

## **A suggested concept for Evaluation of the Egyptian Volleyball Federation (EFA) Branches using Balanced Score Card (BSC)**

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### **Introduction and Research Problem:**

In light of the changing circumstances of various types facing organizations at the present time, it is required of them to work on developing their performance and hence its evaluation and rising, especially regarding strategic thinking skills and preparing successful strategies and then implementing and evaluating them.

Therefore, the success of organizations in the age of rapid changes and remarkable technological developments depends on assessing overall performance and achieving competitive advantage whereas the normal performance is not sufficient to meet those changes, whatever the competences and capabilities of the organization, it cannot maintain its competitive position by measuring performance basing on financial results only, which may seem superficially

acceptable; Rather, a comprehensive balance must be achieved in its internal operations, all employees as well as customers in order to improve its productivity and strategic vision, also increasing the satisfaction of beneficiaries and the ability to retain them, in addition to putting employee satisfaction and encouraging initiatives and creativity in the overall strategy of the organization to reach the appropriate competitive capacity to continue the success of the organization. (12: 17)

Since it is necessary for any institution, keen to continue its progress, to undertake a continuous evaluation process for all aspects of its work. Whereas, in the present time, the evaluation and its programs have become the framework of all the processes that all societal institutions, especially sports ones, are concerned with. (15:20)

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Without evaluation, we cannot know the reasons for the success achieved or the obstacles we encounter. Through it, the people in charge of the work can know and measure the extent of conformity to the work that was previously planned, as well as studying the effects that occur as a result of some factors and conditions that contributed to achieving some of the specific goals. In addition to identifying the problems and obstacles that prevent the achievement of other goals, and then try to overcome these obstacles by developing appropriate solutions for them. (11:46)

The "Score Card" is referred to as balanced because it tries to achieve balance in multiple areas. This balance is to be achieved through the internal and external matters, and taking into account the measures related to future goals through leadership indicators and those related to the different results which follow goals and measures of the past, as well as trying to create balance between external performance targets directed to shareholders and customers and internal performance targets related to

operation processes, innovation and learning ability. (13:45)

Kaplan & Norton presented a new method for measuring performance, which is "Balanced Score Card", which depends on focusing on the interrelationships between the different competing forces facing the organization and affecting the process of continuous improvement. This method includes, in addition to the current measures, other metrics for activities that achieve customer satisfaction and internal processes as well as metrics associated with innovation and development activities. The general framework of the balanced score card includes four main dimensions or perspectives that work together through causal relationships between each of them and the other one to achieve the organization's strategy in light of the tasks and goals set for them. The four perspectives of the balanced score card are Firstly the Financial Perspective, Secondly the Customer Perspective, thirdly the Internal Business Process Perspective, and fourth the Learning and Growth Perspective. (21: 97), (19:10)

From the previous, it can be said that the balanced score card is a modern strategic measurement tool that highlights the relationship between goals and indicators and facilitates the follow-up of achievement in a comprehensive and balanced way that covers financial and non-financial aspects, and enables the analysis of the gaps between the accomplished and the targeted and thus helps to correct those imbalances (gaps) in timely manner and to avoid them to be repeated in the future. (20:52)

In light of the foregoing and belief in the important and vital role of the branches of the Egyptian Federation for Volleyball and its affiliates which represents the main axis around which a large group of beneficiaries (players, administrators, referees and coaches), and it has the responsibility to publish, direct and supervise the implementation of the Federation's Board of Directors, where branches of the Federation are the mainstay of the Federation's activities. As performance evaluation in sports institutions is no longer dependent on one side, but rather it is measured by a variety or multiple aspects called comprehensive performance which meet the desires of all parties associated with volleyball, so the

researcher presents a model for the Balanced Scale of performance as a tool in an effort to meet the challenges facing the Egyptian Volleyball Federation branches; Within the limits of what the researcher experienced through the reference research, and what was possible to find, the researcher could not have found studies that dealt with the issue of performance evaluation using the balanced score card in the Egyptian Volleyball Federation branches.

#### **Research Objective:**

The research aims to develop a suggested concept for evaluating the performance of the Egyptian Volleyball Federation (EFA) branches using the Balanced Score Card (BSC).

