
Performance Evaluation of Service/work Performance and the Hierarchical Structure of the Organizational Environment as a Necessary Component of Efficient Organizational Functioning: The Case of the Greek Public Administration and the Greek Armed Forces Under the Prism of the "Agenda 2030" Plan

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Abstract

This article refers to the mapping, classification and ultimately the interaction and necessity of synthesizing performance evaluation methodologies and the impact of evaluation on the hierarchical structure. Evaluation and hierarchical structure constitute two fundamental factors of organizational efficiency. Through the presentation-analysis of applied evaluation practices, it is examined how these factors contribute to efficiency and decision-making.

Initially, the theoretical framework governing performance evaluation and administrative hierarchy is analyzed, with references to organizational models and the "bureaucracy" phenomenon, which approaches structural "rationalization" and continues to be a key component of modern management in the EU.

Subsequently, under the prism of the global sustainability plan "Agenda 2030", the characteristics of the evaluation typology in the "Greek Public Sector" institution are investigated, with emphasis on initiatives, actions, and policies for redesigning organizational processes and implementing a rationalized evaluation and administrative structure framework. Improvement prospects are emerging, but simultaneously, practical dysfunctions are apparent, as certain innovations are adopted in a fragmented manner. Especially in the critical field of the Greek Armed Forces, mechanism stability is observed, in the sense that conventional evaluation methods continue to be selected, and the implemented reforms currently concern reductions in organic positions and organizational units. Complementary to the above, a common intersection of those departments of the Greek Public Sector staffed by human resources with a permanent employment relationship appears to be the excessive concentration in the middle of the organizational structure of executives with different origins, mentality, experience, mental representations, and educational levels, but ultimately with similar administrative progression, with a possible consequence of transforming the hierarchical scheme from a pyramid to a parallelogram, an indication considered strategically and operationally precarious.

Finally, comparative data and indicative examples are presented, mainly from the Greek Armed Forces space, which offer a more structured approach, aiming to extract proposals that could enhance the efficiency of Public Administration in Greece under meritocratic conditions and reignite the interest of the new generation to be employed in the Public Sector, as in recent years it has been declining for economic and primarily social reasons.

Keywords: Agenda 2030, Appraisal methods Evaluation of Organizations, Greek Armed Forces, Greek Public Administration, Greek Public Sector, Hierarchical structure, Levels of administrative hierarchy, Performance appraisal, Performance evaluation

Introduction-The contribution of work performance evaluation to improving organizational quality

It is undoubtedly evident that the modern global environment is constantly and rapidly changing. Under such conditions, organizations, especially public ones, in their effort to maintain their sustainability, that is, «*to become capable of producing results of the same or higher quality over time*» (Vlachos et al., 2023), must maintain high-level human resources as their most notable resource, without which other internal resources are not considered feasible to act to achieve operational/service objectives (Halmaghi & Bacila, 2018).

The cornerstone of human resource management is considered performance evaluation, which, taking into account the performance models selected by the organization for each employment position, captures the work assessment in present or past time (Dessler, 2019). Through performance evaluation, not only individual but also automatic organizational improvement can be noted, focusing on ambitions for quality perfection (Aris, 2024). Likewise, the primary pursuit of a structure aimed at organizational maximization is, on the one hand, encouraging

executives to upgrade their personal performance while executing their duties, and on the other hand, optimizing quality (Ghorpade & Chen, 1995).

Theoretical methods of implementing performance appraisal - Classification

There are various categorizations regarding the methods used for performance appraisal. An example of such a categorization is conventional versus advanced methods, used autonomously or in combination, according to Table 1 below.

Table 1: Conventional and advanced executive appraisal methods

Conventional appraisal methods	Advanced appraisal methods
Narrative-descriptive	360 degrees (collection of judgments from various sources, including self-appraisal)
Diagrammatic scale (with numerical or verbal descriptions)	Management by Objectives (MBO)
Distribution of grades based on a scale, gradually highlighting the more or less effective executive	Measurement of predictable or exhibited behavior (BARS-Behaviorally Anchored Rating Scales)
Simple ranking	Measurement using appropriate Key Performance Indicators (KPIs)
Alternation ranking	Calculation of productivity in one or more business/service sectors
Paired comparison of executives at the same level within the same organizational unit and under the same duties	Appraisal based on interview
Listing of practices on major issues and their impact on effectiveness	Appraisal with the assistance of expert scientists
Closed-ended questionnaire (yes/no) on personality traits	Appraisal through computer applications and/or tracking
Closed-ended questionnaire on personality traits with weighting factors	Appraisal by committee (in specially designed areas inside and/or outside the organization)
Mandatory yield dispersion based on a normal distribution (refers to statistical analysis)	Appraisal by external consultants
Forced-choice between a pair of mandatory alternatives (both positive or negative)	

Sources: Fisher et al., 1999; Alder, 1998; Fletcher, 2001; Drucker, 2007; Lunenburg, 2012; Mondy & Mondy, 2012; Papalexandri & Bourantas, 2016; Vaxevanidou & Rekleitis, 2019; Tairova & Niyazov, 2021

Despite the fact that advanced appraisal methods were designed for reasons of objectivity and impartiality against the failures of conventional methods (Aggarwal & Mitra Thakur, 2013),

nevertheless, at least some of them contain elements of subjectivity (such as appraisal by expert scientists or external consultants where the human factor is crucial), while some others are considered bureaucratic, time-consuming, and costly [such as the "360-degrees" method (Kuzulu & Iyem, 2016) and obviously behavioral measurements]. Correspondingly, some conventional methods offer possibilities for objectivity, such as "Forced-choice between a pair of mandatory alternatives" (Vaxevanidou & Rekleitis, 2019).

Beyond the above factor "objectivity/impartiality", one of the alternative ways of classifying performance appraisal implementation methods is considered to be the distinction between quantitative and qualitative approaches. More generally, these two approaches have been established over time as "essential worldviews": the quantitative posits an objective reality characterized by unwavering, expected, and comparable elements/phenomena [variables], which operate through the "cause-effect" relationship, while the qualitative emphasizes a subjective reality characterized by complexity, seemingly infinite variation, and asymmetry (Miyata & Kai, 2009).

From an alternative perspective, the quantitative approach to evaluative judgment is not considered more objective and effective than the qualitative, which emphasizes the following:

1. Organizational skill.
2. Insight.
3. Underlying experience.
4. Mindset.
5. Environmental awareness.
6. Understanding-interpretation of events.
7. Complexity of tasks/duties performed and compliance of tasks with job responsibilities, as well as the identification of executives who can evolve from serial employees to leaders (Smith, 2023).

From a more general perspective, work performance appraisal can be classified into the following three levels, where the combined use of conventional and advanced appraisal methods is observed:

1. Qualification appraisal.
2. Person appraisal.
3. Project appraisal.

Usually, the first level concerns entry/ranking criteria. It refers to the possession of school leaving certificates, degrees, diplomas, certificates, etc., and relates to an "ex ante" appraisal. These criteria can be "on-off" type or graded. It is noted that this area of appraisal can be relatively easily quantified using points and/or weighting factors. (Schmidt et al., 1998; Dessler, 2019). The elements included at this level directly refer to some of the conventional appraisal methods in Table 1 above.

The second level refers to the appraisal of a specific person, similarly "ex ante", and is relatively difficult to quantify. It is usually covered by the advanced appraisal method "Appraisal by committee" (Papalexandri & Bourantas, 2016). Appropriate forms of questions and / or exercises, short assignments and topic processing by the evaluator may also be used.

The third level is the most interesting and concerns the efficient execution of the project and the goals that have been set, corresponding to the advanced appraisal method "Management by Objectives (MBO)". In this case, at the beginning of each year, specific goals and tasks are set by supervisors for each employee, and at the end of the year, the achievement of these goals and the overall project is evaluated (Papalexandri & Bourantas, 2016). This case concerns ex-post appraisal from a valuation perspective and additionally includes the advanced method "Measurement using appropriate Key Performance Indicators (KPIs)", as well as "Self-appraisal" (Pollitt, 2006; DeNisi & Smith, 2014; Dessler, 2019). It is advisable to include at least one intermediate or periodic appraisal with feedback, so that unpleasant deviations and failures at the end of the year, which cannot be addressed in time, are avoided (Pulakos & O'Leary, 2011; DeNisi & Murphy, 2017; Aguinis, 2019; Armstrong & Taylor, 2020). Under appropriate conditions, the new trend towards abolishing annual and adopting continuous and intermediate appraisal is noted (Cappelli & Tavis 2016).

