

An Investigation of The Organizational Identity Structure of The Turkish Volleyball Federation

Türkiye Voleybol Federasyonu'nun Örgütsel Kimlik Yapısının İncelenmesi

*Serdar SOLMAZ¹, Tekin ÇOLAKOĞLU²

¹ Batman Üniversitesi, Spor Bilimleri Fakültesi, Batman, TÜRKİYE / serdarsolmaz11@gmail.com / 0000-0002-4678-9604

² Gazi Üniversitesi, Spor Bilimleri Fakültesi, Ankara, TÜRKİYE / colakoglu@gmail.com / 0000-0002-4250-6769

* Corresponding author

NOT: "This study is derived from the PhD thesis titled 'Comparative Analysis of the Organizational Identities of Independent Sports Federations with Multi-Case Study' conducted by the first author under the supervision of the second author."

Abstract: This study aims to describe the organizational identity structure of the Turkish Volleyball Federation (TVF). Designed as a descriptive case study within qualitative research designs, this research employs criterion sampling from purposive sampling methods to determine the study group. Document analysis, researcher diary, and semi-structured interviews are used to describe the TVF in deep and ensure the validity of the research. Additionally, inter-coder agreement is ensured during the data analysis process. The findings of the research reveal that the core values of the TVF are a strong sense of belonging and dedication, an achievement orientation, a focus on infrastructure and education, a libertarian structure, and openness to ideas and innovation. Furthermore, while an institutionalized organizational structure prevails within the federation, the influence of the General Directorate of Sports Services (SHGM) brings about a hybrid structure. Strong internal and external stakeholder relationships, as well as influence over international sports organizations and technical affiliation with these organizations, are among the other prominent findings. Finally, it is determined that there is a perception of dominant female hegemony over the TVF. The research results indicate that external stakeholders hold an impact on the organizational identity of the TVF. This aspect may be considered as a reflection of the TVF's hybrid identity structure. The study concludes that the TVF has an identity structure shaped by both its internal dynamics and external influences.

Keywords: Organizational identity, Turkish Volleyball Federation, case study.

Özet: Bu çalışmada, Türkiye Voleybol Federasyonu'nun (TVF) örgütsel kimlik yapısının betimlenmesi amaçlanmıştır. Bu çalışma, TVF'nin örgütsel kimliğinin keşfedilmesi ve hibrit kimlik yapısının daha iyi anlaşılması ile bu yapının etkin bir şekilde yönetilmesine katkı sağlayacaktır. TVF'nin hem ulusal düzenlemelerden hem de uluslararası spor organizasyonlarından etkilenen hibrit kimlik yapısını anlamak, paydaş ilişkilerini ve örgütsel uyumu daha iyi yönetebilmek adına büyük bir gereklilik arz etmektedir. Nitel araştırma desenlerinden betimsel durum çalışması şeklinde tasarlanan bu çalışmada, çalışma grubunun belirlenmesinde amaçlı örneklem yöntemlerinden ölçüt örnekleme kullanılmıştır. TVF'yi derinlemesine betimlemek ve araştırmanın geçerliliğini sağlamak amacıyla doküman incelemesi, araştırmacı günlüğü ve yarı yapılandırılmış görüşmelerden yararlanılmıştır. Ayrıca veri analizi sürecinde kodlayıcılar arası uzlaşma olarak belirlenmiştir. Ayrıca federasyon içerisinde kurumsallaşmış bir örgüt yapısı hakim olmakla birlikte, Spor Hizmetleri Genel Müdürlüğü'nün (SHGM) etkiliği hibrit bir yapıyı beraberinde getirmektedir. Güçlü iç ve dış paydaş ilişkilerinin yanı sıra uluslararası spor örgütlenmeleri üzerindeki etkililik ve bu örgütlere teknik bağlılık da ön plana çıkan diğer bulgularındandır. Son olarak, TVF üzerinde baskın bir kadın hegemonyası algısı olduğu saptanmıştır. Araştırma sonuçları, dış paydaşların TVF'nin örgütsel kimliği üzerinde etkili olduğunu göstermektedir. Bu durum, TVF'nin hibrit kimlik yapısının bir yansıması olarak düşünülebilir. TVF, hem içsel dinamiklerinden hem de dış etkilerden şekillenen bir kimlik yapısına sahip olduğu sonucuna ulaşılmıştır.

Anahtar Kelimeler: Örgütsel kimlik, Türkiye Voleybol Federasyonu, durum çalışması.

Received: 03.10.2024 / Accepted: 08.12.2024 / Published: 30.01.2025

<https://doi.org/10.22282/tojras.1559380>

Citation: Solmaz, S., & Çolakoglu, T. (2025). An investigation of the organizational identity structure of the Turkish volleyball federation, *The Online Journal of Recreation and Sports (TOJRAS)*, 14(1), 39-48.

INTRODUCTION

What question could be more significant than "Who are we?" (Gioia, 1998). The concept of identity has been one of the most critical questions that humanity has pondered from the past to the present. In an organizational context, it remains a subject of continuous exploration (Gioia et al., 2013). The significance of organizational identity lies these capacity to reflect the that organization's vision, mission, culture, and image (Gioia & Thomas, 1996). As a result, metaphors such as the organization's DNA (Govindarajan & Trimble, 2005) or the spirit of the organization (Ashforth & Mael, 1989) have been used to capture the essence of organizational identity. This concept has become a fundamental value for organizations, as it represents their defining characteristics (Gioia et al., 2000). As noted by Albert (1998, p.10), organizational identity plays a pivotal role in shaping various organizational processes, and it continues to be a critical area of research (Gioia et al., 2013; Pratt & Hedden, 2023).

While organizational identity has been extensively studied, gaps remain in understanding how hybrid identity structures emerge, particularly in sports federations that must balance both domestic regulations and international governance (Republic of Turkey, 1986). Albert and Whetten (1985) identified certain identity patterns, such as normative and instrumental identities, that organizations typically adopt. However, research has shown that organizations can possess multiple identity patterns, which can sometimes create management challenges (Vakkuri et al., 2021). Building on this, Pratt and Kraatz (2009) argued that it is normal for organizations to develop multiple identities simultaneously.

The need for multiple identities is often driven by the involvement of various external stakeholders (Cornelissen et al., 2021). Despite these insights, little research has been conducted on how sports federations, such as the TVF, cultivate and maintain a hybrid or multi-identity structure as a result of their complex relationships with both internal and external stakeholders.

Thus, this study seeks to address this gap by examining the Turkish Volleyball Federation's organizational identity. Specifically, it asks, "Who are we as an organization?" By investigating how both internal dynamics and external influences shape the TVF's identity, this research aims to contribute to the understanding of hybrid identity structures in sports federations. In doing so, it offers insights into how such organizations manage their complex stakeholder relationships while maintaining organizational coherence.

