



Comparative Analysis of Demographic Factors' and Motivation Influence on Organizational Performance: A Case Study of GMVN and KMVN Public Sector Enterprises of Himalayan Region Uttarakhand India

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Abstract: The present study investigates the relationship between demographic factors, motivation and organizational performance in the context of GMVN (Garhwal Mandal Vikas Nigam) and KMVN (Kumaon Mandal Vikas Nigam), two public sector units of Himalayan Region of Uttarakhand. Utilizing demographic and regression analysis, the research aims to uncover the extent to which demographic variables (such as age, gender, education, marital status etc.) affects the organizational diversity and culture. The study seeks to identify patterns and variations in the relationships among demographic attributes, motivation and organizational performance. The results show that the demographic attributes and diversity are closely intertwined aspects that shape the composition and dynamics of organizations and motivational practices followed by organizations positively affects the overall performance of the organization. The findings of this research have the potential to shed light on the intricate dynamics that contribute to organizational success, offering insights that can guide human resource management strategies and practices in the public sector enterprises of Uttarakhand, India.

Keywords: GMVN • KMVN • motivation • demographic attributes.

Introduction

Organizational performance is the firm's ability to achieve its goals, objectives and desired outcomes efficiently and effectively. It incorporates several aspects including product quality, service quality, customer satisfaction, employee satisfaction, financial results, innovation and overall competitiveness in the market. These multiple dimensions make the task of measuring organizational performance complex. It requires a combination of several quantitative and qualitative methods. Generally, organizations use a mix of several methods to gain a comprehensive understanding of their performance which in turn helps them to identify areas for enhancement.

The volatile nature of the competitive business environment has compelled companies to respond with the changing business environment. In addition to this they are also

require to perform well in order to survive in the market and respond with equal agility, necessitating swift and essential adjustments. This fervent pursuit of market engagement compels organizations to diligently oversee key performance indicators, ensuring they remain attuned to the evolving landscape. To gauge this performance, organizations are dedicated to crafting distinct performance indicators for every facet of their operations, each tailored and employed in isolation. A majority of prior research endeavors have concentrated on uncovering the influence of external and internal environmental factors on organizational performance. Nonetheless, a dearth of studies exists that directly establish a correlation between demographic composition of employees and organizational performance. In view of this gap, the present study stands as an endeavor to comprehensively examine the ramifications of demographic attributes on



organizational performance. The structure of the study is as follows: section 2 covers the review of related and existing literature; section 3 delineates the methodological underpinning of this study. Moving further section 4 expounds upon the intricate progression of the research, by giving detailed data analysis. Ultimately, section 5 unveils the outcomes and deductions drawn from the culmination of this present investigation.

Literature Review

Organizational performance is a systematic approach to enhance organizational performance to achieve its mission, goals and values (Salem, 2002). In earlier organizations performance measured by its efficiency and effectiveness of organizations actions. Lusthaus et al recognized that till the mid of 20th century efficiency and effectiveness are the determining concepts of organizational performance. Later, since 1970 other components such as turnover, morale, innovation and work environment are considered.

Kantar (1968) defined commitment as ‘the willingness of social actors to give their energy and loyalty to social systems’. Organizational commitment was associated with turnover and adaptability, but not associated with absenteeism (Angle and Perry 1981). In an escalating manner, the need to swiftly address customer demands while uploading benchmarks of quality, pricing, and an unwavering focus on curtailing production costs has become paramount (Y Li et al 2012). Srinivas et al (2011) elucidates that the supply chain activities encompass characteristics which if remain consistent helps to maximize profitability of the concern. It is this very pursuit that renders Supply Chain Management intricate and demanding. There are numerous organisations that have failed in this regard, primarily stemming from their inability to cultivate the essential performance indicators. Consequently, the evaluation of

their performance becomes an elusive endeavour (E U Olugu et al 2011).

Motivation drives the employees to perform and dimensions of organization motivation play a key role to motivate them (Jones et al 2006). Organizational analyst had studied that why framework incorporated by Lusthaus et al (2002) vision, mission and values to understand the motivation factors. Organization culture, incentives are the factors that motivate the employees and affect the work quality and performance. Organization history influence the beliefs, individual moral principal and attitude. Organization mission, its goals are the second motivation concept Lusthaus et al (2002).

Organizational culture is an important assumption as employees share in common (Schein 2004). Values and beliefs are major assumptions Azhar (2003). As per Black and Richard (2003) ‘the specific collection of values and norms that are shared by people and groups in an organization and that controls the way they interact with each other and with stakeholders outside the organization’. Organizational motivation affects the organizations stakeholder decision making process and quality of work (Jones et al 2006 and Lusthaus et al 2002).

All organizations have different vision and mission, history, culture and incentive system. According to Ryan and Deci (2000) people are different in motivation level. Self Determination Theory define the intrinsic and extrinsic motivation based on different goals Deci and Ryan (1985). Ryan and Deci (2000) recognized the focus on primarily need is psychological need. As per the existing studies, intrinsic motivation enhanced by positive performance feedback.