In practice, the first two levels can be selected for the ranking/recruitment of an individual into the organization, and subsequently all three levels for their work performance.

Convergence of work performance evaluation methods

A superficial judgment could lead to the conclusion that the mostly subjective conventional evaluation methods correspond to the qualitative approach and the mostly objective advanced ones correspond to the quantitative one. Nevertheless, both from the aforementioned and according to the following Table 2 it follows that the distinction between quantitative and qualitative approaches is considered as a horizontal classification, as it runs through a sufficient number of both conventional and advanced evaluation methods.

Table 2. Summary of content matching of quantitative and qualitative performance evaluation approaches

Quantitative approach	Qualitative approach
Realism, consistency, completeness	Inference elasticity
Measuring with standardized tools, predefined options and unit inference	Measurement based on questionnaires "open type" with participation and/or under the supervision of experts
Focus on statistical data with variables such as e.g. quantity, frequency, repetition	Focus on sketching to decode feelings, attitudes, motivations and intentions

Sources: Condrey, 1994; Macchi Silva & Ribeiro, 2021

Exemplary cases of confirmation of the above are the following:

1. The conventional method "Diagrammatic scale" also incorporates quantitative-comparative optics (Vaxevanidou & Rekleitis, 2019).
2. The conventional method "Mandatory yield dispersion based on a normal distribution" is carried out percentagewise within fluctuations, to verify its hypothesis existence of a normal distribution between employee returns and therefore also falls under Statistical Science.
3. The advanced method "Evaluation by a committee in specially designed spaces inside and/or outside the organization", includes, among others, a qualitative test for the detection of cooperative skills and an emotional intelligence test which favors work performance in various ways (Lopes et al., 2006).
4. The advanced method "Measurement using appropriate Key Performance Indicators (KPIs)" it is popular to rely on the subjective choices of experts in the process of selecting indicators and in some cases it is carried out directly subjectively and the weighting of the selected indicators (...) In others, various mathematical methods are additionally used for processing of evaluations of experts (...) The results of these calculations, of course, preserve the subjectivity of the evaluations (Karnitis et al., 2023).

In addition, the outcome of an opinion on the determination of standards of value, quality and assessment of a certain qualification/attribute, is seen as a performance evaluation which acts systematically to identify what is being exercised and in what way, in order to incorporate the conclusions into the standards (Scriven, 2003/2004; Mertens et al., 2025). Furthermore, practical judgment is an act of evaluation, as it connects a given situation with values, in order to decided on organizational course of action (De Munck & Zimmermann, 2015). This process is presented in the following Figure 1.



Figure 1. Evaluation process (Source: the authors)

The above schematization, with the participation of criteria and standards, is more similar to a conventional-quantitative method of performance evaluation, given that the graded criteria and standards are elements that appear mainly in diagrammatic-gradient tables (Davidson, 2005), which compare human resources. However, indicatively, "Key Performance Indicators", as one of the advanced-quality evaluation methods, are conceptually also referred to as "Performance Standards" with specific, measurable, achievable, realistic and time-bound criteria, i.e. meeting the goal achievement methodology S.M.A.R.T. (Vaxevanidou & Rekleitis, 2019).

From the pre-insertions, it is assumed that the use of value criteria and performance standards permeates the majority of performance evaluation methods regardless of any classification method taken into account, homogenizing the apparently divergent systems that essentially

interact, according to Figure 2 below. After all, in the process of evaluation the capital issue is to arrive at evaluative results through systematic-methodical hypotheses (Carter, 1994). Similarly, an algorithm cannot yield an evaluative judgment which, based on criteria and standards, incorporates the weighting of a lot of evidence, even self-refuting or unclear, in order to make transparent, valid and fair judgments (King et al., 2023).

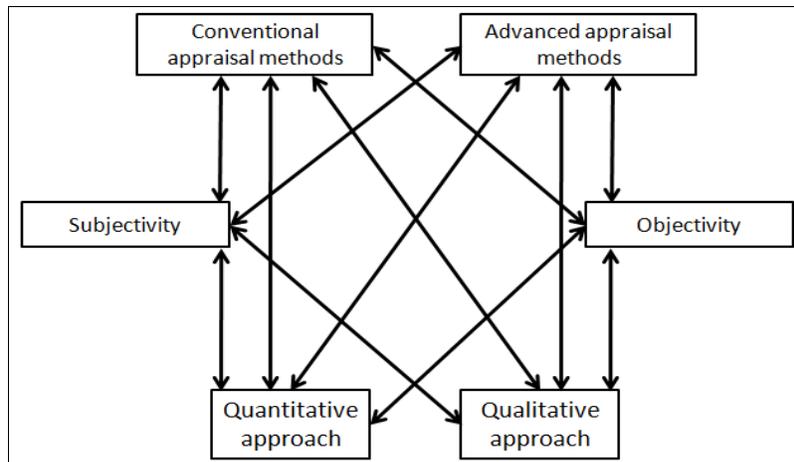


Figure 2: The interaction of evaluation systems (Source: the authors)

In addition, the critical parameter "evaluators" should be taken into account. According to Cuddy et al. (2011):

1. When human resources evaluators judge impartially, stereotypical subjectivity is mitigated in evaluations.
2. The reduction of the subjectivity of the evaluators categorically strengthens the organizational policies and codes of parity, attributing the responsibility of ensuring the evaluative objectivity to the decision-making bodies.
3. The circumvention of official organizational policies or the failure to enforce them under the responsibility of the competent officials, send the negative message that these policies should not be taken seriously.

In addition, there is no clear dividing line between the formal alternative methodological concepts, regarding the weight and distinction between organizational norms and values (in the sense "merit/competence"), as an evaluative impression. According to De Munck & Zimmermann (2015):

1. Written or oral norms determine what becomes mandatory. In norms, motivations determine external behavior and positive or negative effects (recognition or penalty), based on goal achievement assessment.
2. Values do not necessarily entail obligations and determine what becomes desirable. They do not control external behavior, but probably motivate a commitment of self-effort. They assess the ability to perform tasks in an appropriate, case-by-case manner and to address unforeseen events to achieve goals. Additionally, according to Deepalakshmi et al. (2024),

self-commitment refers to employees' emotional and spiritual commitment to their work roles and organizational goals and is an imperative strategic necessity.

3. In the social sciences intense debate has been sparked about the difference between "norm" and "value". Some opinions tried to incorporate norms into values and vice versa. It is possible to say that values justify norms. Therefore, both elements are considered a pillar for value judgments, as values should not be based on norms, nor should norms be based on values.
4. The objective evaluation of service/work performance depicts an interconnection of functions, norms and values.

Choice of job performance evaluation method

The main component of the formulation of work performance is the design of methodological evaluation systems, considering that in the organizational context work performance is usually interpreted with the degree of the contribution of each member of this framework to the achievement of its objectives, given that evaluation is part of organizational life (Islam & Rasad, 2006).

Although evaluation systems have been criticized on the grounds that they blame negative performance on individual executives, they involve inaccurate calculations, they bring rivalry and confrontations in human resources, and despite the recognition of the importance of cooperation they underestimate the importance of the universal work process (Deming, 1986), however since an evaluation system is fair and accurate, then the human resources will be satisfied and driven in the direction of their improvement and individual performance (Thakare & Mahajan 2021).

Obviously, no methodological system claims a holistic proposal in the evaluation of work performance, with the result that those responsible for choosing the system resort to what they value as the most appropriate for the organizational structure concerned (Hasan & Huq, 2010). On this basis, any classification between evaluation systems, especially the distinction between subjective and objective approaches, is an outdated concept that should be omitted, as according to them Donaldson et al. (2015) both include typesetting for alternative pursuits.

In the alternative, for the preparation of more reliable results, quantitative and qualitative evaluations are required to be processed in a coordinated manner only in situations in which this is not feasible the qualitative approach reflects information on the volatile human development, while the quantitative approach is more appropriate for the analysis of work performance (Macchi Silva & Ribeiro, 2021). In general, only a partial range of options can be determined by a qualitative model, which may be insufficient to discriminate between slightly different preferences, especially when the number of these options is large: in addition to a quality class, a quantitative utility could be taken into account for each option, which is used to rank all options within classes, as well as to reflect sensitivity to small differences between options (Bohanec et al., 1992).

In short, the realization that quantitative and qualitative approaches are not incompatible is considered important, since both are self-helpful and combined are strengthened: qualitative analysis serves to reduce the focus of measurement for the preparation of exploitation of quantitative methods, and at the same time qualitative analysis helps to deepen quantitative findings (Miyata & Kai, 2009). Most importantly, all assessments should provide evidence of the validity associated with the weighted criteria, as well as the validity of the structural-organizational construction (Gail, 2018).

