointed out by the National Sport Federations.

6.1 Recommendations

This research project was about assisting the CNOC to gain an understanding of its current situation with regards to the motivation, satisfaction and commitment of its current workforce. The results were drawn on to propose an evidence-based action plan to help the CNOC tackle existing barriers, explore and promote facilitators and become aligned with the Olympic Agenda 2020+5 recommendations and maximize workforce motivation and job satisfaction.

Action Plan

The final action plan (see Annex I) developed during a co-creation workshop followed a structured approach and was facilitated by the author as well as an external consultant. Through group discussions, brainstorming sessions and interactive activities, all 15 staff members shared their views, ideas and suggestions on how the key themes emerged from the focus group could be translated into an action plan.

The Vice-president, Treasurer and a member of the Executive Board were present during the co-creation workshop session and at the end gave their approval with regards to the suggested action plan.

The proposed actions per area of focus are presented in 3 priority levels:

- **Quick Wins** (implementation period within 3 months)
- **Priority A** (implementation period within 12 months)
- **Priority B** (implementation period within 18 months)

Area 1: Operating Model & Ways of Working

Quick Wins (ways of working)
Develop an annual Events Planning Calendar, outlining all upcoming CNOC events/activities for the year. The meeting for the development of the Events Planning Calendar may be held twice a year (June & December) for the events in the upcoming 6 months. This action will serve the following purposes:
▪ Better coordination of events/activities organised by CNOC based on a structured agenda agreed upon by all employees
▪ Keeping track of all events/activities, so as to avoid scheduling conflicts
▪ Timely communication of the annual schedule of the CNOC to both Executive Council and staff
▪ Assigning project ownership for each event to an employee and to whom other employees will need to liaise with for the specific event
▪ Defining the implementation teams per event
▪ Increasing employees' sense of accountability and ownership regarding their participation and contribution to CNOC's events/activities

Priority A (operating model & organizational structure)
Reassess and redefine the operating model and organisational structure of CNOC, so as to ensure its alignment with the current realities, the organisation's activities, vision and strategic priorities. In this context, the following should be addressed:
▪ Determine the optimal organisational structure of the organisation
▪ Outline the key accountabilities and decision-making matrices so as to provide direction and clarity in relation to the roles and responsibilities, as well as decision-making authority of each function/activity and/or employee
▪ Design and/or amend, as needed, the job profiles/job descriptions for key positions within the organisation, outlining the key roles and responsibilities.
▪ Determine the required workforce needs which are needed to meet operational requirements and enhance efficiency (appears to be a great need to fil the position of General Manager, media and digital marketing officer)

Priority B (operation & HR Manuals)
▪ Draft a comprehensive Operations' Manual, outlining the key operational policies, guidelines, protocols and procedures that need to be followed and adhered to by all employees
▪ Draft a comprehensive HR Manual, to act as a guide and single point of reference for employees, providing them with important information about the various policies, practices and procedures applied by the CNOC in relation to their employment experience

Area 2: Communication & Collaboration

Quick Wins (effective communication)
▪ Use of alternative communication channels (internal viber group for staff) to ensure prompt and effective communication between employees and timely dissemination of information.
▪ Introduction of an Internal Communications Ambassador (possibly a member of the Executive Council) who will be responsible for communicating important information and regular updates to employees and ensuring that the right information is shared in a timely manner.
▪ Establishment of "Monday Coffee Mornings" in which all employees of CNOC will join to share updates, coordinate actions and discuss future activities.
▪ Introduce staff briefing meetings after each session of the Executive Council to share information and key outcomes.
▪ Establishment of debriefing meetings after every major event/project, to discuss outcomes, key challenges faced, learnings and what could have been done better, as a method of sharing knowledge and experiences and helping to continuously improve.
The proposed actions are expected to contribute towards a more effective communication and sharing of information on important matters such as strategy and objectives, Executive Council's decisions, news, important updates and events.

Priority A (communicate strategy & values)
▪ Conduct a Strategy Lab / Retreat, on an annual basis (end November), with the participation and involvement of the Executive Council and key staff members, whose main aim will be to discuss the organisation's performance during the previous year, analyse the key challenges and successes, jointly define the strategic direction and priorities for the following year and develop a structured implementation action plan to achieve these.
▪ Introduce a ''Living our Purpose'' campaign, dedicating a specific month within the year (June, close to Olympic Day celebrations) whereby employees will be informed/reminded about the CNOC's vision, strategic priorities and values and how their daily activities are linked to these.