Theoretical Framework

Organizational Identity and Sports Federations

Identity is a fundamental concept employed to render individuals and organizations more comprehensible and explanatory. Considering that organizations possess complex structures with various components, it is common for them to exhibit different identities to different stakeholders (Gioia et al., 2013). Organizations can reasonably present their multifaceted identities due to the components they encompass and their external environment. Unlike individuals, whose identities may be classified based on gender, age, or religion, organizations develop their

identities based primarily on core values, practices, and prominent products and services (Gioia, 1998).

In their definition of organizational identity, Albert and Whetten (1985, p.117) identify three criteria in regard with the beliefs of organizational members as a response to the question, "Who are we as an organization?" (Albert & Whetten, 1985, p. 117) These criteria pertain to the central, distinctive, and enduring characteristics of the organization, essentially constituting the essence of organizational identity. Additionally, the fundamental philosophy of the organization, its cultural structure, market position, and affiliations with other organizations are crucial in shaping its organizational identity (Albert & Whetten, 1985). According to Dukerich, Golden, and Shortell (2002), "the degree to which an organizational member feels close to their organization, that is, the extent of their identification," signifies that organizational identity emerges in the context of the fundamental values to which organizational members adhere (Dukerich et al., 2002).

Fişek (1985,p.106) noted that Turkish sports federations have two primary functions: to implement the technical rules of international federations and to organize and promote their respective sports at the national level (Fişek, 1985). In line with these functions, federations are composed of intertwined multiple institutional structures (Gammelsæter & Solenes, 2013). Thus, sports federations operate in communication with the Ministry of Sports internally and with the organizational structure they represent externally. Therefore, they are also referred to as meta-organizations (Toubiana et al., 2017). One of the main objectives of the current research is to uncover the organizational identity underlying the success of the TVF, which has achieved significant accomplishments, particularly in women's volleyball in recent years (Mikkelsen, 2023). These successes can be seen as the result of a well-established organizational identity that not only drives institutional coherence but also strengthens relationships with stakeholders, such as athletes, sponsors, and fans. Understanding this identity offers valuable insights for sport management practices, as it enables the federation to align its strategic goals with its core values, enhances long-term planning, and fosters resilience in the face of challenges. Indeed, studies have shown that organizational identity plays an important role in institutional success by reinforcing brand reputation and contributing to sustained growth and achievement (Song et al., 2019).

METHODS

Research Model: To explore the organizational identity of the TVF, a qualitative method has been employed. This approach is important because how an individual or organization defines itself in terms of "how" is crucial for

understanding organizational identity. Identity is discerned by delving deeply and moving away from homogeneity (Puusa & Tolvanen, 2006). A qualitative approach was chosen because it allows for a deeper exploration of the complex and context-dependent nature of organizational identity, which quantitative methods might not fully capture. Furthermore, a case study has been adopted in this research to conduct an in-depth examination of a limited system (Yin, 2017). A case study aims to gain a profound understanding of a specific topic, problem, or issue by investigating the case or cases thoroughly (Creswell & Creswell, 2018). In this research, a descriptive case study design has been selected because it provides a rich perspective on the inner world of a specific situation, thereby revealing aspects of the event (such as the structure of the organization) (Yin, 2017).

Purpose of the Research: The aim of this research is to conduct an in-depth examination of the organizational identity of the TVF, understanding how the federation defines itself, the perceptions of stakeholders, and the relationship between its identity and successes.

Research Group: In the conducted research, purposeful sampling methods are employed, specifically criterion sampling, to identify participants suitable for the study's qualitative nature. The most significant criteria for selecting participants are duration of experience and their positions within the organization, as these factors reflect organizational identity. After reaching participants meeting the specified criteria, additional participants were accessed through snowball sampling. The working groups within the federations are categorized into two groups: voluntary and paid employees. Volunteers were classified as selected managers and appointed staff, while paid employees included referees, coaches, and secretarial staff. This arrangement aims to ensure diverse perspectives and maximum variety (Creswell, 2016).

After obtaining the necessary permissions from the TVF, the researcher contacted the participants with the assistance of the federation's secretariat. Initially, a preliminary interview was conducted with the participants, providing general information about the study, followed by scheduling interviews for a further date. Before the interviews, a pilot interview was conducted with the president of a different federation, and the questions were reassessed to finalize their form. The interviews were conducted online via video conferencing programs. The interviews took place between May and July 2020. After 17 interviews, the researcher determined that data saturation had been reached, as responses to the questions were beginning to repeat, and the interviews were concluded (Glaser & Strauss, 2006). Information regarding the participants is presented in Table 1.

Table 1. Demographic information about participants

No	Pseudonym ¹	Participant	Education Level	Affiliated Unit (... ²)	Experience (Years)	Duration (Minutes)
1	İL1-TVF	Provincial Representative	Bachelor's	TVF Headquarters TVF...	36	94
2	UH1-TVF	National Referee	Bachelor's	Committee	30	207
3	G1-TVF	Observer	Bachelor's	TVF... Committee TVF...	26	118
4	MA1-TVF	National Coach	Bachelor's	Committee	19	68
5	MS1-TVF	National Athlete	Bachelor's	TVF... Committee TVF...	5	70
6	MS2-TVF	National Athlete	Bachelor's	Committee	4	60
7	MA2-TVF	National Coach	Bachelor's	TVF... Committee TVF...	3	75
8	Y1-TVF	Manager	Bachelor's	Committee	45	120
9	KÜ1-TVF	Committee Member	Bachelor's	TVF... Committee TVF...	35	136
10	KÜ2-TVF	Committee Member	Master's	Committee	35	92
11	İL2-TVF	Provincial Representative	Bachelor's	TVF Headquarters TVF...	15	100
12	G2-TVF	Observer	Bachelor's	Committee TVF Headquarters	32	124
13	İL3-TVF	Provincial Representative	Bachelor's	TVF Headquarters TVF	22	67
14	Y2-TVF	Manager	Bachelor's	Headquarters	24	120
15	MA3-TVF	National Coach	Bachelor's	TVF... Committee TVF	19	75
16	UH2-TVF	National Referee	Master's	Headquarters	28	115
17	MA4-TVF	National Coach	Bachelor's		27	90

1 Participants' identities have been coded to ensure confidentiality. IL: Provincial Representative, UH: National Referee, G: Observer, MA: National Coach, MS: National Athlete, Y: Manager, KÜ: Committee Member.

2The units to which the participants are affiliated have been represented with "..." in the table to maintain the confidentiality of their identities.

Data Collection: Interviews, observation reports and document analysis (laws, regulations, etc.) were utilized as supplementary data collection sources. This approach is significant because using multiple data sources enhances the validity and reliability of qualitative research (Yıldırım & Şimşek, 2021), and the interviews were conducted via a semi-structured interview technique, where questions are predetermined but allow for flexibility rather than strict adherence (Glesne, 2011).