#### **Research Questions:**

1. What is the reality of the balanced measurement the (Balanced Score Card) of performance in the Egyptian Volleyball Federation (EFA) branches?
2. What is the suggested concept for evaluating the performance in the Egyptian Volleyball Federation (EFA) branches in light of the Balanced Scorecard (BSC)?

#### **Terminology of the Study:**

##### **1- Performance Evaluation: (P.E)**

One of the important administrative issues that organizations use to measure the progress of operational

processes according to the goals set. Through Performance Evaluation strengths and weaknesses of performance are discovered, also errors are identified and ways to reform and evaluate them are determined as well. (10:12)

**1. Balanced Score Card (BSC):**

It is a strategic planning tool to help organizations evaluate their activities and performance according to their vision and strategy. (995: 18)

**Research Procedures:**

**Research Methodology:**

The researcher used the Descriptive Method (Survey Studies) for its suitability and the nature of the research.

**Research Community:**

The research community is represented in the members of the boards of directors of the Egyptian Volleyball Federation (EFA), members of the boards of directors of the branches, the executive director of the branches, and the branch administrators, with a total of (١٦١) individuals.

**The Research Sample:**

The researcher has chosen the sample of the research in a stratified random manner from among the members of the board of directors and the executives of the branches and branch administrators, and the basic research sample reached (٨٠) individuals with a percentage of ٤٩.٧٠%.

**Table (1)  
Description of a Community and Research Sample**

Community	Branch Board	Executive Directors	Branches Administrators	Total
Number	١١٥	٢٣	٢٣	١٦١
Sample	٦٠	١٠	١٠	٨٠
Percentage	%٥٢.١٧	%٤٣.٤٧	%٤٣.٤٧	%٤٩.٧٠

**Data collection tools:**

The researcher determined the tools used in this research and they were as follows:

**First: Content and Documentation Analysis:**

The researcher collected and analyzed the studies, and reached a theoretical reference frame suitable for the nature of

the research in a way that achieves the research objectives and also analyzes the records of the branches of the Egyptian Volleyball Federation (EFA) under researching to identify the size of the research community and determine the sample number.

**Second: The Questionnaire:**

Performance evaluation questionnaire based on the balanced score card (BSC); The researcher designed a questionnaire based on the dimensions of the balanced score card in order to identify the level of performance in the Egyptian Volleyball Federation branches, and in the light of analyzing related studies such as (Ramadan Hussein, 2019) (5), (Attia, 2019) (6), (Ramez Ramadan 2019) (4), (Mahmoud Abdel-Fattah, 2017) (13), (Hassan & Karim, 2016) (2), (Kholoud Ali, 2012) (3) where four main axes were reached as following: (the Financial Dimension, then the Clients “beneficiaries” Dimension then the Internal Operations Dimension, then

the Growth and Learning Dimension (Human Resources Management and Training). Through that the researcher accepted these main axes. Then the researcher developed a set of Statements for each of the axes of the questionnaire, and the number of Statements reached are (35) terms distributed across the questionnaire axes (**Attachment No.2**), and then present it to the experts (**Attachment No.1**) to determine the Statements appropriateness of formulating and their adequacy to the axes used, or to amend, delete or add other Statements. **Table (2)** shows the percentage of experts' consensus on the questionnaire terms.

**Table (2)  
Percentage of Experts' Consensus on the Questionnaire Terms**

	Statement	١	٢	٣	٤	٥	٦	٧	٨	
<b>Financial Dimension</b>	%	%٨٠	%٩٠	%١٠٠	%٩٠	%٨٠	%١٠٠	%٨٠	%٦٠	
	Statement	٩	١٠	١١	١٢	١٣	١٤	١٥	١٦	١٧
<b>Clients “Beneficiaries”</b>	%	%٨٠	%٩٠	%٩٠	%١٠٠	%١٠٠	%١٠٠	%٥٠	%٩٠	%١٠٠
	Statement	١٨	١٩	٢٠	٢١	٢٢	٢٣	٢٤	٢٥	٢٦
<b>Internal Operations</b>	%	%١٠٠	%١٠٠	%٨٠	%٩٠	%١٠٠	%١٠٠	%١٠٠	%٩٠	%٦٠
	Statement	٢٧	٢٨	٢٩	٣٠	٣١	٣٢	٣٣	٣٤	٣٥
<b>Growth and Learning</b>	%	%٨٠	%٥٠	%١٠٠	%١٠٠	%١٠٠	%٩٠	%٨٠	%٨٠	%٨٠
	Statement									