Area 3: Learning & Development

Priority A (employee development)
▪ Taking into consideration the needs of each role and position, both technical and soft skill training could be provided in the following specific areas (report-writing, phone calls handling, event management, Microsoft Office, time management, stress management, mindfulness & wellness and communication)

Area 4: Organizational Clarity

Quick Wins (new joiner's scheme)
▪ When a new employee joins CNOC an existing employee will be assigned as the new joiner's ''buddy'' to act as their main point of contact to ensure their smooth integration in the Organisation and the successful assumption of his/her duties

Priority B (on-boarding program)
Develop and establish a structured on-boarding program for new joiners, aiming to further improve their employee experience when they join CNOC and for the first few weeks of their employment, which may include, among others, the following initiatives:
▪ Welcome Letter from the General Manager, the Executive Council welcoming the new joiner to the CNOC family
▪ New Joiners' Induction Checklist which will include a detailed list of tasks / actions and will act as a guide to ensure the new joiners' smooth transition to CNOC but also to help them gain the essential skills and knowledge, so as to effectively assume their associated duties and responsibilities
▪ Brief overview of the Organisation and provision of detailed information related to CNOC that all employees should be aware of (info package)

Area 5: Performance Management

Quick Wins (performance check)
▪ Mid-Year informal ''Feedback Days'' (June & December) between employees and their direct managers (for now the role will be assigned to the President of CNOC's Personnel Commission), whose main objective will be to provide an opportunity to catch-up on the employees' performance and progress, discuss active projects, areas of strength and areas for development, manage any challenges and provide any support which may be required.

Priority B (performance management system)
▪ Introduce a digitally based performance management system, to ensure fair and effective evaluation of performance based on clear quantitative and qualitative criteria.

Area 6: Rewards & Recognitions

Quick Wins (benefits and practices)
▪ Collaborate with external vendors from local establishments (such as airlines, hotels, retail stores, restaurants and cafeterias) to provide special offers, reduced prices and/or discounts to employees for different products and services.
▪ Offer employees the opportunity to work remotely once per week provided that their position does not require physical presence on-site
▪ Introduce flexible working hours 9:00 – 16:00 to improve work-life integration and accommodate afternoon meetings scheduled by the Executive Council.
▪ Granting employees additional days off in case of consecutive overtime and/or significant individual or team achievements.
▪ Introduce celebratory outings/dinners with direct manager and members of the Executive Council as a recognition of individual or team achievements

Action Plan Budget

The action plan budget (see Annex II) serves as a financial roadmap which links the proposed action plan items to their associated costs linked to an implementation deadline. This comprehensive breakdown of expenditure aims to provide the Executive Board with a precise idea as to what financial resources are needed to execute the proposed actions and facilitate a more informed decision-making. As it can be seen, not only total expenses are well withing a realistic range for the CNOC, but also many of the proposed action plan items

can be delivered by the CNOC's professional services partner. Specifically, the most costly action plan items are non-recurring expenses, involve the creation of manuals and systems (€20.000) and contribute to 58.5% of the total budget expenditure (Y 2023 – Y 2025). The CNOC currently maintains an agreement for a total of €15.000 in professional services to be delivered by its partner by the end of 2024 which makes the implementation of the proposed action plan very feasible and realistic.

6.2 Concluding Remarks and Implications for Practice

Being a small NOC, human capital is probably the most important resource behind driving CNOC's progress and achieving organizational goals and objectives. As it has been highlighted through literature, the elements of motivation, satisfaction and commitment play a key role for having an effective and productive workforce, especially when it comes to non-profit organizations where funding resources are limited. This project demonstrated the importance of staff engagement, through information sharing and feedback from the people themselves. Listening to staff combined with the insights shared by field experts as well as by the National Federations, providing additional input through the interactive co-creation workshop is a useful process through which to refine and socialise an action plan.

The driving methodology and rationale behind the creation of this action plan may prove to be useful for other small NOCs which share similar challenges and characteristics and are looking for ways to efficiently motivate and satisfy their workforce. The careful selection of actions and initiatives not to be associated with big costs adds to the implementation feasibility of this project and to its transferability to other NOCs with budgetary restraints. As it was revealed both from the field experts and the employees, maintain open and efficient channels of communication between all stakeholders is a key element for an organization to have a healthy internal environment which fosters workforce

motivation and job satisfaction. Finally, a combination of a transparent feedback mechanism associated with a non-monetary rewards system may prove to be very impactful to the morale and the sense of job satisfaction of the employees while providing clarity and structure as to what is expected from them also adds to creating a more motivating and satisfying workplace environment.