Prior to the interviews, the research questions were developed by drawing on the conceptual model of organizational identity and reviewing related studies. The initial framework for the questions was based on the conceptual model of organizational identity proposed by Alvesson and Empson (2008), which was supplemented by insights from Ağlargoğlu's (2011) case study approach. These theoretical frameworks guided the creation of questions focused on four key themes: (1) the federation's managerial identity structure, explored through questions such as 'What are the core values of the federation?' and 'How do you interpret these core values?'; (2) internal management processes, with questions like 'How does your task process operate?'; (3) personal orientations, including 'Do you feel like a part of this federation?'; and (4) external interactions, where questions such as 'How do you evaluate the federation's interactions with the external environment?' were asked. In total, 20 questions were developed to ensure comprehensive coverage of these thematic areas.

Analysis of Data: At this stage, a content analysis was conducted to thoroughly examine the organizational identity of the sports federation. Simultaneously, analyses continued throughout the study process. The data analysis was carried out in four stages, following the steps outlined by Yıldırım and Şimşek (2021): data coding, theme identification, organization of codes and themes, and the definition and interpretation of findings (Yıldırım & Şimşek, 2021). In the first stage of content analysis, which involves data coding, the collected data was examined and divided into meaningful segments, with codes created to represent the conceptual significance of each segment. After coding, themes were developed in the second stage that could explain the codes at a general level and group them under specific categories. In the third stage of analysis, the obtained codes and themes were organized, allowing for the identification of data based on specific phenomena. Finally, the results of the obtained data were presented using tables and figures. To ensure the validity and credibility of the research, several strategies were employed. First, the researcher engaged in peer debriefing by collaborating with two other researchers experienced in qualitative studies within the field. The researcher shared the developed code and theme charts with these researchers and conducted virtual video meetings to discuss the findings. This process of consensus-building on themes such as perceptions of core values, hybrid structures, institutionalized organizational frameworks, relationships with international sports organizations, strong ties with internal and external stakeholders, and the hegemony of women in volleyball enhanced the reliability of the coding process. Additionally, to further validate the research, relevant legal documents—such as laws, regulations, and official policies related to the TVF—were examined. This ensured the alignment of the research with external and institutional frameworks (Creswell & Creswell, 2018).

RESULTS

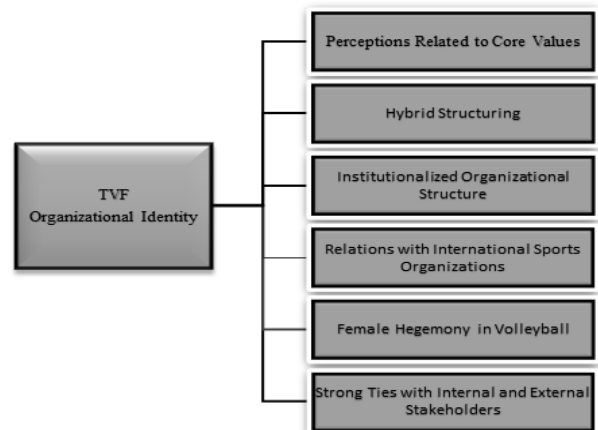


Figure 1. Organizational identity structure of the TVF

Perceptions Related to Core Values

Through semi-structured interviews, perceptions regarding the organizational identity of the TVF have been determined. Under the main theme, there are five sub-themes: belonging and dedication, success orientation, infrastructure and education, liberal structure, and innovation.

Perception of Belonging and Dedication

During the interviews, some participants described the federation using as a family metaphor, stating that they felt a strong sense of belonging and close relationships within this family. In contrast, other participants expressed that although the federation may resemble a family, the relationships within were more distant. For example, UH1-TVf stated that they view the federation as a family, emphasizing that volleyball takes precedence even over family life. They expressed this sentiment by saying, *“As a family, we are truly in the same boat... As I said, I am very happy to have been a part of the federation for years and to be in this position; volleyball always comes first in my priorities and my entire life.”*

Success-Oriented Organizational Perception

Among the core values of the TVF the orientation toward success stands out as an important sub-theme. Participants emphasized that the federation is focused on success in both administrative and sporting contexts. These views align with the TVF Vision (2020) (TVF, 2020a). For example, G1-TVf articulated the federation's administrative success through its effective organization, stating, *“The Volleyball Federation exists primarily to organize the sport; someone has to take charge of this... Organizing means that there should be no mistakes in the organization, and thankfully, there are really no mistakes.”*

Infrastructure and Education Focus

Infrastructure and education focus, which is one of TVF's significant core values, has been highlighted during the interviews. Participants indicated that the federation places importance on infrastructure projects, training for coaches, and referee education. This sub-theme aligns with the federation's vision, and the discussions revealed a consensus among participants regarding the federation's commitment to infrastructure development. For instance, MA1-TVf expressed the importance of infrastructure to the federation by stating, *“To put it simply, if there are no children, or*

rather, if there are no athletes, there won't be a federation in my opinion; these concepts need to exist within the federation." Similarly, MS2-TVF described the federation as "an institution that always strives to develop itself more and, in this context, values and supports infrastructure."

Libertarian Organizational Structure (Non-Restrictive Organizational Structure)

In the interviews conducted with participants, it was expressed that there are no strong disciplinary rules within the organization, indicating a more liberal structure; however, it was also noted that this libertarian organizational structure does not apply to referees. MA2-TVF shared their views on the rules, stating, "We have almost no rules, just as long as you're there on time... Out of 1,000 people in Turkey, only 14 come here, and everyone playing in professional leagues is already aware of this. If we notice that someone hasn't slept last night, there can be penalties based on their performance or actions." They further explained that the federation does not have strict European-style rules, saying, "I like to be free; I have a free personality. Our federation is not closed; it's European in that sense. The rules and culture allow for a broader framework, making it a more comfortable federation in this regard."

An Organizational Approach Valuing Ideas and Open to Innovation

Another sub-theme emphasized by participants in discussions with internal stakeholders is the perception of the federation as one that values ideas and is open to innovation, continuously renewing itself. UH1-TVF expressed the federation's appreciation for ideas, stating, "The consideration of our ideas shows that we are valued and honored, and I proudly say that about our federation." They further articulated, "We are the management board; if we say we did this and it happened, that's not the case. If that's how it goes, then you're not valuing the ideas produced by your employees, and such behavior does not exist in the Volleyball Federation."

Hybrid Structure

A significant theme that emerged in the interviews is the hybrid structure of the TVF. Participants indicating infrastructure services which are managed by the General Directorate of Youth and Sports, while the ranking leagues are overseen by the TVF. In this context, the hybrid structure is explained through the sub-themes of TVF's autonomous structure and TVF's collaborative structure.

TVF's Autonomous Structure

Participants described the TVF as a federation that can make decisions more independently than other federations, possessing strong resources and a robust economy. They further expressed the belief that the federation is more independent in its decision-making processes; for instance, Y1-TVF articulated that the TVF is the federation adapting best to autonomy and benefiting the most from its autonomous rights, stating, "The federation that can adapt best to autonomy and make the most use of its autonomous rights... has benefited the most from the freedoms among federations." KÜ2-TVF elaborated on this by noting that in the past, the Department of Youth and Sports appointed the secretaries general of federations, creating a form of indirect dependency. They stated, "Compared to the past, we are now more free, and in my opinion, the federation has the ability to make independent decisions." Additionally, İL2-TVF expressed that they did not feel the influence of the GSGM in volleyball compared to other federations.