Table (2) shows that the percentage of expert opinion on the questionnaire terms ranged between (50%: 100%), and the researcher was satisfied to accept the terms that obtained (70%) of the experts' approval, and accordingly the Statements No. (8, 15, 26, 28) were deleted. Thus, the researcher reached the design of the questionnaire in its final form and included (31) Statements (**Attachment No.3**). In order to correct the questionnaire; the researcher set a triple rating scale, and the following Statements were marked as following: 3 degrees for (YES), 2 degrees for (To Some Extent), 1 degree for NO.

**Scientific Transactions of the Questionnaire:**

The researcher has verified the scientific transactions of the questionnaire under research by applying to a survey sample of (15) individuals from outside the main sample and yet representing the original community of the research.

**A. Validation:**

The researcher used the Internal consistency validity and verified the extent of correlation within the questionnaire, and the extent of correlation of each Statement with the overall degree of the axis, and the extent of correlation of the questionnaire axes; **Tables (3, 4)** clarify this.

**Table (3)  
Correlation coefficients between the score of each Statement and the overall degree of the axis to which it belongs (N = 15)**

Financial Dimension			Clients "Beneficiaries"			Internal Operations			Growth and Learning		
Statement	Correlation Axis	Total Degree	Statement	Correlation Axis	Total Degree	Statement	Correlation Axis	Total Degree	Statement	Correlation Axis	Total Degree
1	-.413	-.97A	A	-.393	-.95V	11	-.433	-.510	11	-.990	-.393
2	-.342	-.53F	5	-.993	-.830	17	-.983	-.90F	10	-.313	-.843
3	-.904	-.812	11	-.875	-.853	3A	-.89F	-.577	15	-.345	-.89F
4	-.910	-.95V	11	-.91A	-.853	11	-.310	-.87A	17	-.951	-.312
0	-.35A	-.89V	11	-.413	-.34V	11	-.90F	-.313	1A	-.933	-.893
5	-.333	-.893	13	-.33V	-.85A	11	-.415	-.91A	15	-.31A	-.883
7	-.891	-.813	14	-.853	-.90F	11	-.80A	-.974	11	-.805	-.993
			10	-.80F	-.30A	11	-.310	-.315	11	-.811	-.80A

\* The tabular value (T) at 0.05 = 0.514

Table (3) shows that the coefficients of the internal consistency validity of the questionnaire and the axis ranged between (0.526: 0.849), and the overall degree of the

axis ranged between (0.521: 0.797), which is a function at the level of significance (0.05), which indicates the internal consistency of the questionnaire as a whole.

**Table (4)**  
**Correlation coefficients between axes and one another and the questionnaire as a whole (N = 15)**

Axes	Financial Dimension	Clients “Beneficiaries”	Internal Operations	Growth and Learning	Total Questionnaire
Financial Dimension		.860	.763	.769	.812
Clients “Beneficiaries”	.860		.706	.813	.778
Internal Operations	.763	.706		.792	.700
Growth and Learning	.769	.813	.792		.840
Total Questionnaire	.812	.778	.700	.840	

\* The tabular value (T) at 0.05 = 0.514

Table (4) shows that the coefficients of validity of the internal consistency of the axes and each other ranged between (0.669: 0.865), which is a function at the level of significance (0.05), which indicates the internal consistency of the questionnaire as a whole.

**A.Stability:**

Stability calculation of the axes of the questionnaire using the “Alpha Cronbach” coefficient, The stability of the scale was estimated on the individuals of the exploratory sample (15) individuals using the “Alpha Cronbach” coefficient method as Table (5) shows.