"Agenda 2030" as a driver of sustainable prosperity and institutional evaluation

In 2015, the world's leading figures pledged to guarantee the implementation of a common plan for prosperity, peace, people and the planet (Christakis et al., 2023), focusing on the adoption of a road map called "Agenda 2030" for: ending poverty, protecting against the (no longer) creeping climate crisis and environmental degradation, addressing inequalities and violent conflicts, as well as halting human rights violations (UN, 2015a), with the aim of harnessing real transformative change so that no one is left behind until 2030 (Bonsu et al., 2020).

"Agenda 2030" mainly includes 17 thematic Sustainable Development Goals (SDGs) which interact positively (e.g. synergies), or negatively (ie compensations), depending on the mechanisms related to the context and location and required to be achieved by 2030, although a slowdown or reversal of the process is observed due to the covid-19 pandemic (Pradhan, 2023). Indeed, the interim progress report of "Agenda 2030" showed that the SDGs are not likely to be achieved in time, as, in addition to the pandemic and/or significant economic challenges, numerous wars and conflicts are a brake, while significant social ignorance on the subject was also recorded (Schneider et al., 2024).

Various studies have been conducted over time regarding the progress of implementing the "2030 Agenda" in Europe. According to Lafortune et al. (2020), one of these studies:

1. Concluded that some SDGs are more heterogeneous and, therefore, are much more sensitive to the choice of indicators.
2. Calculated the difference between the maximum and minimum rankings among four reports produced by respective organizations (SDSN, OECD, Eurostat, ASviS) as a guiding framework for monitoring policies and enhancing the availability and quality of data obtained for each country and for each goal. Then, it calculated the median rank difference across all SDGs to obtain the overview. The median was used *«instead of the mean in order to reduce the influence of strong outliers»*.
3. Identified, among other conclusions, the following:
 - a. The rankings of countries on the 17 SDGs across all reports are more consistent for Austria, Spain, Sweden, and the United Kingdom. In contrast, the sensitivity to the choice of indicators is more pronounced for Greece, Ireland, and Portugal. For Greece, this is explained by a much better ranking on SDG 7 (Decent Work and Economic Growth) in the OECD report compared to the other reports. Also, *«Greece ranks better in the SDSN report on SDG 17 compared to the OECD, Eurostat, and ASviS reports mainly due to the inclusion of financial spillover effects (tax havens, profit shifting, financial secrecy) in the SDSN*

report, where Greece performs better than many EU countries, including Ireland, Luxembourg, the Netherlands, and the United Kingdom». The following Figure 3 is relevant.

b. In all reports, the rankings of countries are more consistent for Austria, Spain, Sweden, and the United Kingdom.

c. The official list of SDG indicators should be complemented by unofficial indicators suitable for regional authorities due to the need for implementation, monitoring, and measurement of the SDGs at the sub-national level (Siragusa et al., 2022), as the "Agenda 2030" states that indicators and SDGs must be translated into local development plans aligned with national frameworks in agreement with the UN (Sever et al., 2025).

d. It is not confirmed whether countries are on track to achieve the SDGs. Instead, certain methodological choices are reflected. A "mirror" approach is adopted for monitoring the trajectories of the SDGs, based on previous trends in outcome data.

e. The limitations in assessing trajectories based on historical outcome data should prompt the EU to establish more monitoring factors for a wide range of policy issues. These factors can provide more detailed and timely assessments regarding whether countries have created the right political environment to achieve transformative goals. Such predictive approaches focus on assessing policies, investments, and regulations. They can complement outcome-based assessments such as those provided by study reports.

Saving "Agenda 2030" and prioritizing the SDGs-where transformative actions can maximize synergies and shape trade-offs is a capital issue: any failure will negatively affect the lives of billions of people and worsen not only the socio-economic and environmental crises (Pradhan, 2023), since, among other things, this commitment seeks to strengthen world peace with greater freedom by cultivating reconciled, just and inclusive societies free from fear and violence, **since there can be no sustainable development without peace and no peace without sustainable development** (UN, 2015b).

The theme that refers to world peace, freedom and dealing with violence, **but also in the field of strengthening the institutions**, is included in the 16th SDG, in conjunction with the generalized/universal 17th which incorporates the imposed cooperation for the successful implementation of the "Agenda 2030". More specifically, according to Kroll (2015):

1. The 16th SDG promotes peaceful and inclusive societies, providing access to justice for all and building effective, accountable and inclusive institutions at all levels, bearing in mind that good governance practices based on the rule of law are important factors for sustainable development. Although the terms "good governance" and "rule of law" are not directly mentioned, the objectives of building effective, accountable and inclusive institutions (...) clearly reflect the basic ideas of good governance. In this way, sustainable development requires sound institutions.

2. The 17th SDG highlights the strengthening of the means of implementation and the revitalization of the global partnership for sustainable development. This revitalization depends to a large extent on the political will and real commitment of the developed countries. The effective implementation of SDGs depends to a large extent on the availability, comparability and quality of timely data for individual indicators. Therefore, countries need to strengthen their statistical capacities to ensure that the progress of implementation of the SDGs can be reliably and transparently monitored.

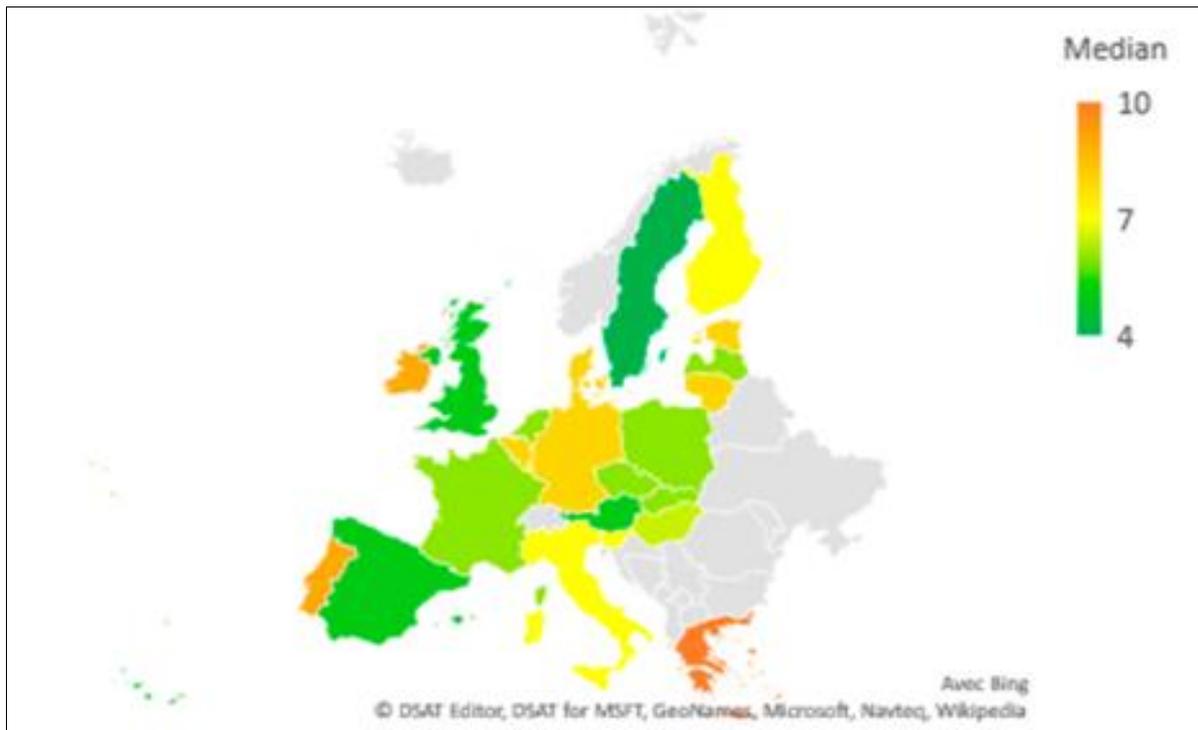


Figure 3. Sensitivity of the results across countries after controlling for methodologies: median of rank differences across the seventeen SDGs. Source: Lafortune et al., 2020

The implementation of "Agenda 2030" in the Greek Public Administration

In Greece, the implementation of "Agenda 2030" through the 17 SDGs has followed, to date, the following chronological course, according to the following Table 3:

Table 3. The chronological evolution of the implementation of the SDGs in Greece.