Y2-TVF emphasized that the TVF has the administrative and financial strength to be entirely autonomous, highlighting its robust economy. They stated, "Administratively, TVF is strong, economically it is strong. As I said, it is a federation that can stand on its own completely autonomously." Additionally, Y2-TVF mentioned that the federation's income has increased through sponsorship deals, explaining, "We select our own staff and pay their salaries ourselves... We have made many sponsorship agreements... The federation's live broadcast ad revenues have increased, and jersey advertisements are coming in." These remarks have also been reported in various online sources (TVF, 2019, 2020b, 2024).

The Collaborative Structure of TVF

Participants have expressed that the TVF maintains good bilateral relations with the General Directorate of Sports Services (SHGM) and that some decisions are made by the framework regulations of the Ministry of Youth and Sports (GSB). During the interviews, participants emphasized that TVF is in constant communication with the Provincial Directorates of Youth and Sports. UH1-TVF explained this situation as, "Whether it's competitions or ongoing activities, they are jointly carried out. Of course, these have positive contributions... We maintain very good dialogues and communication in every way," highlighting the collaborative nature. However, these relationships are not about seeking permission from GSB but rather involve mutual information sharing, as expressed by the statement, "All programs in the country are carried out with GSB's knowledge, there are weekly bulletins for this... but it's not about asking for permission, it's mutual information sharing." G1-TVF noted that the federation's relationship with SHGM is generally coordinated and there are no issues, saying, "The work is coordinated, there's generally no disturbance... and the relationship with SHGM must be very good, of course." Similarly, MA1-TVF echoed this sentiment, saying, "For me, there's no problem, everything is being coordinated properly, and it must be coordinated," expressing parallel thoughts.

Institutionalized Organizational Structure

In the interviews, participants emphasized that the TVF has a well-established institutional structure. Additionally, they noted that TVF is more advanced in terms of institutionalization compared to other federations.

Participants in the interviews described the organization as a structured entity with established rules, systematic coordination, and hierarchical oversight. UH1-TVF emphasized that everyone within the federation has clearly defined roles, and rules are strictly adhered to, ensuring continuity. They stated, "TVF truly has a set of rules that are non-negotiable and ensure continuity; we are not in pursuit of temporary efforts." In another statement, UH1-TVF explained, "Ultimately, the federation has a structure, and within this structure, each committee and employee has specific responsibilities and tasks."

Participants also pinpointed that the level of professionalism and specialization within the federation has increased. KÜ2-TVF remarked, "I can say it's becoming more professional every day. Of course, this happens as financial resources and the number of sponsors grow." They further added, "Each season, each day, things improve. People with high capacity, well-equipped, and committed to developing their expertise are now working in our national teams for compensation... The same goes for those working in our committees and professionals."

Additionally, participants highlighted that TVF operates with transparency and consistency. MA1-TVF shared views on the federation's transparency, stating, *"It is a transparent federation, and this transparency stems from the fact that if you have any concerns, you can express them on the federation's website—any complaint can be submitted directly to the federation."* Y1-TVF also supported this view, saying, *"The decisions made by the federation are transparent and open."*

Relations with International Sports Organizations

Another significant theme that emerged from the interviews is Relations with International Sports Organizations. Thus, the interviewees expressed their views on TVF's connections with international organizations such as FIVB (Fédération Internationale de Volleyball), CEV (European Volleyball Confederation), and BVA (Balkan Volleyball Association).

Participants emphasized TVF's significant influence within international sports organizations such as FIVB, CEV, and BVA. İL1-TVF noted that TVF holds more sway over these bodies, stating, *"It's not that they influence us, but we have more influence over them,"* attributing this to the presence of Turkish representatives in key positions. G1-TVF echoed this view, calling TVF an *"influential federation whose voice is heard."* Both Y1-TVF and KÜ1-TVF highlighted strong relations with these international federations, with Y1-TVF mentioning Turkish representatives at high levels in CEV and FIVB, where Turkey is regarded as a *"very valuable federation."* KÜ1-TVF added that influential figures, such as Aziz Yener and former presidents, further bolster TVF's presence and authority within these organizations.

Strong Ties with Internal and External Stakeholders

Semi-structured interviews revealed that participants emphasized the theme of strong connections between TVF and its internal and external stakeholders. This theme is further divided into subthemes, including robust relationships with public organizations and close ties with national and international sports organizations. Participants highlighted that TVF effectively collaborates with various governmental bodies, fostering a cooperative environment and enhancing its operations and decision-making processes. Additionally, the federation maintains significant relationships with national and international sports entities, ensuring that it remains influential and well-represented in broader sports discussions and initiatives.

In discussions regarding TVF's relationships with the environment, the terms "public organizations" and "political power" frequently emerged. Participant UH1-TVF explained that the federation's close ties with politicians are largely attributed to its achievements, stating, *"If you are successful, the country's politicians will take pride in you, and your relationship with them will be good; naturally, your requests will be met."* Furthermore, the participant highlighted that the federation's relationship with politics is often framed within organizational contexts, noting, *"The decision to host the European Championship at the Ankara Sports Hall was entirely made by the government, and it was a well-placed decision because that hall had a capacity of 12,500."* G1-TVF emphasized the necessity of maintaining good relations with the government concerning organized events and the challenges that arise, stating, *"There must be dialogue, as there is always a need for each other."* They provided a concrete example, mentioning situations where a team may struggle to obtain visas for an international match, necessitating immediate governmental support and fostering a relationship based on mutual respect and familiarity. G1-

TVF also shared a personal anecdote about the importance of strong connections beyond just the federation's executives:

Especially, there should be relationships with officials. For example, during the Balkan Championship at the Atatürk Sports Hall, I was young and a bit of a guide. They provided us with a car to use, and when I took the players shopping in Kızılay, the car was delayed. I panicked as they needed to get to the match. I called my wife, who worked at Çankaya District Police, and she promptly sent a minibus with a police officer to get them to the game. The federation presidents need to have strong dialogues and connections, not just the president but also the staff.

The federation's strong communication not only extends to volleyball associations domestically but also encompasses international relationships. Participant Y1-TVF articulated this, stating, *"... in terms of our activities, we have developed our international relations significantly in terms of contemporary alignment."* They further elaborated, *"We have dialogues with organizations like CEV and FIVB, as well as with the European Confederation, the Balkan Union, and the Eastern European Union. Because we are at a certain level, we are now able to influence the decisions made by these federations and confederations."*

Female's Hegemony in Volleyball

Participants stated that especially women's club volleyball teams and national teams are prominent in volleyball in Turkey. One participant, MS1-TVF, described the TVF by saying, *"It is the women's national team and success,"* emphasizing that in Turkey, *"When you mention volleyball, women's teams come to mind directly,"* highlighting the association between the image of volleyball and women. This perspective was supported by İL3-TVF and MA4-TVF, who expressed similar sentiments. İL3-TVF noted, *"When you think of the volleyball federation, the women's national team, and success come to mind."* Similarly, MA4-TVF remarked that women's volleyball holds significant brand value for the TBF, stating, *"The leadership of women's volleyball in the world and in Turkey means a lot; I believe the brand value carrying the volleyball federation is women's volleyball."*

In the discussions conducted with the working group, all participants expressed the view that volleyball is perceived as a women's sport in Turkey. They noted that this perspective is rooted in regional and cultural values and emphasized that this perception may vary across different regions.