**Table (5)**  
**Alpha Cronbach Coefficients for Stability of the Axes of the Questionnaire (N = 15)**

Sr.	Axes	Alpha Cronbach Coefficient
١	Financial Dimension	.820
٢	Clients “Beneficiaries”	.714
٣	Internal Operations	.833
٤	Growth and Learning	.789
	Total Questionnaire	.889

\* The Tabular value (T) at the level of significance (0.05) = 0.444

It is clear from Table (5) that the coefficients of persistence of Alpha Cronbach range between (0.714: 0.833),

and the questionnaire as a whole (0.889), which are significant correlation coefficients at the level of significance

(0.05), which means that the stability of the Fidelity Cronbach coefficient is acceptable for the overall degree of the questionnaire and the axes and this gives strong stability.

**The Application of the Questionnaire in its Final Form:**

After conducting the scientific transactions of the questionnaire from the validity, consistency and objectivity of the analysis, the researcher compiled the final shape of the questionnaire which includes (31) Statement, and the questionnaire was applied in its final form (Attached No.3) to the study sample during the period from 22/2/2020 to 1/4/2020. In order to mark the questionnaire; the researcher

set a triple rating scale, and the following Statements were marked as following: 3 degrees for (YES), 2 degrees for (To Some Extent), 1 degree for NO. The data was collected, organized, scheduled, and statistically processed.

**Statistical Treatments:**

The researcher used the SPSS statistical program, and he used the following statistical processes: Frequency-Percentage- Correlation Coefficient- Persistence of the Fakronbach Method- Estimated Score - Relative Weight

**Presentation, Interpretation and Discussion of Results:**

The researcher will review the search results in the following order:

**Table (6)  
Estimated Score and Relative Weight of the First Axis “Financial Dimension” (N = ٨٠)**

r.	Statements	Estimated Score	Relative Weight
	Investing activities and services at the long-term level	٢٦٩	٦٨.٩٧
	Investing activities and services at the short term level	٢٦١	٦٦.٩٢
	Exploiting financial resources and available capabilities to contribute to the development of performance	٢٧٩	٧١.٥٤
	The branches of the Federation strive to increase the various revenues to achieve the goals	٢٤١	٦١.٧٩
	Providing sources of financing that improve self-revenue	٢٢٨	٥٨.٤٦
	The tournaments and competitions budget is proportional to the teams benefiting from the competitions.	٢٥٥	٦٥.٣٨
	The current financial capabilities help to well present tournaments and competitions.	٢٥٢	٦٤.٦٢
<b>Axes Total</b>		<b>١٧٨٥</b>	<b>٦٥.٣٨</b>



It is clear from Table (6) that the relative weight of responses to the opinions of the research sample in the first axis, the "Financial Dimension" ranged between (58.46: 71.54), and the response to the axis as a whole was (65.38).

As results showed that Statement No. (3) obtained the highest percentage, which indicates that the exploitation of financial resources and available capabilities contributes to developing performance, as this is considered one of the basic requirements for developing performance, as the evaluation of the financial axis seeks to focus on the basic objectives of building good performance and the achievement reaching in organizing and managing the various championships that the EFA seeks to implement and supervised by the region (the branch).

While Statement No. (5) got the lowest percentage indicating that there are no funding resources that lead to improving self-revenue within the region, the researcher may return this result to the absence of a good management vision in identifying marketing

methods coping with the nature of volleyball.

While the rest of the statements obtained low percentages ranged between 64.62% to 68.97%, which indicates that the financial side is weak, and this is evidenced by: The lack of an adequate budget to implement activities as fully as possible, due to the lack of financial support provided to the branches adequately, In addition to the lack of a clear vision for long-term or short-term investment.

In the light of what resulted from the responses of the sample, the researcher believes that there are insufficiencies in the financial side represented by the lack of budget and lack of suitability for spending various competitions in the branch, in addition to the lack of good planning to find good opportunities for funding within the regions, in addition to the lack of adequate services that are compatible with The size of the beneficiaries, and these results show the importance of the financial side in enhancing the ability of the branches to achieve good performance if adequate support and budget are provided which in this regard

agreed with results of the study of **Antar Mohammad (2019)** (8).

Where the researcher agrees with the results of the study of **Hassan Al-Shafei and Karim Mohamed (2016)** (2), which indicates the importance of good financial support for activities, as this contributes to achieving good performance that returns to sports clubs with good returns in strategic performance.