Order No	Year	Actions
1	2016	Opening meeting of the interministerial coordination network (update-theoretical scheduling)
2	2017a	Meeting-mutual information of various government bodies
3	2017b	Second meeting of the inter-ministerial coordination network (developments-updating mainly on the draft contents of the National Evaluation Report and on the ways of the Ministries' contribution to its drafting
4	2017c	Defining National Priorities oriented either to results (outcome oriented), either in the procedures (process orientated). The 16th and 17th SDGs (Building efficient, reliable and transparent institutions and Strengthening-promoting open, participatory and democratic processes), were process-oriented
5	2017d	Training program for training public administration and self-government officials on the modern social, economic and environmental dimensions of sustainable development
6	2017e	Sending the National Assessment Report (Voluntary National Review) to the UN, where in relation to institutions -the country's focus on expanding e-government tools, fighting corruption, protecting human rights and strengthening strong partnerships mainly within borders was captured
7	2018a	Third meeting of the inter-ministerial coordination network
8	2018b	Event of intention to formulate an Implementation Plan and quantitative monitoring of the progress of implementation of the SDGs
9	2019	Adoption of a set of national indicators for monitoring the progress of implementation of the SDGs
10	2021-2022	Establishment of a Special Task Force-Sending an updated National Assessment Report (Voluntary National Review) to the UN where in relation to institutions -the country's focus on the digitisation of public services in accelerating better regulation and budgetary procedures was captured

Sources: Adaptation from General Secretariat of Legal and Parliamentary Affairs of the Hellenic Republic at <https://gslegal.gov.gr/> and United Nations at <https://hlpf.un.org/countries/>

From the above it is concluded that at the level of modernization-structural transformation of the important centralized institution of the Greek Public Administration, the development does not

seem particularly substantial, differentiating from non-negligible digitization. It is underlined that transformation and evaluation are mutually reinforcing concepts. According to Patton (2023):

1. One of the modern challenges is the transformation of systems, which is guided by the requirement of the reconfiguration of evaluation.
2. It is fundamental to shift from the theory of simple change to the theory of transformation, that is, to understand complexity instead of linear approaches.
3. In addition to methodological techniques, the evaluation of transformation must be based on ethics through the integration of the criteria of equality **and sustainability**.
4. **An essential element for the transformation is the "pass" from the fragmentarity and reflexivity of the SDGs, to their cross-integration.**

It is observed that the framework of the evaluation of structures and persons in the Greek Public Administration remains more of a procedural obligation than a tool for the development of human resources: either due to guild attitudes and reactions, as fear and reservations are expressed for the implementation of punitive measures (Spiliopoulos, 2025), or due to audacity, resulting in the application of dubious, for their usability, long-term government interventions, which, until today at least, they did not overthrow an established system of establishment values and perceptions, the prevailing order of things.

The recent existing evaluative legal framework was linked for the first time to the success of specific objectives and **it is oriented towards the advanced methods of evaluation Management by Objectives (MBO) and (indirectly) the calculation of productivity, in combination with the conventional ones** (a) diagrammatic scale with numerical and verbal characterizations with supplementary use of weighting factors and (b) as the case may be with the descriptive method (Hellenic Republic, 2022 and 2024). However, according to Georgiopolou (2025) which reproduces, in addition, non-optimistic opinions of specialized scientists:

1. It is not a legal issue, but it concerns the ability of political staff to clash with a critical percentage of the electorate.
2. The specific evaluation system concerns in practice a portion of public officials, due to exceptions or the use of other systems in some categories, like teachers. In addition, it is complex and bureaucratic because it incorporates multiple safeguards.
3. No statistics have been published regarding the number of superiors who were evaluated unfavorably. Consequently, the removal of unsuitable superiors has not been accomplished. An incidental and noteworthy fact is that regardless of the positive or negative evaluation of the superiors in question, these individuals continuously evaluated their subordinates in the years 2023 and 2024.
4. There is a significant difference between the results of the physical evaluation carried out by the heads of the organic units for their subordinates and a similar, but informal, evaluation through AI. [The political intention to use yet another advanced evaluation method is evident, namely the adoption of computerized applications and/or tracing, although it should

be surrounded by legal coverage, as otherwise it may be called into question administrative appeals and/or judicial protection measures by the evaluated].

5. A human resource assessment system does not offer a substantial response if it does not include layoffs of even the understaffed.
6. The whole process is conditional, given that the "definitive evaluation" of this new evaluation system will be implemented by a special group, in which representatives of Independent Authorities, Supreme Legal Advisory Authorities and Audit Mechanisms will participate.

In contrast, the above systematization encloses the remarkable inverse evaluation of superiors by their subordinates, even with a relatively low weight factor, taking into account that the leader-member approach of the group strengthens the relationship between labor well-being and productivity, but also the positive influences of authentic leadership in one creativity framework (Ononye, 2023). Under the same line of reasoning, knowledge of feedback makes it applicable for an organization to influence the quality of the managing-managed dyad (Bayer et al., 2020).

The integration and contribution of "Agenda 2030" to the evaluation system in the Greek Armed Forces

From the perspective of the always current Latin saying of war prevention and therefore consolidation of peace "*si vis pacem para bellum*" the only, at least widely publicized, politically expressed and socially recognizable rhetoric and practice for the implementation of "Agenda 2030" through the SDGs in the Greek government sector is reportedly seven (7) transformation axes **of the institution of Armed Forces**, as: «*The National Defense sector needs a deep reform. The conditions under which international development is taking shape the conflicts of recent years, technological developments and new conventional and hybrid threats, as well as the regional situation, have dramatically worsened. They have changed overall*» (Government Project/Ministry of National Defense, 2025). The 1st axis titled "Modernization of the structure and rationalization of the operation of the Armed Forces" and is based, primarily, on the one hand on the organizational evaluation that leads to the reorganization-merger-abolition of staff and operational entities with the aim of increasing the "firepower", on the other hand on the executive reorganization (Parliament of the Greeks, 2024). [Inextricably linked to the above 1st transformation axis is 5th axis, regarding the modernization of the military education system, which includes the establishment of a University of Defense Sciences, a necessity that has already been pointed out long ago in relevant scientific research (Vidakis, 2011)].

As usual, the two as above, **combined with each other**, practices act in the following ways:

1. The organizational evaluation, based on the existing legislation and the National Military Strategy, follows a hierarchical process that results in the Governmental National Security Council, which decides on issues related to the command structure and the future structure of the EDs as well as the long-term planning and programming of armaments, following the recommendation of the Minister of National Defense who is advised by the Defense Council

and the Council of Chiefs of General Staff (Administrative Organization, 2020). In the context of "Agenda 2030", since the end of 2024 radical changes have been initiated and are evolving in the philosophy of the structure of Armed Forces with a 12-year horizon for the [«(...) *ensuring the operation of an effective Management–Control system (...) and the proliferation of their fighting power, through rationalization of spending and a series of reforms (...)*»] (Hellenic Parliament, 2024).

2. Executive redeployment takes place [in a regular or extraordinary period, with 2 statutory forms - either detailed or summary - each of which is used depending on whether the appraiser serves under his assessor for more or less than 100 days (Malikiosis, 2014)], through the elaboration of the evaluation of individual performance, that is, a process called "judgments". Around the end of 2024 and the beginning of 2025, extraordinary «judgments» of Senior and General Officers from Supreme Military Educational Institutions (SEMI) - equivalent to all University establishments of higher education - which, based on a relevant announcement by the Ministry of National Defense, they were implemented with the aim of accelerating «*of the implementation rates of the new Force Structure under “Agenda 2030” for the reform in the Armed Forces, the rationalization the number of General Officers and the adaptation to the modern operational requirements of the recently approved new Force Structure*» (<https://www.mod.mil.gr/>, 10-1-2025). The same-day statements of the competent Minister were similar: «*Greek Armed Forces suffer from a hydrocephalus, which is completely incompatible with “Agenda 2030”. To put it schematically, the Greek Army cannot have more General Officers than the American army which is twenty times larger, just as it certainly cannot have more camps. In the context of the 2030 Agenda, there must be **rationalization***». On these political positions, well-documented doubts by experienced military personnel concerning the number and usefulness of the positions, especially of the Senior Officers of the Greek Armed Forces and their proportion to the positions of other NATO member states were recorded (Mazanitis, 2025).