G1-TVF expressed that volleyball is regionally perceived as a Western sport, stating, *"For example, in the east, it's much lower; the infrastructure across Turkey needs to be stronger and broader, as it is seen more as a Western sport. Here, it is a bit stronger in the West."* In this context, MA1-TVF added, *"It has become one of the popular sports in Turkey, especially women's volleyball, which could spread more to girls in the provinces."* G2-TVF noted that interest in women's volleyball varies by region, saying, *"This changes regionally. In city X, the number of female athletes is three times that of male athletes... but you cannot say this for Siirt."* İL3-TVF expressed that there is a prevailing perspective that views volleyball as a sport primarily for women;

For instance, in the large city of X, there are 4 men's teams, which raises the question of whether this is fair. In contrast, there are 25 women's teams. So, in this region, is there no interest in men's volleyball? For example, in Urfa, men often

don't support women's involvement... This perspective needs to change. We often hear statements like "volleyball suits women, while the ball suits men," and there was even a debate on TV recently about whether there should be women's basketball or just men's basketball. The idea of not having men's volleyball is just a ridiculous discussion.

DISCUSSION

In the TVF, organizational identity plays a crucial role in organizational identification; hence, individuals develop a sense of identification, belonging, and commitment when they perceive themselves through the characteristics of the organizational identity (Afshari et al., 2020; Hatch & Schultz, 2002; Ricketta, 2005). Hatch and Schultz (2002) emphasize the significant role of identification in the formation of organizational identity, stating that individuals integrate into the organization's identity, leading to the development of organizational identity, identification, and belonging (Bednar et al., 2019; Hatch & Schultz, 2002). Davis and Newstrom (1989) explain that individuals' attachment to the organization arises from a common identity union, meaning that people see organizations as part of their identity (Ashforth & Mael, 1989; Davis & John, 1989). In this context, it can be argued that the perception of belonging and commitment among participants is influenced by the fact that federations, such as the TVF, are volunteer-based organizations (Kara, 2014). Also, there are internal stakeholders in the TVF who possess a sense of belonging and commitment, and determining whether this perception is equal among professional and volunteer workers is quite challenging. Therefore, future research could provide answers to this question. Solmaz (2024) noted in their study that federations possess a multifaceted and complex organizational structure (Solmaz, 2024). The presence of a significant number of professional and volunteer workers within the TVF may impact organizational commitment (Mowday et al., 1979).

Another important point regarding fundamental values is that participants described their affiliation with the federation using the metaphor of "family," emphasizing "close relationships." However, some participants indicated that the relationships are "distant" and "hierarchical." As previously explained, this may be attributed to the high number of professional employees and their income within the TVF. According to Levine and Galasso (2019), organizations generating income from external sources may exhibit a fragmented structure (Levine Daniel & Galasso, 2019). Therefore, it can be argued that this situation is the reason for the differences between voluntary and professional workers within the TVF.

Another crucial point regarding fundamental values is the TVF's orientation towards success and its focus on infrastructure. The TVF Vision (2020) outlines the federation's aim to create teams that will represent the country internationally (TVF, 2020a). In the TFV 2024 Strategy (2020), goals have been set to achieve sports success and to promote volleyball among young people (TVF, 2023). Thus, it may be claimed that a key aspect of the TVF's organizational identity is to achieve infrastructure-focused sports successes, a view shared by all participants who demonstrate high levels of awareness. Indeed, in an interview conducted by Altunkılıç (2021) with

the current president of the TVF, the emphasis on the infrastructure system was identified as a key factor for success in volleyball (Altunkılıç, 2021).

The management structure of the TVF, based on interviews and literature reviews, reveals a highly institutionalized organization. While elements such as formal structure, professionalization, accountability, and consistency are essential for creating an institutional organization, the most critical aspect for TVF appears to be the development of a professional structure within. Professionalization implies that occupation becomes one's profession, and individuals must structure their lives around it, earning a living from the job they adopt (Kılıçgil, 1998). This structure emphasizes the organization's focus on efficiency and effectiveness, reflecting internally. Karpuzoğlu (2004) defines an institutionalized organization as one governed by rules, standards, and procedures rather than individuals (Karpuzoğlu, 2004). Uzunçarşılı (2000:12) further asserts that the organizational structure should be built on specific standards, with qualified managers and employees and a systematized workflow (Uzunçarşılı, 2000). This allows the organization to detach from individual dependence, ensuring its sustainability for many years, unaffected by the lifespan or involvement of specific people.

When examined in terms of interaction with the external environment, federations recognized by international bodies and designated as the sole organizations in their countries are authorized to apply and regulate international rules according to the principle of single representation (Vieweg, 2016). Therefore, it is not surprising that the TVF demonstrates technical compliance with international federations such as FIVB. TVF operates closely with both international and local stakeholders. Furthermore, core statutes and duties, which are key criteria in determining the identity of organizations, confirm this alignment (Türkiye Voleybol Federasyonu Ana Statüsü, 2014). In light of these explanations, it may be asserted that federative sports organizations exhibit a unique identity structure compared to other organizations. According to Pratt and Foreman (2000), unless the organizations or associations to which an entity belongs are essential to its core identity, they will remain outside its organizational identity (Pratt & Foreman, 2000). Regarding this, FIVB's membership can be considered influential in reflecting TVF's identity. Pratt (2016) highlights the complexity of hybrid and multiple identities, and some studies emphasize the need to reorganize such identities (Pratt, 2016). Considering these points, it can be said that external stakeholders play a role in shaping the organizational identity of sports federations (Glynn & Watkiss, 2012).

The most significant finding reflecting the organizational identity of the TVF is the dominance of women within the federation and its impact on the broader environment. Throughout the history of the Republic of Turkey, women's struggle for participation in sports has been instrumental in the process of identity formation (Şenol Cantek & Yazar, 2009). However, in contemporary Turkey, the prevailing male hegemony is also evident in sports. Numerous studies indicate that a male-centered, gender-biased approach dominates sports in modern-day Turkey (Yüksel, 2014). In contrast, our research reveals a clear female hegemony

within the TVF. Koca and Bulgu (2005) assert that sports in Turkey, particularly with respect to gender, is oriented towards championships and competitive success (Koca & Bulgu, 2005). Similarly, Kavasoglu and Yaşar (2017) highlight that social acceptance is often linked to athletic achievements. Another perspective is the gender-based image that athletes project onto society (Kavasoglu & Yaşar, 2017). For example, Koca and Bulgu (2005) note that female volleyball players are often recognized for their physical appearance and beauty, reinforcing a gendered perception of volleyball as a feminine sport (Koca & Bulgu, 2005). When analyzed within this context, the current situation suggests that the successes achieved by the Turkish Women's National Volleyball Team, both at the club level and in recent events like the Olympics and the European Volleyball Championship, have encouraged more women to participate in volleyball, thereby contributing to the establishment of a dominant female presence in the sport.