The results of the study of **Ibrahim Hussein (2014)** (1), which indicates the importance of providing financial support for sports programs for all in the State Ministry of Sports, as this will

achieve a good profit to direct and invest real activities for leisure time.

Therefore, the researcher believes that it is necessary for the Egyptian Volleyball Federation (EFA) branches to look for modern methods for good investment in volleyball activities in order to increase income and financial funding for the branch in a way that leads to good perform, and this is the role of financial support, and this is considered as the role of Performance Evaluation using performance Balanced Core Cards (BSC) as indicated by results of a study of **Raval, et., (2019)** (23).

**Table (7)**  
**Estimated Score and Relative Weight of second axis "Clients (Beneficiaries)" (N = 10)**

r.	Statements	Estimated Score	Relative Weight
	Tournaments and competitions are divided according to age and various stages.	278	71.28
	Knowing the beneficiaries' needs and working to satisfy them in a sustainable manner	286	73.08
.	Knowing the extent of beneficiaries' satisfaction with the activities and services provided continuously	207	60.90
1	Explain the services and activities you wish to provide in advance	271	69.49
2	Achieve a degree of balance between available and targeted activities and services	288	73.09

**Follow Table (7)**  
**Estimated Score and Relative Weight of second axis "Clients (Beneficiaries)" (N = ٨٠)**

r.	Statements	Estimated Score	Relative Weight
٣	Developing the relationship with old athletes and leaders	٢٤٣	٦٢.٣١
٤	Follow-up and responding to complaints related to services and activities provided to clients	٢٥٢	٦٤.٦٢
٥	There are good ways to link the different needs of the beneficiaries and the Federation plan	٢٤٩	٦٣.٨٥
<b>Axes Total</b>		٢٠٤٤	٦٥.٥١

From Table (7), it is clear that the relative weight regarding responses of the research sample opinions to the second axis, "Beneficiaries", ranged between (62.31: 71.28), and the response to the axis as a whole was (65.51).

Where the responses of the sample showed that statement No. (8) obtained the highest percentage (71.28%), which indicates that tournaments and competitions are divided according to age and the various stages, and the researcher returns that result to the important role that divided the activities according to ages where that is within the internal regulations Stipulated by the Egyptian Volleyball Federation (EFA).

While the Statement No. (13) came with the lowest

percentage (62.31%), which indicates the absence of developing a relationship with old athletes and leaders, and the researcher attributes that result to the absence of the link between the region (branch) and the external community concerned with volleyball and the lack of a good follow-up and communication method among them, as this is a hindrance in developing a good relationship with volleyball beneficiaries.

While the rest of the Statements got a low percentage ranged between 63.85% to 69.49%, which indicates that there is no correlation between the needs of volleyball beneficiaries represented by (Coaches/ Players/ Referees/ Administrators/ Clubs/ Youth

Centers) and between the region, plus the lack of knowledge regarding all data and information within the region or union, which negatively affects the determination of the needs for them.

The researcher refers that result to the absence of the actual role of the branches in achieving integration between the external needs of the beneficiaries of volleyball activities and the goals and policies that formulate them and the regions (branches) seek to achieve them in a way that serves volleyball.

Therefore, the results of the study of **Emad Salem's (2009)** (7) indicate the necessity of the existence of communication links and the basic legal channels within the Olympic Federations between the beneficiaries and the unions, as this will lead to filling the deficit in the needs of the beneficiaries, while clarifying the map of future work in a way that serves them in achieving excellence in activities Introduction.

The researcher agrees with the results of the study of **Antar Ahmed (2019)** (9), which indicates the importance of studying the needs of

beneficiaries and identifying them continuously so that universities are able to know the strengths and weaknesses and know the directions, tendencies and desires in the services provided by them.