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ANNEX I

Action Plan

Area 1: Operating Model & Ways of Working

Task/Action	Lead	Priority Level	Resources	Critical Success Factors
Create an Annual Events Planning Calendar	**Head of Education** (G.Korellis)	**Quick Win** (within 3 mon.)	**~ 8 hrs**	All officers show commitment to lead projects
Reassessing operational needs and organizational structure	**External Provider** (tender process)	**Priority A** (within 12 mon.)	**~ €7.000 euro**	Executive Council to assign a special committee to monitor progress
Creation of Operations' and HR Manuals	**External Provider** (tender process)	**Priority B** (within 18 mon.)	**~ €5.000 euro**	Staff members provide opinions and viewpoints

Area 2: Communication & Collaboration

Task/Action	Lead	Priority Level	Resources	Critical Success Factors
Internal Viber group for CNOC staff	**Secretariat Officer** (A. Keszi)	**Quick Win** (within 3 mon.)	**1 explanatory session** (~30 min)	All staff members understand how and when to use it
Internal Communication Ambassador	**Personnel Committee** (Head/Member)	**Quick Win** (within 3 mon.)	**1 explanatory session** (~ 45 min)	Person selected must be well informed about CNOC affairs
''Monday Coffee Mornings'' for CNOC staff	**Admin Officer** (G.Terezopoulos)	**Quick Win** (within 3 mon.)	**1 meeting /week** (~ 25 min)	Staff come prepared to contribute
Staff Briefing after Executive Council Sessions	**Admin Officer** (G. Panayides)	**Quick Win** (within 3 mon.)	**1 meeting /month** (~ 20 min)	Responsible person must come prepared
Post Events Debriefing meetings	**Head of Education** (G.Korellis)	**Quick Win** (within 3 mon.)	**1 meeting / event** (~ 30 min)	Staff members should provide viewpoints
Annual Strategy Lab/Retreat	**Head of Education** (G. Korellis)	**Priority A** (within 12 mon.)	**~ €3.000 euro /year**	EC must provide guidance/ agenda
''Living our Purpose'' campaign	**External Speaker** (Chosen by CNOA)	**Priority A** (within 12 mon.)	**2 CNOA meetings** (~ 120 min)	Topic must be relevant and speaker an expert on the field

Area 3: Learning & Development

Task/Action	Lead	Priority Level	Resources	Critical Success Factors
Employee Development	**CNOC Personnel Committee** (President, Y.Ioannides)	**Priority A** (within 12 mon.)	**~ €1.500 euro / year**	a) Staff members to submit requests and b) Executive Council to propose relevant training topics

Area 4: Organizational Clarity

Task/Action	Lead	Priority Type	Resources	Critical Success Factors
New Joiner's ''Buddy'' Scheme	**CNOC Personnel Committee** (President, Y.Ioannides)	**Quick Win** (within 3 mon.)	**1 explanatory meeting** (~ 60 min)	Staff to be trained to deliver on this action
New Hire On-boarding Program	**External Provided** (To Be Decided)	**Priority B** (within 18 mon.)	**~ €2.000 euro**	Action to be included as the final part of the hiring process

Area 5: Performance Management

Task/Action	Lead	Priority Type	Resources	Critical Success Factors
Performance Check (Feedback Days)	**CNOC Personnel Committee** (President, Y. Ioannides)	**Quick Win** (within 3 mon.)	**2 personal (one on one) meetings/year** (~ 40 min)	Mark precise days in calendar and staff should have a clear understanding of the process
Performance Management System	**External Provided** (To be Determined)	**Priority B** (within 18 mon.)	**~ €8.000 euro**	Be simple to use and easy for staff to understand

Area 6: Rewards & Recognition

Task/Action	Lead	Priority Type	Resources	Critical Success Factors
Special CNOC staff discounts	**CNOC Executive Council**	**Quick Win** (within 3 mon.)	**1 personal meeting per vendor** (~ 60 min each)	EC members must actively contribute in identifying vendors
Remote work	**CNOC Executive Council**	**Quick Win** (within 3 mon.)	**1 EC meeting** (approve action)	Action to be included in the official employees' handbook
Flexible working hours (9:00 -16:00)	**CNOC Executive Council**	**Quick Win** (within 3 mon.)	**1 EC meeting** (approve action)	Action to be included in the official employees' handbook
Days off to celebrate individual/team achievements or in cases of overtime work	**CNOC Executive Council**	**Quick Win** (within 3 mon.)	**1 EC meeting** (approve action)	EC members to determine such cases and include in employees' handbook
Celebratory outings/dinners with staff and Executives as a recognition of individual/team achievements	**CNOC Executive Council**	**Quick Win** (within 3 mon.)	**~ €450 euro**	EC members to determine a list of such celebration milestones and include in employees' handbook