In light of TVF's hybrid organizational identity, a key strategy is to enhance cohesion between the professional and volunteer staff. To achieve this, the federation could invest in initiatives that foster shared experiences and values across these two groups, such as team-building activities, cross-functional training programs, or collaborative goal-setting workshops. These activities would help bridge the gap between the transient professional staff and the more deeply committed volunteer members, ultimately strengthening a collective sense of purpose and organizational identity. Additionally, it would be beneficial for TVF to create a more transparent communication framework, ensuring that both

professional and volunteer staff understand the federation's goals and the importance of their unique contributions. This could further mitigate any divides and promote a more inclusive organizational culture.

Given the federation's focus on infrastructure and success, particularly in women's volleyball, a strategic focus on expanding international collaborations could be another valuable avenue. TVF could consider developing partnerships with global sports organizations to exchange best practices and enhance its competitive edge. By strengthening its international ties, the federation would not only reinforce its identity but also build its reputation as a progressive, forward-thinking organization. Additionally, given the prominence of women's volleyball within TVF's identity, further investment in youth programs and international outreach initiatives would ensure a pipeline of talent and solidify its position as a leader in global women's sports. These measures would help TVF maintain its relevance and drive sustainable success in the international sports community.

Ethics Statement: In the present article, the ethical rules of the journal were followed in the research process in the current article. The responsibility for any violations that may arise regarding the article belongs to the author. The approval of Gazi University Ethics Committee dated 05.12.2019 and numbered E- 91610558-302.08.01.127883 was obtained.

Conflict of Interest: There is no personal or financial conflict of interest between the authors in the present study.

Author Contribution Rate: In the present study, the contribution rates of all authors are equal.

References

- Afshari, L., Young, S., Gibson, P., & Karimi, L. (2020). Organizational commitment: exploring the role of identity. *Personnel Review*, 49(3), 774–790. <https://doi.org/10.1108/PR-04-2019-0148>
- Ağlarcöz, O. (2011). *Analysis of the organizational identities of anadolu university?faculty of economics and administrative sciences and faculty of engineering and architecture by conducting phenomenographic case studies* [Anadolu University]. <https://tez.yok.gov.tr/UlusalTezMerkezi/tezSorguSonucYeni.jsp>
- Albert, S., & Whetten, D. (1985). Organizational identity. *Research in Organizational Behavior*, 7(1), 263–295. <https://psycnet.apa.org/record/1986-02640-001>
- Altunkılıç, M. (2021, June 25). TVF başkanı Üstündağ, Türkiye'nin voleyboldaki başarısını anlattı: Altını çizerek söylüyorum “altyapısına çok önem veren” bir sistem yarattık. *Independent Türkçe*. <https://l24.im/1yC%0A>
- Alvesson, M., & Empson, L. (2008). The construction of organizational identity: Comparative case studies of consulting firms. *Scandinavian Journal of Management*, 24(1), 1–16. <https://doi.org/10.1016/j.scaman.2007.10.001>
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *The Academy of Management Review*, 14(1), 20–39. <https://doi.org/10.2307/258189>
- Bandura, A. (1986). Social foundations of thought and action: A social cognitive theory. In *Social foundations of thought and action: A social cognitive theory*. Prentice-Hall, Inc.
- Bednar, J. S., Galvin, B. M., Ashforth, B. E., & Hafermalz, E. (2019). Putting Identification in Motion: A Dynamic View of Organizational Identification. *Organization Science*, 31(1), 200–222. <https://doi.org/10.1287/orsc.2018.1276>
- Cornelissen, J. P., Akemu, O., Jonkman, J. G. F., & Werner, M. D. (2021). Building Character: The Formation of a Hybrid Organizational Identity in a Social Enterprise. *Journal of Management Studies*, 58(5), 1294–1330. <https://doi.org/https://doi.org/10.1111/joms.12640>
- Creswell, J. W. (2016). *30 essential skills for the qualitative researcher* (1st ed.). SAGE Publications, Inc.
- Creswell, J. W., & Creswell, D. J. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications, Inc.
- Davis, K., & John W., N. (1989). *Human Behaviour at Work, Organizational Behaviour* (8th ed.). McGraw-Hill.
- Dukerich, J. M., Golden, B. R., & Shortell, S. M. (2002). Beauty is in the eye of the beholder: The impact of organizational identification, identity, and image on the cooperative behaviors of physicians. *Administrative Science Quarterly*, 47(3), 507–533. <https://doi.org/10.2307/3094849>