**Kamal Al-Din Abdel Rahman Darwish and Mohamad Sobhy Hassanein (2004)** emphasize the importance and value of clients and beneficiaries in sports institutions, as they elaborated the great impact of beneficiaries on the performance of the institution, and the institution presence in regard of its performance and of its functions depends mainly on the value of customers' follow-up to the products of sports institutions, and that no institution can survive without clients.(11: 72)

This is consistent with the results of the study of **Waheba Mokadem (2010)** (16), where we see that the strategic evaluation is a process that contributes to providing information and data that is used in measuring the extent to which the organization goals are achieved to identify performance trends in it, and it includes various criteria, including: productivity standards, profitability criteria ,

Value-added criteria, activity indicators, growth rates, and this is also consistent with the

results of the study of **Cooper, al., (2017)** (18).

**Table (8)**  
**Estimated Score and Relative Weight of third axis "Internal Operations" (N = 10)**

<b>r.</b>	<b>Statements</b>	<b>Estimated Score</b>	<b>Relative Weight</b>
٦	Using technological methods and information systems at work.	٢٣١	٥٩.٢٣
٧	Supporting and spreading innovation and creative activities.	٢٥٦	٦٥.٦٤
٨	Automating records of activities and Human Resources.	٢٤٦	٦٣.٠٨
٩	Continuous evaluation of Human Resource performance	٢٤٦	٦٣.٠٨
١٠	The general policy of competitions and championships is announced on the Federation's website periodically.	٢٦٠	٦٦.٦٧
١١	The federation administration supports the innovations and creative activities of members.	٢٤٢	٦٢.٠٥
١٢	The administrative policy followed is clear and easy to implement during work.	٢٦١	٦٦.٩٢
١٣	The regulations within the Egyptian Volleyball Federation that regulate participation in competitions and tournaments are clear and consistent.	٢٩٠	٧٤.٣٦
<b>Axes Total</b>		<b>٢٠٣٢</b>	<b>٦٥.١٣</b>

It is clear from Table (8) that the relative weight of responses to the opinions of the research sample in the third axis (Internal Operations) ranged between (59.23: 74.36), and the response to the axis as a whole was (65.13).

Where the responses of the sample showed that statement No. (23) obtained a

percentage of 74.36%, which confirms the existence of regulations within the Egyptian Volleyball Federation (EFA) organizing participation in competitions and tournaments clear and consistent, and the researcher attributes that result to the importance of the availability of regulations and laws organizing work within

the Egyptian Volleyball Federation, which from the work of its branches emerges. While Statement No. (16) got the lowest percentage of 59.23%, which indicates that there is no use of technological methods and information systems at work, and the researcher attributes that result to the lack of a good vision in adopting modern methods in managing labor and providing services.

While the rest of the Statements came in percentages ranging from 62.05% to 66.92%, as the results showed that there are no mechanisms to register administrative and technical procedures within the union, in addition to the lack of support for innovation and creativity within the branches, and the researcher sees this as negatively affecting the actual performance of work within the branches.

The researcher agrees with the results of the study of **Ibrahim Hussein Ibrahim (2014)** (1) which indicates that it is necessary for sports institutions to provide the means of communication and the necessary capabilities for sports activities with the availability of infrastructure,

stadiums and tools to implement them well in order to achieve the required return from them.

The researcher believes that it is necessary to develop strategies for marketing human resources internally and externally, in addition to that the evaluation and measurement process takes place in a framework that allows achieving the goals of the Federation in an honorable manner and is compatible with the development of the Federation and its branches, and these results are consistent with the results of the study of **Maged Abdel Salam and others (2017)** (12), **Mahmoud Abdel-Fattah (2017)** (13), which indicated to the need to support internal processes in various institutions in order for the measurement and evaluation process to be completed in a manner suitable to work.

The researcher also agrees with the results of the study of **Kumar., Et (2019)** (22), which indicates the need for a clear vision within organizations so that they can manage their internal operations of (planning, organizing, directing, controlling and evaluating),

and thus this is reflected in a positive way in achieving the organization mission and reaching high competitiveness.