ANNEX II

Action Plan Budget

AREA	ACTION PLAN ITEMS	IMPLEMENTATION DEADLINE	BUDGET 2023 €	BUDGET 2024 €	BUDGET 2025 €
1	Annual Events Calendar	31 December 2023	-	-	-
1	Reassessing Operations and Structure	30 September 2024	-	7,000	-
1	Operations and HR Manuals	31 March 2025	-	-	5,000
	Total Area 1 Expenses		**0**	**7,000**	**5,000**
2	Internal Viber group for staff	31 December 2023	-	-	-
2	Internal Communication Ambassador	31 December 2023	-	-	-
2	'Monday Coffee Mornings" for staff	31 December 2023	-	-	-
2	Post EC sessions staff briefing	31 December 2023	-	-	-
2	Post events debriefing meetings	31 December 2023	-	-	-
2	Annual Strategy Lab/Retreat	30 September 2024	-	3,000	3,000
2	'Living our Purpose" campaign	30 September 2024	-	-	-
	Total Area 2 Expenses		**0**	**3,000**	**3,000**
3	Employee Development	30 September 2024	-	1,500	1,500
	Total Area 3 Expenses		**0**	**1,500**	**1,500**
4	New Joiner's "Buddy" Scheme	31 December 2023	-	-	-
4	New Hire On-boarding Program	31 March 2025	-	2,000	-
	Total Area 4 Expenses		**0**	**2,000**	**1,500**
5	Performance Check (Feedback Days)	31 December 2023	-	-	-
5	Performance Management System	31 March 2025	-	-	8,000
	Total Area 5 Expenses		**0**	**0**	**8,000**
6	Staff Discounts	31 December 2023	-	-	-
6	Remote work	31 December 2023	-	-	-
6	Flexible working hours	31 December 2023	-	-	-
6	Days off (overtime/achievements)	31 December 2023	-	-	-
6	Celebratory outings with staff	31 December 2023	450	550	650
	Total Area 6 Expenses		**450**	**550**	**650**
	TOTAL EXPENSES		**450**	**14,050**	**19,650**

ANNEX III

CNOC Staff Questionnaire

This questionnaire aims to understand the current level of satisfaction you derive from your work and is estimated to last 20 – 25 minutes. The results will contribute to the creation of improvement actions in the internal working environment of the Organization. Please fill out the questionnaire below, each time expressing your most spontaneous reaction and choosing the one that is closest to what represents you in reality.

The information collected is completely confidential and anonymous and no part of the questionnaire will be shared.

For internal use:
QNR no: | | | |

The following 5 sections include a series of statements. Choose (circle) only one answer for each of the statements.

Question1. On a scale of 1-7 where: **1=Completely Disagree, 2= Agree very little, 3=Agree a little, 4=neither agree-nor disagree, 5=Agree Moderately, 6=Agree Strongly, 7=Completely Agree, 99 =don't know/don't answer**, please indicate for each of the following 11 statements the extent to which each one corresponds for you, at this time, as a reason for doing this job. **I do this job...**

01	Because I really like this job.	1	2	3	4	5	6	7	99
02	Because I have fun doing my job.	1	2	3	4	5	6	7	99
03	For the moments of pleasure that this job offers me.	1	2	3	4	5	6	7	99
04	I chose this job because it allows me to reach my life goals.	1	2	3	4	5	6	7	99
05	Because this job fulfills my career plans.	1	2	3	4	5	6	7	99
06	Because this job fits my personal values.	1	2	3	4	5	6	7	99
07	Because I have to be the best at my job, I have to be a "winner".	1	2	3	4	5	6	7	99
08	Because my work is my life and I don't want to fail.	1	2	3	4	5	6	7	99
09	Because this job offers me a certain standard of living.	1	2	3	4	5	6	7	99
10	Because it allows me to make a lot of money.	1	2	3	4	5	6	7	99
11	I do this job for the salary.	1	2	3	4	5	6	7	99

Question 2. On a scale of 1-7 where: **1=Completely Disagree, 2= Agree very little, 3=Agree a little, 4=neither agree-nor disagree, 5=Agree Moderately, 6=Agree Strongly, 7=Completely Agree, 99 =don't know/don't answer**, please indicate for each of the following 36 statements your level of satisfaction with different aspects of your job.