- Fişek, K. (1985). *100 Soruda Türkiye Spor Tarih* (1st ed.). Gerçek Yayınevi.
- Gammelsæter, H., & Solenes, O. (2013). Money in – brains out? Institutional logics affecting athletes' preparation for alternative careers. *European Journal for Sport and Society*, 10(3), 267–289. <https://doi.org/10.1080/16138171.2013.11687922>
- Gioia, D. A. (1998). From Individual to Organizational Identity. In A. Whetten & P. Godfrey (Eds.), *Identity in Organizations: Building Theory Through Conversations* (pp. 17–32). SAGE Publications, Inc. <https://doi.org/10.4135/9781452231495.N2>
- Gioia, D. A., Patvardhan, S. D., Hamilton, A. L., & Corley, K. G. (2013). Organizational identity formation and change. *Academy of Management Annals*, 7(1), 123–193. <https://doi.org/10.1080/19416520.2013.762225>
- Gioia, D. A., Schultz, M., & Corley, K. G. (2000). Organizational identity, image, and adaptive instability. *The Academy of Management Review*, 25(1), 81. <https://doi.org/10.2307/259263>
- Gioia, D. A., & Thomas, J. (1996). Identity, image, and issue interpretation: Sensemaking during strategic change in academia. *Administrative Science Quarterly*, 41(3), 370–403. <https://doi.org/10.2307/2393936>
- Glaser, B. G., & Strauss, A. L. (2006). *Discovery of grounded theory: strategies for qualitative research* (1st ed.). Aldine Transaction.
- Glesne, C. (2011). *Nitel araştırmaya giriş* (A. Ersoy & P. Yalçınoğlu (eds.); 2011th ed.). Anı Yayıncılık.
- Glynn, M. A., & Watkiss, L. (2012). Exploring Cultural Mechanisms of Organizational Identity Construction. In and others Majken Schultz (Ed.), *Constructing Identity in and around Organizations* (pp. 63–88). Oxford Academic. <https://doi.org/10.1093/acprof:oso/9780199640997.003.0004>
- Govindarajan, V., & Trimble, C. (2005). Organizational DNA for strategic innovation. *California Management Review*, 47(3), 47–76. <https://doi.org/10.2307/41166306>
- Hatch, M. J., & Schultz, M. (2002). The Dynamics of organizational identity. *Human Relations*, 55(8), 989–1018. <https://doi.org/10.1177/0018726702055008181>
- Kara, Y. (2014). Spor hukukunda kurumsallaşma ve spor federasyonlarının tüzel kişilikleri. In *Spor hukuku yazıları* (1st ed.). İstanbul Barosu Yayınları.
- Karpuzoğlu, E. (2004). *Büyüyen ve Gelişen Aile Şirketlerinde Kurumsallaşma* (4th ed.). Hayat Yayınları.
- Kavasoğlu, İ., & Yaşar, M. (2017). Toplumsal Cinsiyet Normlarının Dışındaki Sporcular. *Spor Bilimleri Dergisi*, 27(3). <https://doi.org/10.17644/sbd.296213>
- Kılıçgil, E. (1998). *Sosyal çevre-spor ilişkileri* (1st ed.). Bağırğan yayınları.
- Koca, C., & Bulgu, N. (2005). Spor ve toplumsal cinsiyet: Genel bir bakış. *Toplum ve Bilim*, 103, 163–184.
- Levine Daniel, J., & Galasso, M. (2019). Revenue Embeddedness and Competing Institutional Logics: How Nonprofit Leaders Connect Earned Revenue to Mission and Organizational Identity. *Journal of Social Entrepreneurship*, 10(1), 84–107. <https://doi.org/10.1080/19420676.2018.1541004>
- Mikkelsen, S. (2023). *FIVB women's volleyball world ranking: Complete list*. IOC. <https://olympics.com/en/news/fivb-women-volleyball-world-ranking-complete-list>
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224–247. [https://doi.org/https://doi.org/10.1016/0001-8791\(79\)90072-1](https://doi.org/https://doi.org/10.1016/0001-8791(79)90072-1)
- Pratt, M. (2016). Hybrid and multiple organizational identities. In M. G. Pratt, M. Schultz, B. E. Ashforth, & D. Ravasi (Eds.), *Oxford Handbook of Organizational Identity Online*. (Vol. 1, pp. 1–20). Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780199689576.013.28>
- Pratt, M. G., & Foreman, P. O. (2000). Classifying managerial responses to multiple organizational identities. *The Academy of Management Review*, 25(1), 18–42. <https://doi.org/10.2307/259261>
- Pratt, M. G., & Hedden, L. N. (2023). Accounts and Accountability: On Organizational Purpose, Organizational Identity, and Meaningful Work. *Strategy Science*, 8(2), 182–192. <https://doi.org/10.1287/stsc.2023.0189>
- Puusa, A., & Tolvanen, U. (2006). Organizational Identity and Trust. *Electronic Journal of Business Ethics and Organization Studies*, 11(2).
- Republic of Turkey. (1986, May 21). *Gençlik ve spor hizmetleri kanunu* (No. 3289). <https://www.mevzuat.gov.tr/MevzuatMetin/1.5.3289.pdf>
- Riketta, M. (2005). Organizational identification: A meta-analysis. *Journal of Vocational Behavior*, 66(2), 358–384. <https://doi.org/10.1016/j.jvb.2004.05.005>
- Şenol Cantek, F., & Yazar, B. (2009). Erken Cumhuriyet dönemi dergi ve gazetelerinde spor ve kadın (1928-1960). *İletişim Kuram ve Araştırma Dergisi*, 0(29), 202–218.
- Solmaz, S. (2024). Exploring the Organizational Identity Structure of National Sports Federations: What Makes a Federative Identity Structure Unique? *Journal of Global Sport Management*, 1–24. <https://doi.org/10.1080/24704067.2024.2360048>
- Song, W., Ren, S., & Yu, J. (2019). Bridging the gap between corporate social responsibility and new green product success: The role of green organizational identity. *Business Strategy and the Environment*, 28(1). <https://doi.org/10.1002/bse.2205>
- Toubiana, M., Oliver, C., & Bradshaw, P. (2017). Beyond differentiation and integration: The challenges of managing internal complexity in federations. *Organization Studies*, 38(8), 1013–1037. <https://doi.org/10.1177/0170840616670431>

- Türkiye Voleybol Federasyonu Ana Statüsü, Pub. L. No. 6 (2014). <https://tvf.org.tr/tvf-ana-statu/>
- TVF. (2019, October 4). *AXA Sigorta, Efeler Ligi'nin İsim Sponsoru Oldu*. <https://www.tvf.org.tr/ligler/axa-sigorta-efeler-liginin-resmi-isim-sponsoru-oldu/>
- TVF. (2020a). *Vizyon ve Misyona*. Türkiye Voleybol Federasyonu. <https://www.tvf.org.tr/vizyon-misyon/>
- TVF. (2020b, September 17). *Sigorta Shop, TVF Kadınlar Voleybol 1.Ligi'ne isim sponsoru oldu*. <https://www.tvf.org.tr/ligler/sigorta-shop-tvf-kadınlar-voleybol-1-ligine-isim-sponsoru-oldu/>
- TVF. (2023). *Türkiye Voleybol Federasyonu; Strateji 2024*. <https://124.im/v2o4Ucu%0A>
- TVF. (2024, June 6). TVF & Amway İşbirliği Beşinci Yılında. 2017. <https://www.tvf.org.tr/haberler/tvf-amway-isbirligi-besinci-yilinda/>
- Uzunçarşılı, Ü. (2000). *Şirket kültürü ve iş prensipleri* (4th ed.). İTO.

GENİŞLETİLMİŞ ÖZET

Çalışmanın Amacı

Bu çalışmanın temel amacı, Türkiye Voleybol Federasyonu'nun örgütsel kimlik yapısını ve bu kimliğin nasıl şekillendiğini analiz etmektir. Çalışma, Türkiye Voleybol Federasyonu'nun hem ulusal hem de uluslararası düzeyde nasıl bir kimlik ve yapı sergilediğini ortaya koymayı hedefler.

Araştırma Problemleri

Bu çalışma, Türkiye Voleybol Federasyonu'nun örgütsel yapısının nasıl kurumsallaştığını ve bu yapının örgütsel kimliğine nasıl yansıdığını incelemektedir. Bu doğrultuda Türkiye Voleybol Federasyonu hakkında (vizyon, misyon ve temel değer algıları, ayrıca eğitim/öğretim ve branş gelişimi) algılar katılımcılar tarafından nasıl betimlendiği, katılımcıların federasyon için yönetim süreçleri nasıl algıladığını, federasyon içerisinde bireysel yönelimlerin hangi durumlar tarafından ve nasıl şekillendiği, federasyonun dış çevre ile etkileşimini katılımcıların nasıl değerlendirdiği ve dış paydaşların örgütsel kimliğin şekillenmesinde nasıl bir rol oynadığını öğrenmek araştırmanın temel problemleri arasında yer almaktadır.