**Table (9)**  
**Estimated Score and Relative Weight of Fourth Axis "Growth and Learning" (N = 10)**

r.	Statements	Estimated Score	Relative Weight
٤	Providing training courses that suit the needs of those in charge of work.	٢٦٢	٦٧.١٨
٥	Refining the committee / administration of human resource development with scientific and applied innovations.	٢٤٠	٦١.٥٤
٦	Organizing various training programs to develop human resources.	٢٢٦	٥٧.٩٥
٧	Attracting professional and creative skills and expertise.	٢٢٤	٥٧.٤٤
٨	There is a communication network for all competitions between all the clubs participating in the contest.	٢٥٤	٦٥.١٣
٩	There are technical and administrative methods for attracting and selecting young adults.	٢٣٩	٦١.٢٨
١٠	Choose human resources with scientific and practical qualifications for work.	٢٣٠	٥٨.٩٧
١١	Providing scientific, technical and administrative consulting and services for members and those in charge of work.	٢٣٤	٦٠.٠٠
<b>Axes Total</b>		١٩٠٩	٦١.١٩

It is clear from Table (9) that the relative weight of the responses of the research sample opinions in the fourth axis, (Growth and Learning) ranged between (57.44: 67.18), and the response to the axis as a whole was (61.19).

Where the responses of the sample confirm the weak growth and learning within the branches of the Egyptian

Volleyball Federation (EFA), where the results revealed the lack of training courses and the lack of a good vision to refine human resources, in addition to the absence of good polarization and selection processes based on scientific foundations, with the absence of a vision and message for the branches to attract in addition to selecting of human elements.

The researcher attributes the previous result to the absence of strategic plans and planning for major development and training operations within the branches, which in turn are reflected in the human resources that operate in these branches and from here are affected by the level of development that occurs with them.

The researcher believes that in light of the weakness of the efficiency of the processes and detailed procedures necessary to perform the work and the absence of fixed and clear criteria for training and qualifying the employees of the branches in a manner that is commensurate with the needs of work requirements that may lead to failure to achieve the expected results, and failure to achieve their roles perfectly despite the attempts of those in charge of the Federation's administration to provide sources of financing to improve the Federation revenues and fund its activities and try to develop the human aspects of the branches. Hence these financial resources do not meet the needs of the branches in addition to that the methods used to provide the appropriate sources of funding to support

human capabilities are traditional methods that are not creative despite the presence of human resources with scientific and practical qualifications in the branches, which prevents them from achieving their goals.

And the results of the study of **Manal Safr (2016)** (14) and **Hana Salama Study (2014)** (15) indicate the need for different institutions to focus on developing human and material capabilities for the purpose of improving the level of job performance in order to improve the level of work and thus a kind of administrative and technical stability occurs in the organization.

The researcher agrees with the results of **Akerman's study (2018)** (17), which indicated that the process of education and growth in the institution is not achieved only through the availability of good human capabilities that work to manage these workers in a manner that achieves the goal of the institution, by finding individuals who are able to work seriously and effectively and achieve a vision and the mission of the organization.

Consequently, branches can link their human resources and information technologies with



strategic requirements related to critical internal operations, as well as differentiation in the proposed value and relationships with beneficiaries. After completing the growth and learning axis, the branches will complete their strategic map with the availability of the link between the four main axes in Balance Score Card.

Thus, the researcher has answered the first question that states: "What is the reality of the balanced measurement the (Balanced Score Card) of performance in the Egyptian Volleyball Federation (EFA) branches?"

Answer to the second question, which states: "What is the suggested concept for evaluating the performance in the Egyptian Volleyball Federation (EFA) branches in light of the Balanced Scorecard (BSC)?"

In the light of the theoretical readings and field results of the study, the proposed model for evaluating the performance of the Egyptian Volleyball Federation branches can be presented using the balanced score card (BSC) as following:

**First: The Philosophy of the suggested concept**

The philosophy of the suggested concept is based on

new concepts and methods of performance, and it was developed in the light of analyzing the elements of the balanced score card to evaluate the performance.

**The philosophy of suggested concept is based on several points:**

1. Working to improve the level of performance, abandon old ways of performance, and update to the means of renewal and development coping with the modern thinking to evaluate performance, as new concepts, ideas and trends are introduced leading all to concentrate on the quality of service and the satisfaction of the beneficiaries in the first place.
2. Working to reduce opposition intensity and the resistance of some workers to the occurrence of development through a wide program of seminars and meetings to develop their capabilities and quality and elevate their awareness of the concept of distinguished management.
3. Overcoming the shortcomings and difficulties, setting solutions to existing problems, and studying available competences and capabilities.