01	I feel I am being paid a fair amount for the work I do	1	2	3	4	5	6	7	99
02	There is really too little chance for promotion on my job.	1	2	3	4	5	6	7	99
03	My supervisor is quite competent in doing his/her job	1	2	3	4	5	6	7	99
04	I am not satisfied with the additional benefits (paid leaves, pension prospects) that I receive, in addition to the salary.	1	2	3	4	5	6	7	99
05	When I do my job well, I get the recognition I deserve.	1	2	3	4	5	6	7	99
06	Many of the rules and procedures followed in the organization make it difficult for me to do my job properly.	1	2	3	4	5	6	7	99
07	I like the people I work with.	1	2	3	4	5	6	7	99
08	Sometimes I feel that my work has no meaning.	1	2	3	4	5	6	7	99
09	Communication within the organization appears to be good.	1	2	3	4	5	6	7	99
10	Salary increases are very rare.	1	2	3	4	5	6	7	99
11	Those who do their job well have a good chance of promotion.	1	2	3	4	5	6	7	99
12	My supervisor is unfair to me.	1	2	3	4	5	6	7	99
13	The benefits we receive are as good as most other organizations offer	1	2	3	4	5	6	7	99
14	I feel that my work is not appreciated.	1	2	3	4	5	6	7	99
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6	7	99
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6	7	99
17	I like the things I do in my job.	1	2	3	4	5	6	7	99
18	The goals of this organization are not clear to me.	1	2	3	4	5	6	7	99
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6	7	99
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6	7	99

21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6	7	99
22	The benefit package we have is equitable.	1	2	3	4	5	6	7	99
23	There are few rewards for those who work here.	1	2	3	4	5	6	7	99
24	I have too much to do at work.	1	2	3	4	5	6	7	99
25	I enjoy my coworkers.	1	2	3	4	5	6	7	99
26	I often feel that I do not know what is going on with the organization	1	2	3	4	5	6	7	99
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6	7	99
28	I feel satisfied with my chances for salary increases	1	2	3	4	5	6	7	99
29	There are benefits we do not have which we should have	1	2	3	4	5	6	7	99
30	I like my supervisor.	1	2	3	4	5	6	7	99
31	I have too much paperwork.	1	2	3	4	5	6	7	99
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6	7	99
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6	7	99
34	There is too much bickering and fighting at work.	1	2	3	4	5	6	7	99
35	My job is enjoyable	1	2	3	4	5	6	7	99
36	Work assignments are not fully explained	1	2	3	4	5	6	7	99

Question.3. On a scale of 1-5 where: **1=strongly disagree, 2=disagree, 3=neither agree-nor disagree, 4=agree, 5=strongly agree, 99=don't know/don't answer**, please circle your degree of agreement or disagreement for each of the following 6 statements.

01	I do not feel a strong sense of belonging to the company I work.	1	2	3	4	5	99
02	I owe a lot to the company I work.	1	2	3	4	5	99
03	Problems within my organization are very important to me.	1	2	3	4	5	99
04	This company, I work for, has a lot of personal meaning for me.	1	2	3	4	5	99
05	I don't feel emotionally attached to my body.	1	2	3	4	5	99
06	I feel the company I work for as a part of my family.	1	2	3	4	5	99

Question 4. On a scale of 1-5 where: **1=strongly disagree, 2=disagree, 3=neither agree-nor disagree, 4=agree, 5=strongly agree, 99=don't know/don't answer**, please circle your degree of agreement or disagreement for each of the following 6 statements

01	Even if I was offered a better job, it would not be right to leave my organization.	1	2	3	4	5	99
02	I would feel guilty if I left the company right now even for my advantage.	1	2	3	4	5	99
03	I would feel guilty if I left the company now.	1	2	3	4	5	99
04	I feel no obligation to remain with my current employer.	1	2	3	4	5	99
05	I would not leave the company at this time because I have a sense of moral obligation to its people.	1	2	3	4	5	99
06	This company deserves my loyalty.	1	2	3	4	5	99

Question 5. On a scale of 1-5 where: **1=strongly disagree, 2=disagree, 3=neither agree-nor disagree, 4=agree, 5=strongly agree, 99=don't know/don't answer**, please circle your degree of agreement or disagreement for each of the following 6 statements.