Literatur Araştırması

Örgütsel kimlik kavramı, psikolojide sosyal kimlik kavramı temel alınarak şekillendirilmiş bir yaklaşımdır. Sosyal kimlik yaklaşımıyla, bireysel düzeydeki kimlik kavramı, grup ve sosyal düzeye taşınmıştır. Böylece, "Ben kimim?" sorusu kalıbı, "Biz kimiz?" sorusuna dönüşmüştür (Tajfel & Turner, 1979; Van Dick vd., 2004). Organizasyonel kimlik kavramını ilk kez ortaya atan Albert & Whetten (1985), organizasyon bağlamındaki kimliğin organizasyonun kültüründen, felsefesinden, pazar pozisyonundan veya üyeliğinden başladığını belirtmiştir. Ayrıca, organizasyonel kimliğin temel kriterlerini oluşturmak için merkezilik, ayırt edilebilirlik ve süreklilik kriterlerinin karşılanması gerektiğini ifade etmişlerdir. Örgütün merkezilik kriteri, organizasyonun temel nitelikleri olarak ifade edilirken, ayrıcalık kriteri, organizasyonu çalışanların gözünde

- Vakkuri, J., Johanson, J.-E., Feng, N. C., & Giordano, F. (2021). Governance and accountability in hybrid organizations – past, present and future. *Journal of Public Budgeting, Accounting & Financial Management*, 33(3), 245–260. <https://doi.org/10.1108/JPBAFM-02-2021-0033>
- Vieweg, K. (2016). Spor Hukukunun Büyüsü. In *İnönü Üniversitesi Hukuk Fakültesi Dergisi* (Vol. 1, Issue 1, pp. 1–39). İnönü Üniversitesi WT - DergiPark. <https://dergipark.org.tr/tr/pub/inuhfd/issue/22399/239745>
- Yin, R. K. (2017). *Case study research and applications desing and methods* (6th ed.). Sage Publications.
- Yıldırım, A., & Şimşek, H. (2021). Sosyal Bilimlerde Nitel Araştırma Yöntemleri Güncelleştirilmiş 5. Baskı. *Sosyal Bilimlerde Nitel Araştırma Yöntemleri*, 2(2).
- Yüksel, M. (2014). Cinsiyet ve Spor. *Journal Of History School*, 7(XIX). <https://doi.org/10.14225/joh581>

benzersiz kılan düşünceler, zamansal süreklilik kriteri ise organizasyonda kalıcı olarak devam eden algılamalardır (Brown, 2009). Öte yandan, bazı araştırmacılar tarafından bu kriterlerin organizasyonun kimliğini yansıtmada belirsiz kaldığı ve bir kimlik krizi yarattığı belirtilmiştir (Corley vd., 2006; D. A. Whetten, 2006). Ashforth & Mael (1989) tarafından organizasyonel kimlik, bireyin organizasyonla özdeşleşmesi ve bir aidiyet duygusu olarak tanımlanmıştır. Yani, bireyler kendilerini organizasyonel kimlikleri aracılığıyla tanımlarlar. Başka bir deyişle, organizasyonel kimlik, bireyler üzerindeki organizasyonel yapının yansımasıdır. Bu yansıma, bireyin organizasyonla özdeşleşmesi veya bireyde zaten var olan özelliklerin organizasyonla bütünleşmesi yoluyla gerçekleşir (Ashforth vd., 2016). Haslam vd. (2003), insanların kendilerini belirli bir grubun üyesi olarak tanımladıklarını ve davranışlarının bu grup içindeki normlara göre şekillendiğini açıklamaktadır. Bu bağlamda, bireyler organizasyonun kimliğini özdeşleşme yoluyla yansıtır. Ashforth vd. (2016), özdeşleşme yoluyla kimlik oluşumunun 3 şekilde gerçekleştiğini belirtmiştir: Tehdit odaklı kişisel özdeşleşme, Fırsat odaklı kişisel özdeşleşme, Yakınlık odaklı kişisel özdeşleşme.

Yöntem

Bu çalışmada geliştirilen araştırma sorularına cevap verebilmek için yorumlayıcı bir teorik yaklaşım benimsenmiştir. Bu yaklaşım, insanların doğal ortamlarında belirli olguları nasıl anlamlandırdıklarını ve yorumladıklarını keşfetmeyi sağlar. Yorumlayıcı paradigma yaklaşımı, örgütlerin kimlik yapılarını katılımcıların görüşleri doğrultusunda tanımlamaya ve bu sayede örgütün ne tür bir kimlik yapısına sahip olduğunu belirlemeye yardımcı olmuştur. Örgütsel kimlik, sabit ve ölçülebilir bir nesne olarak değerlendirilmemelidir (Alvesson & Empson, 2008). Ayrıca, örgütsel kimliğin belirlenmesinde temel olarak örgüt çalışanlarının görüşleri yatmaktadır (Gioia ve diğerleri, 2000). Örgütsel kimliği tanımlamak için kullanılan paradigma, katılımcıların görüş, öneri ve deneyimlerini

keşfetmek amacıyla mülakatlar gerçekleştirilmiş ayrıca dökümanlar ve yasal mevzuatlar incelenmiştir. Araştırmada, örgütsel kimliği tanımlamak için betimsel vaka çalışması benimsenmiştir.

Sonuç ve Değerlendirme

Bu çalışmanın sonuçlarına göre, TVF hibrit bir yapıya sahip bir spor federasyonu olarak öne çıkmaktadır. Federasyonun hem profesyonel çalışanları hem de gönüllü çalışanları, örgütsel kimlik üzerinde farklı etkiler yaratmaktadır. Profesyonelleşme, federasyonun kurumsallaşmış bir yapı sergilemesini sağlamış ve örgüt içinde hesap verilebilirlik, tutarlılık ve etkinlik gibi kriterlerin oluşmasına zemin hazırlamıştır. Ancak, bu profesyonelleşme süreci, gönüllü çalışanlar ile profesyonel çalışanlar arasında bir ayrım

yaratmış ve bu durum örgütsel bağlılık ve aidiyet algılarını etkilemiştir. Kadın voleybolunun federasyonun kimliğine olan etkisi ise açıkça görülmektedir. Türkiye’de kadın voleybolunun gerek kulüp düzeyinde gerekse milli takım düzeyinde elde ettiği başarılar, TVF’nin kimliğinin kadın sporcular üzerinden şekillenmesine katkı sağlamıştır. Bu durum, toplumsal cinsiyet algısı üzerinde de önemli bir etki yaratmıştır. Sonuç olarak, TVF’nin hem yerel hem de uluslararası düzeyde başarı odaklı bir yaklaşım sergilediği ve bu yaklaşımın altyapıya yapılan yatırımlarla desteklendiği görülmektedir. Federasyonun kurumsal yapısı, başarı odaklı stratejileri ve uluslararası spor örgütleri ile olan güçlü bağları, TVF’nin örgütsel kimliğinin şekillenmesinde kritik bir rol oynamaktadır.