The aforementioned forms of "judgments" describe work performance according to the characteristics/qualifications of the evaluated military officer. According to Mokkalas (2021) it is mainly applied the method of distribution of points on one hundred-point numerical scale, narrative exposure and partially simple ranking with traces of parallelism, without comparison with some standard and with the following criteria that usually lead to inflated evaluation and allow structural and perceptual subjectivity:

1. Psycho-emotional, mental, physical and specific / sectoral qualifications: assessed by numerical grading.
2. Professional and administrative skills: assessed by numerical grading and descriptive/narrative justification report.
3. Ethical qualifications: evaluated descriptively.
4. General assessment: includes numerical grading, closed type answer (yes/no) and supplementary question in the form of an allocation (simple ranking method and parallelism).
5. Description of any negative items not mentioned in other fields.

6. Final evaluation: the overall picture of the evaluator assessed and the opinion of the evaluator's supervisor are described.

The above systematization of the investigation of work performance in the Greek Armed Forces refers directly to the **combined use of more subjective-conventional methods exclusively**, according to what is mentioned in Table 1. As a result, it is estimated that the implementation of the "Agenda 2030", with regard to the staff capacity, does not extend to a more objective adaptation of the value structure, albeit of a mixed type, and is limited, during the present period at least, to the quantified-streamlined reduction of organic positions and administrative grades.

Administrative Science as a frame of reference in Public Administration and the Armed Forces

According to the basic principles of Administrative Science, "rational power" (against the charismatic-traditional), (Weber, 1921) is not realized in an arbitrary way, but on the basis of rules that **they rely on knowledge** in order to confirm collective goals through the use of methodological tools and is exercised by the structures of the State (Serafetinidou, 2002). It therefore also concerns the area of Armed Forces, as they are agents and not principals of political power, together with the rest of the State's organs (Ifestos, 2003). After all, a fundamental term of Administrative Science is the "strategic command", while the *«strategy has its roots in ancient Greece, it comes from the ancient Greek word "general", the art of the "general" for the purely military planning of a campaign, which, at the time, was the commander of the army, the city-state, as well as from the word "strategy"»* (Nalbantis, 2021). From rational power, the phenomenon of bureaucracy is produced which, on the one hand, constitutes the most effective organizational form of human conception (Mouzelis, 2009), on the other hand, is almost conceptually identical with "*rationalisation*", as rationalization emanates from the **scientific expertise and technical differentiation**, elements that identify organizational patterns of Western civilization through the division and coordination of actions (Terlexis, 1999). Consequently, bureaucracy is not just a process of strict hierarchical structure of an administrative authority or service: it embodies a given logical and legal pattern of power and is a consequence of the gradual rationalization of social life (Zoumboulakis, 2018). Especially in the ED, the system of administrative development constitutes a centrally organized military bureaucracy (Mokkas 2021). In other words, delimited areas of competence (grades based on the division of specialized labor), impersonal relationships and rational rules based on know-how with a hierarchical structure are created **pyramidal construction**, in order to form behaviors and processes within the organization (Weber, 1947; Typas & Katsaros 2003; Turan, 2015).

At this point, it should be noted that according to the European Commission (2017) the modern theoretical understanding of the object of regulation of state structures has shifted the classical model of bureaucracy towards the so-called "Strategy Flexibility" (which is basically characterized by result orientation, networking, innovation and citizen participation-co-responsibility), after previously passing through the stage of "New Public Management"

(administration through objectives, levels of decision-making and manifestation of actions, consideration of citizens as beneficiaries etc). Especially in the field of Armed Forces, by their nature, the aforementioned elements are already fully integrated (time-targeting documentation / productive human resource management / technological innovation / verification of executive and operational efficiency-effectiveness), while their activities involve citizens for a given and limited time and under a specific regime. In addition, the differences between the above-mentioned theoretical typologies are confusing, as administrations rely on aspects of **all of them**: good governance still depends on the fundamentals weberiana axioms and values (...). Reform does not occur in isolation, but is shaped by the prevailing principles and values of administration (European Commission, 2017; Peters & Pierre, 2017).

In recent years, the effectiveness of the pyramidal structure has been questioned, on the grounds that there is no homogeneous vision in it for the projects which, however, are carried out by all. That is, it was considered that the project and resource management systems interact with this specific hierarchical structure as a homogeneous unit, i.e. a single pyramid m' a single purpose where everyone shares the same perspectives, through the management of the interconnection of multiple projects consisting of individual sub-projects (Vandersluis, 2022). However, individuals' mental representations of the form and geometric shape of the hierarchy affect its consequences, undermining constructive relationships within individual groups and the performance of the overall group. On this basis, empirical and laboratory studies reached the following conclusions that serve to recognize the usefulness of the hierarchy for the functioning of the organization (Yu et al., 2019):

1. Individuals usually mentally represent hierarchies as scales and pyramids.
2. Executives who perceived that their workplace hierarchies were shaped by scales (compared to pyramids) experienced worse intra-group relationships.
3. Scale-shaped hierarchies undermined social relationships and group performance over pyramid-shaped hierarchies.

After all, according to at least the classical theory of organization, organizations must have a pyramid configuration (Bennett, 2002).

Beyond the above, it is reported that graded scales are the most broad self-assessment technique (Fillipou, 2013) - which is a key feature of underlying fundamental values (Boniol & Vial, 2007) - because they require a minor amount of time and facilitate the acceleration of the feedback process (Muhammad et al., 2018). By extension, the diagrammatic scales are assigned the characterization of the most objective among the subjective evaluation methods (Sofianopoulos, 2014). It should be noted that the use of criteria and standards supports the main component of effective classified assessment, namely evaluative reasoning (Yarbrough et al., 2011) which contributes to its solvent and fair application for investigation and documentation **intentions of prudence, adaptability and erudition** (King et al., 2013).

Nevertheless, **the technique in question is at the same time irrefutably criticized** for various reasons, such as the following:

1. It is considered of reduced power, compared to strictly metering methods that do not use criteria and standards.
2. It is downgraded to non-scrupulous and unclear in terms of standard setting (Dessler, 2019), because ultimately it simply locates the level where each executive possesses the homologous formal qualifications.
3. Evaluative judgments are not verified by confirmed data, clear values and logical arguments (King et al., 2013), due to errors of elasticity or rigidity of the evaluator (Vaxevanidou & Rekleitis, 2019), due to the indistinct relationship of calibration levels (e.g. from 2 to 3 or from "moderate" to "good"), levels which do not include quality descriptions and performance expectations (Olson & Krysiak, 2021).
4. It is not an element of confirmation regarding the evaluator's productivity improvement manipulations, given that it does not focus on its present actions (Dessler, 2019) and is considered incompatible in terms of channeling stimuli for administrative promotion decision making (Chytiris, 2001).

Basic axes of the bureaucracy are, among others:

1. The vertical organization from top to bottom (Ladi & Ntalakou, 2017).
2. The conceptual distinction between "responsibilities" and "duties" by their exact description in the hierarchical position (Chevallier, 1993).
3. The acceptance of responsibility by the leaders and organizations they run (Fraçilă & Cosmovici, 2020).
4. **The power interaction–knowledge under the condition that knowledge is linked to the creation of power which is related to human strategies and interests** (Georgi, 2016).
5. The so-called «*administrative order chain*» (Carter, 1986), i.e. levels of power hierarchically arranged, in order to meet the need to produce measurable results after the execution of planned or unplanned decisions to deal with heterobarous difficulties-problems.

In the following Table 4, the levels of the administrative hierarchy are presented in one organization, combined with the category of decisions and the weight of issues that each level is called upon to manage. **It is noted that especially in the Greek ED the first-lower hierarchical level is fragmented into most individual levels (subcategories)**, because of the multifaceted reservoir of origin of strains they have **different educational profile**, significantly divergent mentality and training in human resource management and management of significant situations affecting the security of personnel, means and facilities. In some cases, such as in the methodological analysis and knowledge of decision-making processes (the "crown" of Administrative Science), phenomena of complete impossibility of convergence are observed, due to the aforementioned differences, which are intensified when a strong portion of executives jump, typically legally based on the years of service, at the next hierarchical level, the Superior, but without substantial evaluation of human resource management qualifications, as they do not have the so-called, in Military Science, «Command Time», but the apparently equivalent for promotion/ambiguous "Special Service Time" which however, it does not make it mandatory to remain in positions of responsibility or management of organic units (Hellenic Republic, 2010).

Table 4. Levels of administrative hierarchy in organizations.