01	One of the few negative consequences of leaving the company would be the lack of available alternatives for finding work.	1	2	3	4	5	99
02	At the moment, my stay at the company is as much a matter of necessity as of desire.	1	2	3	4	5	99
03	Leaving the company would be very difficult for me even if I wanted to do it.	1	2	3	4	5	99
04	If I hadn't already given so much of myself to this company, I might consider working somewhere else.	1	2	3	4	5	99
05	It would cause too much turmoil in my life if I decided to leave the company now.	1	2	3	4	5	99
06	I feel I have very few options to consider leaving this company	1	2	3	4	5	99

Thank you for your feedback!

ANNEX IV

NFs Service Quality Questionnaire

This is a self-administrative questionnaire that will probably take 5-10 minutes.
The information collected is "confidential and anonymous". No part will be revealed without consent.
Findings will contribute to service improvements/actions in the Cyprus NOC.
The following statements should be answered with respect to your honest opinion about the Cyprus NOC working staff.

For internal use:
QNR no: | | | |

Q.1. Please circle the number corresponding to your level of agreement with each of the statements below
1= Strongly Disagree, 2= Disagree, 3=neutral, 4=agree, 5=strongly agree, 99=Not Available.
Assurance

01	The Cyprus NOC staff is consistently courteous with our NF.	1	2	3	4	5	99
02	The Cyprus NOC staff know their job.	1	2	3	4	5	99
03	The Cyprus NOC staff conduct themselves professionally.	1	2	3	4	5	99
04	The Cyprus NOC staff have the knowledge to answer my questions.	1	2	3	4	5	99
05	Comments (optional)						

Q.2. Please circle the number corresponding to your level of agreement with each of the statements below
1= Strongly Disagree, 2= Disagree, 3=neutral, 4=agree, 5=strongly agree, 99=Not Available.
Responsiveness

01	The Cyprus NOC staff are usually never too busy to respond to our NF requests.	1	2	3	4	5	99
02	When our NF reaches out with a problem/question/concern, the Cyprus NOC staff show a sincere interest in solving it.	1	2	3	4	5	99
03	The Cyprus NOC staff give our NF prompt service.	1	2	3	4	5	99
04	The Cyprus NOC staff are always willing to help our NF.	1	2	3	4	5	99
05	Comments (optional)						

Q.3. Please circle the number corresponding to your level of agreement with each of the statements below
1= Strongly Disagree, 2= Disagree, 3=neutral, 4=agree, 5=strongly agree, 99=Not Available.
Empathy

01	The Cyprus NOC staff give our NF's staff personal attention	1	2	3	4	5	99
02	The Cyprus NOC staff give our NF individualized attention.	1	2	3	4	5	99
03	The Cyprus NOC staff have our NF's interests at heart.	1	2	3	4	5	99
04	The Cyprus NOC staff understand our NF's specific needs.	1	2	3	4	5	99
05	Comments (optional)						

Q.4. Please circle the number corresponding to your level of agreement with each of the statements below
1= Strongly Disagree, 2= Disagree, 3=neutral, 4=agree, 5=strongly agree, 99=Not Available.
Reliability

01	The Cyprus NOC staff provide their services in a timely manner.	1	2	3	4	5	99
02	The Cyprus NOC staff tell the NF exactly when services will be performed.	1	2	3	4	5	99
03	The Cyprus NOC staff perform service right the first time.	1	2	3	4	5	99
04	When the Cyprus NOC staff promise to do something by a certain time, they do so.	1	2	3	4	5	99
05	Comments (optional)						

Q.5. Please circle the number corresponding to your level of agreement with each of the statements below
1= Strongly Disagree, 2= Disagree, 3=neutral, 4=agree, 5=strongly agree, 99=Not Available.
Communication

01	The Cyprus NOC staff communicate effectively with our NF.	1	2	3	4	5	99
02	The Cyprus NOC staff communicate in a positive attitude with all NFs	1	2	3	4	5	99
03	The Cyprus NOC staff are able to provide constructive feedback about our NF's requests.	1	2	3	4	5	99
04	The Cyprus NOC staff communicate with our NF in a respectful manner.	1	2	3	4	5	99
05	Comments (optional)						

Q.6. Please circle the number corresponding to your level of agreement with each of the statements below
1= Strongly Disagree, 2= Disagree, 3=neutral, 4=agree, 5=strongly agree, 99=Not Available.
Attitude

01	The Cyprus NOC staff will usually go the extra mile to deliver good service to our NF.	1	2	3	4	5	99
02	The Cyprus NOC staff appear highly motivated when dealing with our NF.	1	2	3	4	5	99
03	The Cyprus NOC staff are able to provide new insights and perspectives to our NF.	1	2	3	4	5	99
04	Comments (optional)						

Q.7. Please circle what applies for your National Federation
My national federation represents an Olympic Sport

YES	1
NO	2

Thank you for your contribution!