4. The higher management belief and support to the development process that begins from its sense of the inevitability of development and rendering it into plans and programs to be implemented, and obtaining the approval of all workers to adopt a culture of development and to be convinced of the feasibility and importance of this development and that there is an urgent need to take it, as this will help them overcome all the difficulties they face.

**Objective of the suggested concept:**

The suggested concept aims to achieve the following:

1. Explain the importance of implementing a balanced score card (BSC) and work to deepen the concept of performance and requirements for distinguished performance in the Federation branches.

2. Creating work environment that increases the effectiveness of work in the Federation branches by focusing on the beneficiaries by defining their needs and working to achieve their desires in a way that ensures their satisfaction with the services and activities provided.

3. Achieving improvement in workers' performance, which is represented in developing the method, work tools and results by enabling human resources in the Egyptian Volleyball Federation branches to design the work and do it according to the needs of the beneficiaries.

4. Use of modern and effective means of communication between all employees of the Egyptian Volleyball Federation branches as well as between workers and beneficiaries, so that they can obtain important information at any time and on an ongoing basis.

**Mechanisms for Implementing the suggested concept:**

The mechanisms of the suggested concept include the components of the balanced score card (BSC) on the following demands:

**1. The Financial Dimension:**

- Finding new channels to create revenues and internal investments for activities.
- Horizontal expansion in inventorying financiers and sponsors of volleyball activities.

- Increasing the value of support through beneficiaries by increasing their satisfaction and deepening relations with them.

- Preparing and arranging investment methods and financial support for the branches and linking them to the division of activities.

## 2. Clients

### "Beneficiaries":

- Studying the beneficiaries' needs (players / referees / coaches / administrators).

- Establish a mechanism to communicate with all beneficiaries of the Federation activities.

- Work to develop plans that serve the beneficiaries out of the Federation activities in the branches.

## 3. Internal operations:

- Creating distinction and excellence through creativity and development, such as finding new services.

- Developing current administrative policies and orientation towards excellence and good work.

- Achieving operational excellence through improving operational processes aimed at achieving high quality by increasing activities and

publishing activities provided by the Federation.

- Activating the use of modern technology.

## 4. Growth and Learning:

- Create new and updated training programs, which makes it a perspective for increasing organizational expertise and skills in a manner that leads to effective internal operations, and to meet the requirements of beneficiaries.

- Achieving organizational justice in performance and good training for selecting human competencies.

### Follow-up and Implementation of the suggested concept:

This stage aims to identify weaknesses and strengths, and to evaluate the activities of the Federation in terms of activities and services in fact to determine the gap between what is presented and what must be to achieve progress, through the elimination of negatives and support the positives in the new planning that ensures the continuity of improvement in performance to achieve excellence and the required quality.

The self-evaluation measures or cards can be used through

which the extent to which the beneficiaries are satisfied with the provided activities, the efficiency of the employees and the administrative apparatus in implementing these activities, and the appropriateness of all activities and services to the nature of the beneficiaries, are verified to ensure the use of modern technology in management, communication, and training of workers, and raising efficiency of administrative and technical operations.

#### **Conclusions:**

1. There are some financial obstacles related to supporting the activities that their implementation is being supervised by the branches.
2. The absence of the strategic role for planning training and developing the human element.
3. The lack of real investment in financing the activities and services provided by the branches.
4. There are deficiencies in the administrative side of the branches.
5. The performance evaluation through the balanced score card may contribute to identifying deficiencies in the current work in the branches.

6. There is lack of communication with the beneficiaries of the services and activities of the branches in an ideal way.

#### **Recommendations:**

1. The necessity of transition from traditional methods in evaluating branches in administratively to modern methods based on modern concepts of sports management.
2. It is necessary to focus on the internal operations of the balanced scorecard through application within the branches.
3. The use of the latest technological means in the evaluation process to save time and effort and reach information related to the balanced scorecard to the largest number of workers.
4. Creating specialized training courses on the subject of a balanced scorecard to train workers on how to apply them effectively.
5. The necessity of working on inventing new methods to attract beneficiaries.

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