Hierarchical level	Weight of issues	Category of decisions
Inferior/ Junior	<u>Reduced</u> (current everyday life-routine). The issues are undertaken by officers of low coordinating expertise and do not require special knowledge or special administrative skills. They supervise non-permanent or casual workers, to make sure that their work is consistent with the plans devised by senior and top management.	Repeated-scheduled
Superior	<u>Complex-critical</u> (handling complex issues or simple issues that evolve into complex ones). Addressing these issues requires placement in non-supportive positions (desire to assume positions of responsibility), increased skills, knowledge of administrative risk, production of proposals and staff management for the development-implementation of activities and allocation of resources required to achieve the goals set by the top management, as a result of intensified and lifelong vocational and academic education.	Basically unscheduled
Supreme	<u>Strategy</u> (handling highly complex issues of increased uncertainty that occur relatively rarely and impose expertise and expertise). Issues are undertaken by managers in whom substantial resources have been invested, who set the goals or performance targets, to direct all activities to be performed, in order for the organization to fulfil its mission. They are chosen from among those that were successful at the previous hierarchical level.	Unscheduled

Source: Vlachos, 2025

Further, Table 5 contains the substantive types of origin of Military personnel, which, **upon their accession** in Armed Forces, they are apparently classified in the subcategories of the Inferior/ Junior hierarchical level, clarifying that:

1. From their origin they are governed by a distinct educational regime, taking into account that **the documentation of education** and strengthening abilities and skills acts as an unwavering positive impact on both the personal and the wider organizational entity (Wallo et al., 2020).
2. The transfer of Non-Commissioned Officers and Long-Term Volunteers to the officer corps is carried out in multiple prescribed administrative ways, mostly based on years of service.

Table 5. Origin of military personnel

Origin	Integration at the hierarchical level	Administrative development	Obligation to acquire officer command time (administrative qualifications for assuming positions of responsibility)
Supreme Military Educational Institutions (SEMI). Duration of study: 4 years or 1 year if it concerns Officers entering the SEMI with qualifying examinations as University graduates. [SEMI are equivalent to all University establishments of higher education]	Inferior/Junior	Evolution to the Supreme hierarchical level	YES
Higher Military Educational Institutions for Non-Commissioned Officers (NCO's Academies). Duration of study: 3 years. [NCO's Academies are equivalent to Higher Education Institutions (formerly Technological Educational Institutions)]	Inferior/Junior	Evolution to the final stage of the Superior hierarchical level (integration of Non-Commissioned Officers into the officer corps) and conditional / flat-rate up to the base of Supreme hierarchical level	NO
Long Term Volunteers i.e. Non-Commissioned Officers directly classified without studying in SEMI or NCO's Academies [compulsory educational qualification: high school graduation at least]	Inferior/Junior	Evolution to the Inferior/Junior hierarchical level (integration of Non-Commissioned Officers into the officer corps)	-----
Professional Soldiers and Short-Term Redeployment Soldiers i.e. Non-Commissioned Officers of direct recruitment	Inferior/Junior	-----	-----

Source: Vlachos, 2025

The adaptation of the US Armed Forces model to the Greek Public Administration and the Greek Armed Forces

Given these, the aforementioned so-called "rationalization" it is estimated that ultimately it should have been combined with the simultaneous establishment of a Corps of Greek Non-Commissioned Officers in Armed Forces. This Corps should be treated equally by the State and recognized as the guardian of the tasks of implementing orders, according to sophisticated military models of human resource management and with its necessary adaptation to Greek data with main - not exclusive - source of origin being the Higher Military Educational Institutions for Non-Commissioned Officers (NCO's Academies), especially when the necessity of executive reordering, according to the "Agenda 2030" model, was announced citing the example of US Armed Forces.

It should be borne in mind that in the USA it is envisaged that Non-Commissioned Officers are evolving within an integrated NCO professional development system, with holistic creation of a flexible, adaptable and certified Corps that has a strong sense of its own identity and morals and is capable of dealing with war conflict challenges in a wide range of situations and environments (United States Government-US Army, 2020). In addition, according to the United States Government-US Army (2023):

1. Non-Commissioned Officers represent a real competitive advantage as a result of the institutional service commitment to develop a professional body and the ability for that body to learn faster and adapt faster than its opponents.
2. The army's leader development imperatives guide principles that inform the civilian authority about the actions of forming the required qualities with the enduring characteristics of the leader. These guiding principles remain stable from the start to the end of the service journey. Promote an environment for the development of Non-Commissioned Officers throughout their careers, using progressive and sequential processes that integrate **training, education, and experiences in all areas of institutional and functional learning and self-development.**

Under these circumstances, since the positions of Senior and General Officers of the Hellenic Armed Forces were drastically reduced, **but independently**, and given that the main pool of Greek Non-Commissioned Officers graduating from NCO's Academies, today they reach the maximum scale of the Superior hierarchical level (Colonel and corresponding) - some even evolve to the first scale of the Supreme hierarchical level (Brigadier and corresponding) - without the mandatory assumption of positions of responsibility or direction of organic units as mentioned above – then the phenomenon of full alignment in the ranks of Senior Officers will be observed. The most desirable for an Supreme Military Educational Institutions (SEMI) graduate of a class of operational or corps (e.g., Supplier, Economist, Doctor, Engineer, etc.), will be to become just a Brigadier General (just the first tier of the Supreme hierarchical level). Therefore, he will not be entitled to satisfy his working vision of claiming membership of Supreme military decision-making Councils of receiving military decisions and depending on the category, according to the legislation, the position of the highest leadership of the relevant military branch.

In other words and subject to the operational criteria governing the Armed Forces, according to Lioumpas (2025):

1. A non-smooth condition is maintained, which has already led to the phenomenon that the Officers and the majority of Non-Commissioned Officers end up on their service route approximately in the same final administrative grade, resulting in the inadequacy of coverage of lower administrative grades. Furthermore, a question is formulated: is the human resources covering specialties and duties of Non-Commissioned Officers sufficient?
2. The existing institutional status of Non-Commissioned Officers does not serve the viability of Armed Forces, since it assigns Officers "in anticipation" and not Non-Commissioned Officers, as 2/3 of their career Non-Commissioned Officers are in the status of Officers.
3. Full integration of the Non-Commissioned Officers Corps into the Greek Armed Forces means provisions based on imposed official obligations and not administrative ranks.

In addition, it is emphasized that in recent years there has been a strong social phenomenon. More specifically, the new generation:

1. According to Gabrielova & Buchko (2021) is nurtured with a culture of security and overprotective parental care which interferes with her social, emotional and spiritual development and prevents her from becoming autonomous in adulthood and able to navigate life's challenges, let alone in the workplace. Becoming autonomous involves learning to make responsible decisions and hers taking actions in ambiguous and uncertain situations. *«Schroth (2019) notes that Gen Z cites the fear of failing in a leadership role (34%) and a lack of confidence required to lead (33%) as the main reasons they would not take on more leadership responsibilities in their roles»*. [**This is estimated to reflect on more general disclaimer from the new generation**].
2. According to Surugiu et al. (2025) is motivated by salary to increase the efficiency of work, while other factors, economic or non-economic, are less important. It is also not oriented towards group work but towards individual work to demonstrate skills and achieve greater efficiency.

Those included in the above second observation they are estimated to act as a brake on the expression of interest in careers in government agencies. It is emphasized that:

- In a statistical survey of Christofides & Michael (2013), it was recorded that in the countries that had to resort to fiscal adjustment programs such as Greece, an important issue was the wage gap between the public and private sectors partly due to the fact that public sector wages - where the competitive paradigm does not apply and governments can often proceed to unilaterally cut them - accounted for a large part of national government spending and consequently attracted attention, were often considered excessive and it was thought that they should be reduced. Especially in the salaries of the employees, Greece was one of the countries with the highest difference.
- In Greece, wages in the public sector now fall short of private sector wages. According to a study by Center for Planning and Economic Research-KEPE (2025) historically in Greece there was a wage gap in favor of the public sector that reached 20%-25% from 1985 onwards, which was drastically reversed for the benefit of the private sector in the decade 2010-2020: for

example, in 2023 the average hourly and monthly wages of private sector workers were around +14.5% and +18.6% higher than the public sector. According to the above study, this change is particularly interesting, because the luxury and charm of a stable and permanent position (with negligible exceptions) in the State and the receipt of certain benefits (which continue and even increased even slightly from 1-4-2025), elements that were a common goal for previous Greek generations, today they have been replaced by mistrust. Enhanced departmental increases have recently been granted to both Greek military and military school students as an incentive to attract (Nedos, 2025).