ANNEX V

Interview Session with Industry Expert
Transcript

Georgios Korellis
OK, Martha, thank you for having me. Is it OK to record this interview?

Martha - HR
It's fine, yes.

Georgios Korellis
Thank you. So, let's start with a very fundamental question. ***Where should an organization start from If it wants to create a healthy and motivating workplace environment?***

Martha - HR
OK. Basically, you should start from understanding. You really need to dive into the data of who your people are in terms of gender and age. And then actually go and talk to them one by one.

Georgios Korellis
1 by 1?

Martha - HR
Yeah, it can give you a lot of insight, especially if you're someone new and you don't know them previously, never met. So, if you're not a huge organization, it connects better talking to them on one to one. You can understand where they're coming from. What's their educational background? What are their needs? What are their interests?

Georgios Korellis
So, when you have these one-on-one meetings, what do you talk about?

Martha - HR
First of all, for each organization, a healthy environment is quite different. So, what you want to know is where they stand so you can understand how you can take them to a healthy environment, some maybe closer than others. Others may be way too far away. So, you want to understand where it is that they stand at present so you can push them down the road.

Georgios Korellis
So, you ask directly each individual employee, what it means to him working in a healthy and motivating environment?

Martha - HR
You can ask. You can ask their opinion or you can ask what is it that they need. What's their experience so far in the organization? Who is their mentor? Did they ever have a mentor? Maybe they never had a mentor. Who's their role model? What are they? What are their aspirations? Do they want to make a career? Do they want a steady job? Do they want a 9 to 5 because some people do and that's absolutely fine. You should not have only high Flyers in an organization, right?

So, you really need to understand the person sitting across from you and what do they need. Otherwise, things tend to be more superficial afterwards, or more textbook, more theory. You need to take that more personal approach without diving into their personal life as such, but only their work life experience. Do things that have that proper meaning and steer them in the right direction, because even those who seem to be not motivated enough, they may be your biggest fan at the end.

Georgios Korellis
Thank you for that. Very insightful. So, do you think that during these one-on-one meetings is a good time to introduce organizational values? For example, in the Cyprus Olympic Committee no one from management had this discussion with employees. Which is ironic because Cyprus Olympic Committee and the Olympic Movement is about all about values. The Olympic values of friendship, excellence and respect. Which all three of them are part of what each employee should be doing in everyday life. These values are not just for sports. But as an organization we were never trained, and I'm an employee since 2007, and never had this values discussion with anyone. So, to come back to my question. ***Should these one-on-one meetings start from also introducing organizational values and maybe asking each employee about personal values?***

Martha - HR
It may be too deep for a first discussion, but what you can do is actually get people in a meeting outside of the office. It can be, I don't know. There are many places that have this kind of energy that will support that. It can be a hotel, it can be a conference room, some venue in the mountains. You should say let’s get out of the office and let's learn to conflict and let’s get to the proper values that are representing the organization. Everybody knows the values at least in theory. You just have to steer them in the right direction so you get them to agree on the values.

It's a great first step. You can say, OK, we can all agree now that respect is number one for us. If you trace someone not respecting someone else, it's way easier for you to pinpoint that that's the wrong behaviour. Explain that this is not an acceptable behaviour so people start to realize that this is how it should behave. Those are the values.
But you really need to get people out of the office. In the office, nothing happens.

Georgios Korellis
True, that's nice. ***So, can you describe the key practices that you implement in your organization towards creating a healthy and motivating working environment for your employees?***

Martha - HR
We do quite a lot in the organization. And we've started doing more because we are an organization that we have values and they are not just a piece of paper. We actually live and breathe these values. And we try to do it every single day and that's why the whole management team is safeguarding the values. We do it through behavior, mainly because things get tough, right? Things get tough for everyone, for managers, for employees, for the director, for everyone. But you need to keep in mind that nothing is personal, everything is feedback just to get better. We have the concept of Kaizen, and Kaizen means you accept feedback to improve, so every little thing is welcome.
Each of us wants to get the results and we have a lot of projects where we collaborate with each other and we do that purposely. You know you get two departments to collaborate or we call Kaizen codes all the time. We get feedback from the employees who are actually the ones doing the job. We have the concept of going to the source. So basically it means that everyone has to go to the source to get the understanding. If I don't understand something, my boss will ask me. Did you do that? Did you go to the source? Did you call anything? This is how we do it. And we are trying to see more than just the numbers and because we're results oriented company, we have a lot of KPI's. And yes KPIs are great and we love our numbers as a part of measuring performance, but we also love our culture, so part of your performance evaluation is our values as well.
If your director and the leadership don't have those values at heart and if they don't give second chances and if they don't do improvements and don't try to understand and accept challenge, if they don't do that, no one will do it.

Georgios Korellis
Could you provide some examples of key activities that you implement towards having employees being happy working here.

Martha - HR
In terms of practices, we run engagement surveys every year. We are actually starting one on 20th of March. Basically, people give you their feedback, you take their feedback, you analyze and you do an action plan. But you prioritize. You know, what can you do and what you cannot do. We started doing performance appraisals. So, we're measuring performance. Performance is measured in terms of KPIs and those are departmental. They are specific and every department has their own KPIs. But what remains the same for are the values. So, we all have the same values. And we live those values every day. We practice a lot of respect and we do meetings and this is how we get real and honest feedback.
For example, if you have an issue and you are at the sales department and you believe that for some reason you are not communicating with your direct manager, you can pick up the phone and talk to the HR. Or you can talk to each other. So, you know it's a matter of being open and honest with each other. We are trying a lot to be transparent on things and we're trying to put in place as many practices as possible. We do trainings and these are very, very important for us. We also have a training platform with training material coming from TME that's Toyota model in Europe. The material includes an induction on what the organization is all about, its history, its values, how these values are practiced, its code of conduct and what is acceptable and what is not.
And if something new comes up, we have an Internet portal. So, all of our announcements go in the Internet portal. Everyone has access. They can log in, they can review.

Georgios Korellis
Thank you for that. My next question **is about the employees who do not embrace your proposed activities, are unwilling to participate and the just don't want to be bothered. How you deal with these cases?**

Martha - HR
It depends on the reason and the reason is very important. You need to be able to understand why the feel that way because no one is born demotivated, right? So, you really need to understand how they got to that point. And that you can only understand when you talk to them. And most of the times, unless you have someone who is just waiting for his termination letter, employees who appear to be negative is because they do have an opinion but someone didn't manage them right. Someone didn't give them the opportunity. Maybe they spoke too much to a manager who didn't want to listen. So, at some point they thought enough is enough. Because people really try for so long, right? And then they stop. So, it's our job as managers and it's part of being a leader to listen.

Georgios Korellis
Martha, assuming that an employee expresses a negative sentiment out loud or scoffs at one of your ideas in front of the group. Do you confront this behaviour right on the spot in front of everybody or you discuss it with him in private?

(Full Transcript Available on Request)

ANNEX VI

Co-Creation Workshop Session

ANNEX VIII

Informed Consent - Signed Sample

ΚΥΠΡΙΑΚΗ ΟΛΥΜΠΙΑΚΗ ΕΠΙΤΡΟΠΗ
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CONSENT FORM

You are invited to participate in a survey conducted by the Cyprus Olympic Committee. Your participation is voluntary and a copy of this form will be given to you.

PURPOSE OF THE INVESTIGATION

We ask you to participate in this survey because its purpose is to understand the existing working environment of the Cyprus Olympic Committee (COC). The data collected will be used towards creating an action plan aiming to maximize the motivation and satisfaction you receive as paid employees of the COC.

CONFIDENTIALITY

Any information obtained in connection with this investigation is fully confidential and anonymous and no identifying aspects will be disclosed.

In case the results of the research are published or presented at conferences, no information revealing your identity will be included.

In the event that your photos, videos or audio recordings are used for educational purposes, your identity will be protected or disguised.

PARTICIPATION AND WITHDRAWAL

You can choose whether or not to participate in this survey. If you voluntarily participate in this survey, you can leave at any time without any consequence. You can also refuse to answer any questions you do not wish to answer and remain in the survey. The researcher may ask you to withdraw from the investigation if circumstances arise that require it.

RIGHTS OF THE PARTICIPANTS IN THE SURVEY

You can withdraw your consent at any time and terminate your participation without incurring any penalty.

CONTACT DETAILS

If you have any questions or concerns in relation to the survey, please feel free to contact Mr. Antonis Rousakis at 99488845.

I have read the above and I accept my participation in the survey.

Name/Surname	MARIOS PROKOPIOU	Signature	ΠΡΟΚΟΠΙΟΥ
Date	02/03/2023		