- Based on the Code of Ethics of Greek State employees (National Transparency Authority–NTA, 2022), employees ensure the development of a culture of good cooperation and the promotion of teamwork in their organization, through communication, participation and the exchange of opinions and knowledge. Similarly, the personal values of a military man can only be compatible with military values, because if this is not the case, values are replaced by habits: habits fall short of military values, as values encapsulate important ethics and form a spirit of like-mindedness, cohesion and teamwork, elements extremely critical for the mechanism of a military organization (Dimitroulis, 2015).

Under these perceptions, the new generation, choosing work that reflects their passions, is looking for informal and relaxed environments (Mărginean, 2021) and he prefers the flexibility of working hours, but also the balance between professional and personal life (Waworuntu et al., 2022), he does not express a strong interest in entering the Greek State and especially in Greek Supreme Military Educational Institutions (SEMI), as positions of responsibility seem to no longer be a selection criterion for someone who chooses the profession of senior public official or Officer. There is a general reluctance of young Greeks to have a career in "enclosed" environments, but also a decrease in social trust in the relevant institutions from 2021 onwards according to statistical surveys (Public Issue S.A., 2024). The following Figures 4 and 5 are relevant.

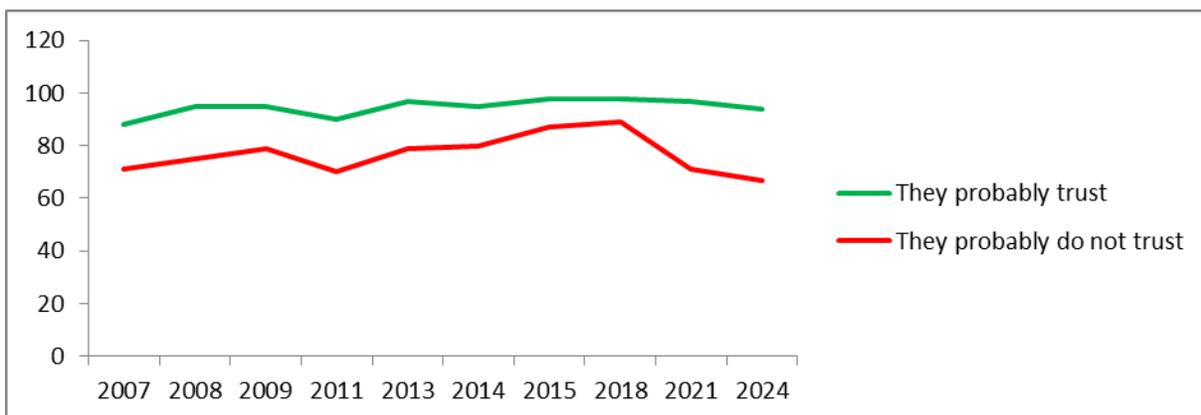


Figure 4. Social trust in the Armed Forces institution from 2007 to 2024. Source: Adapted from Public Issue S.A., 2024

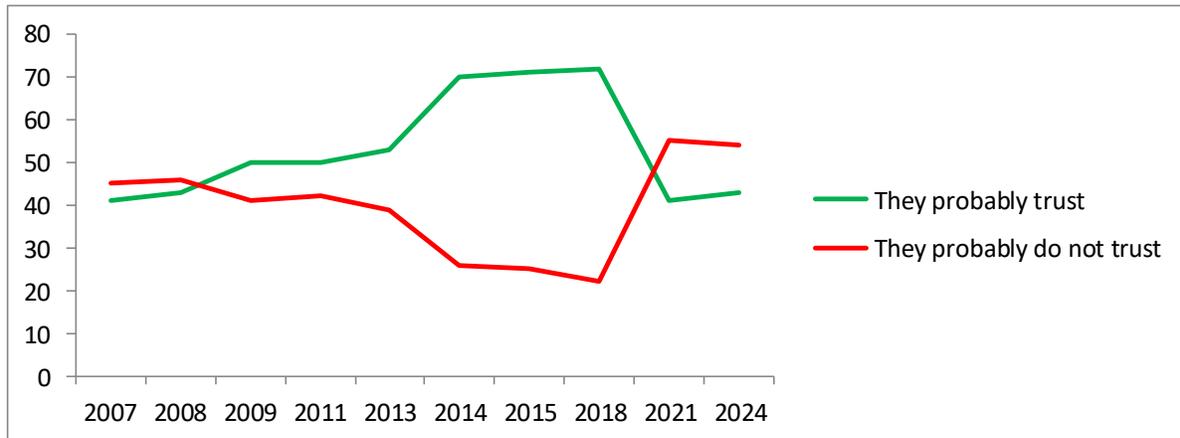


Figure 5. Social trust in the Police institution from 2007 to 2024. Source: Adapted from Public Issue S.A., 2024

At the same time, particularly in the Armed Forces, statements of desire to join NCO’s Academies are being strengthened, some of which have a greater admission base than Supreme Military Educational Institutions (Pneumatikos, 2021) and Academies of Security Forces (SF) and mainly of the Fire Brigade due to the destructiveness of the fires in the Greek territory which brought about a shift in society's hope towards this corps. (Ktenas, 2024). The following Figure 6 is relevant. Additionally, according to Lakasas (2024):

1. A sufficient number of admissions to Armed Forces schools resigned in order to join Security Forces Academies, even though the latter have an infinitesimally upgraded insurance and salary regime and other benefits.
2. The course of admission bases in Supreme Military Educational Institutions has been dramatically downwards in recent years. As an indicative example, the data concerning the Supreme Military Educational Institution of the Greek Army (Hellenic Greek Academy) are depicted in the Figure 7 below.
3. Few higher education candidates have Supreme Military Educational Institutions as their basic-first choice.

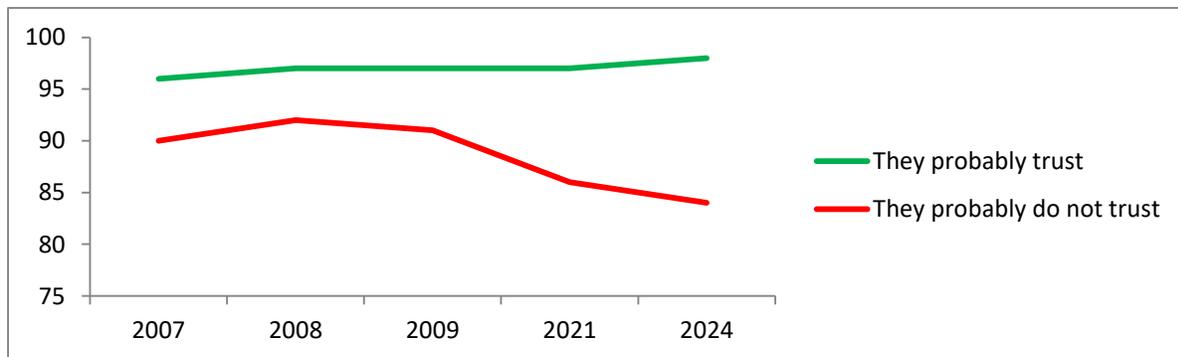


Figure 6. Social trust in the Fire Brigade institution from 2007 to 2024. Source: Adapted from Public Issue S.A., 2024

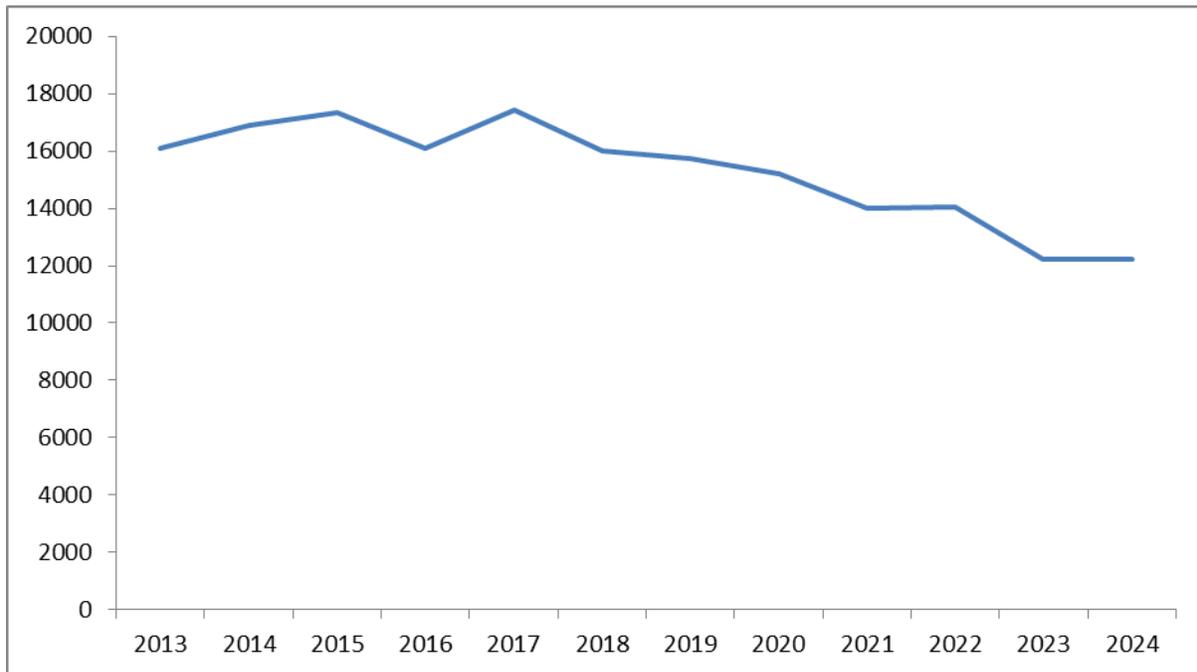


Figure 7. The course of admission bases in Supreme Military Educational Institution of the Greek Army. Source: Adapted from Hellenic Republic, Ministry of Education

In this context, the **self-contained** a reduction in the positions of General Officers is considered to act as a disincentive for those who now wish to enter the Armed Forces in pursuit of professional recognition to the top of the hierarchical pyramid, within a working environment of exceptional requirements. The intensification of the involuntary removal of a sufficient number of Senior Officers (Colonel and counterparts) during additional crises that followed due to controversial legislative provisions, but also the inability of the intra-military system to neutralize chronic pathologies, is estimated to intensify rather than cure the inherent causes.

The image is similar in the Greek Public Administration, where some effective but fragmentary measures for the selection of superiors have been developed: simple, uniform and rapid procedures are required without exceptions, provided the legal-political approach that runs through constitutional and Administrative Science to find specific realistic applicable and improvement solutions especially in the evaluation of General Managers and Directors (Tzemos, 2023). An example of this piecemeal treatment is considered the very recently applied method of selection and annual evaluation of Governors of public hospital units, who sign a performance contract in which the objectives and projects they will implement after the corresponding financial data are recorded in detail, by submitting an action plan per year. If they fail to achieve the goals, their term of office will end immediately without compensation (Hellenic Republic, 2023). In theory, this new process is part of a more general rationalization goal. However, beyond confusing the concepts of effectiveness and efficiency in public sector institutional texts, but at the same time their fundamental correlation for the evaluation of interventions (Mergoni & De Witte, 2021; Meier et al., 2023), in public hospitals, there is a significant lack of operation of

organic units in charge of costing, extraction of performance indicators and collection - statistical processing of financial data (Foundation for Economic & Industrial Research-IOBE, 2023), which, however, is necessary for the provision of valid information for making rational decisions by the governing bodies.

In addition, it is underlined that the development of an Officer similar to the development of a member of the Greek public administration, creates conditions for further discrediting of the institution of Officers. It should be noted that since the time of the international memorandum "fiscal adjustment" (Davis & Daniel, 1995) [(which averted the widespread collapse but marked the substantial economic bankruptcy of Greece (Hainas, 2018)], a paradox appeared in the public sector: the existence of a multitude of superiors in the middle of the administrative pyramid and the intensifying one impairment of positions at lower administrative levels. More specifically, a number of elementary educational profile executives were led to obtain higher education qualifications and, in general, to increase their formal qualifications, in order to personally ensure and avoid their availability and forced retirement, despite the fact that the overabundance of public officials with increased qualifications cannot be utilized, while also affecting their relations (Koulouri, 2018).

Ultimately, the accumulation of a large number of staff with the same formal but not the same substantive qualifications that claims in many cases "on equal terms" the identical administrative-financial promotion and/or the undertaking of staff positions, combined with the endogenous inability of evaluation systems to rely, to the maximum, in **mixed-type selection standards and criteria, it appears to direct a progressive transformation of the pyramid-shaped organizational structure into a parallelogram and according extension into a deficit staff productivity in the Greek public sector, with a critical reflection in the applicable field.** In this regard, within the EU, public policies focus on employment and the systematization of human resources without researching the quality of available positions, but only in quantitative terms in the set of work measurement indicators (Burchell et al., 2014). On the contrary, statesmen institutions that were considered organizational and evaluative models such as the American Armed Forces, use the qualitative feedback method "360°", even as a tool to develop leaders and gain an overall picture of the reflection of leadership behavior throughout the organizational edifice, that is, with the aim more of individual improvement of high-ranking executives and less of evaluation issues: its completely balanced application could create confusion for evaluators, increase the burden of research in the organization and create mistrust in the process (Hardison et al., 2015).

Summary-Conclusions-Proposals

Evaluation is the most important factor in human resource management in organizations including public ones. In Greek public organizations, in the broadest sense, where the permanence of executives is constitutionally guaranteed regardless of their work performance, the purpose and methodology of the evaluation acquires additional weight, additionally taking into account that the personal improvement of each executive contributes in a unitary way to the organizational improvement and expansion in the achievement of operational/service objectives.

There are diverse and alternative systems of evaluation of work performance, classified between conventional and advanced or between quantitative and qualitative or between subjective and objective. Nevertheless, it is found that the divergent distinctness is apparent, as the systems in question essentially interact with each other without particular limitation and it appears that they should be combined under the condition of the documented proof of the validity of the evaluative criteria. At the same time, no clear differentiation is found but an interface between organizational rules (norms) and merit, in the context of an objective –fair system of value judgment which contributes inversely to the increase of individual work performance.

The principles of the global plan of sustainability, peace, prosperity and rationalization "Agenda 2030" do not, in fact, receive a substantial integration and implementation in the institution "Hellenic Public Administration" - outside the scope of the digitization of services to citizens - an element that does not contribute to the reversal of a methodology evaluation of executives and structures "of status type" and its consequent improvement. More generally, the approach is valued as fractional, despite the theoretical adoption of the aforementioned combination of individual evaluation systems, the embrace of innovative but informal and perhaps legally questionable computerized applications and reverse evaluation ("from bottom to top").

In the special government sector "Armed Forces", the investigation of labor performance is estimated to follow non-combined/non-mixed evaluation systems and is based exclusively on more conventional and quantitative methods. However, this area appears as the only one in which the implementation of "Agenda 2030" was clearly attempted, by invoking the necessity of rationalization on the model of the US Armed Forces, but is assessed to be limited, at least at present, to a reduction in the number of administrative ranks, organizational positions and organizational units.

According to the basic principles of Administrative Science the rational application of power is based on knowledge and produces the phenomenon of bureaucracy, which is almost conceptually identical with "rationalization". "Bureaucracy" still remains a key component of modern management in the EU and contributes to the formation and effectiveness of a public organizational structure under hierarchical pyramid form. Form which is empirically considered preferable to hierarchical scales, in which administrative development is usually identified with the passage of years of work. The organizational pyramids consist of levels at which executives are included depending on educational level, specialized skills, the ability to handle issues or make decisions of varying importance.

Taking into account, on the one hand, that the educational competence, the institutional placement from the beginning in key positions (which forms a specific professional mentality of non-avoidance of responsibilities-accountability and conditions of competence to deal with issues of increased weight), on the other hand, that in recent years there has been a reluctance to include new executives in the Greek Public Administration and in the Greek Armed Forces, which it is interpreted that those who express their interest are based on their desire to climb up to the highest administrative level based on qualifications and not years of service or

sophisticated financial rewards, it is deemed necessary to rearrange the administrative and ranking platform.

The current platform provides a high percentage of low-ranking executives with the possibility of administrative climbing with criteria, presumptively, the time of service and/or the subsequent acquisition of higher academic titles not mandatory during the initial recruitment/ranking process, with the aim of ensuring placement in senior management positions (but without prior testing and the corresponding consolidation and assimilation of sufficient attitudes & behaviors), avoiding possible job availability and shifting/relieving theoretically burdened physical tasks. Consequently, maintaining the framework in question is considered precarious: executive "inflation" in the middle of the organizational structure causes conflicting conditions, is not exploitable, can turn the pyramidal hierarchical structure into parallelograms and cause possible fatal staff and operational side effects. However, rewarding the recognition of the effort to self-improve this portion of executives with alternative means is assessed as immediately applicable, absolutely acceptable and satisfactory, as a motivational tool, to strengthen their individual disposition and therefore their work performance, as well as the organizational structure.

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