Conceptual Background

This section of the paper offers a concise and informative overview of the demographic characteristics that are pertinent to the study. The relationship between demographic



features and organizational performance is a complex and multifaceted area of study. These features include attributes like age, gender, educational qualification, ethnicity, tenure, name of organization, income range etc. which can influence the organizational functioning and performance. Organizational performance is related with the diversity and innovation in the way that diverse teams bring together individuals with different perspectives, experiences and backgrounds which in turn stimulate creativity and innovation by fostering wide range of ideas and approaches. Organizations with diverse population are often better equipped to address complex challenges and adapt to changing environment leading to improved overall performance (Christmann 2017 and Amparo et al 2018). In this context the present study is an attempt to know the impact of demographic features on organizational performance where the employees of two major Uttarakhand Public Sector units i.e., Garhwal Mandal Vikas Nigam (GMVN) and Kumaon Mandal Vikas Nigam (KMVN) has taken into consideration. To measure the overall impact on organizational performance, the employees at all levels has been approached to gather information.

Research Objectives and Hypotheses Development

In view of the existing literature and gaps in the previous researches, following are the main objectives of the study:

- To address the different aspects of diversity, inclusion, or representation within the workforce of GMVN and KMVN, the Public Sector Units of Uttarakhand.
- To evaluate the impact of organization motivation on organizational performance of GMVN and KMVN, the Public Sector Units of Uttarakhand.
- **Hypothesis**
- H1: Huge diversity has been seen among the employees of GMVN and KMVN

altogether, the public sector units of Uttarakhand.

- H2: Organizational motivation positively affects organizational performance of GMVN and KMVN, the public sector units of Uttarakhand.

Research Methodology

Research Design: Research design is a layout that specify the process to solve the research problem. It is a blueprint of the study. A descriptive method is employed in this study. It is a framework of an investigation to obtain the accurate, valid answers to research questions cost-effectively (Saunders et al 2014 and Bryman & Bell 2018).

Questionnaire: The study aimed to address the different aspects of diversity, inclusion, or representation within the workforce of GMVN and KMVN, the Public Sector Units of Uttarakhand. It also has an objective of evaluating the impact of organization motivation on organizational performance of the similar units of Uttarakhand. Firstly, the related literature review studied. The literature review help to explore the relation between organization motivation and organization performance and build an argument on how these two are influencing each other. The questionnaire adapted from previous study. The questionnaire was designed with two parts, part I consists of demographic profile of respondents including Place, gender, age, education, employment, experience, salary, marital status and part II contains 5 Point Likert scale with 23 items.

Sampling Technique: The population of the study was the employees of Garhwal Mandal Vikas Nigam (GMVN) and Kumaon Mandal Vikas Nigam (KMVN). Convenience sampling method used to collect the data.

Study Area: The target population is the employees of GMVN and KMVN. The four districts Dehradun, Tehri Garhwal, Pauri Garhwal, Chamoli and three districts Nainital, Almora, Pithoragarh were taken from GMVN



and KMVN respectively. 300 questionnaires were considered for further analysis.

Demographic Characteristic of the respondents

The respondent key demographic characteristics include Place, gender, age, education, employment, experience, salary and marital status.

Place : Data sample of GMVN consisted of 150 (50%) and KMVN 150 (50%) respondents ($N=300$)

Table 1. Frequency Distribution for Place

Place	Frequency	Percentage
GMVN	150	50
KMVN	150	50
Total	300	100

Source: Extracted from SPSS

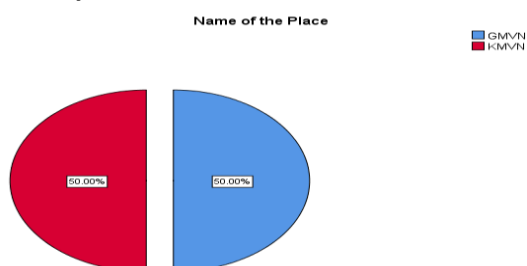


Figure 1. Frequency Distribution for Place (Source: Extracted from SPSS)

Gender : The sample consisted of 269 (89.7%) male and 31 (10.3%) female respondents.

Table 2. Frequency Distribution for Gender

Gender	Frequency	Percentage
Male	269	89.7
Female	31	10.3
Total	300	100

Source: Extracted from SPSS

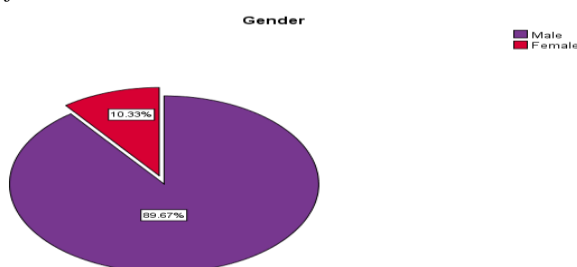


Figure 2. Frequency Distribution for Gender (Source: Extracted from SPSS)

Age : The age of the respondents fell into four age category and 42.7% fell into the age group of above 45 years followed by 33% of age group 35-45 years, 20.3% of age group 25-35 years and 4% was less than 25 years.

Table 3. Frequency Distribution for Age

Age	Frequency	Percentage
Less than 25 Yrs.	12	4
25 – 35 Yrs.	61	20.3
35 – 45 Yrs.	99	33
Above 45 Yrs.	128	42.7
Total	300	100

Source: Extracted from SPSS

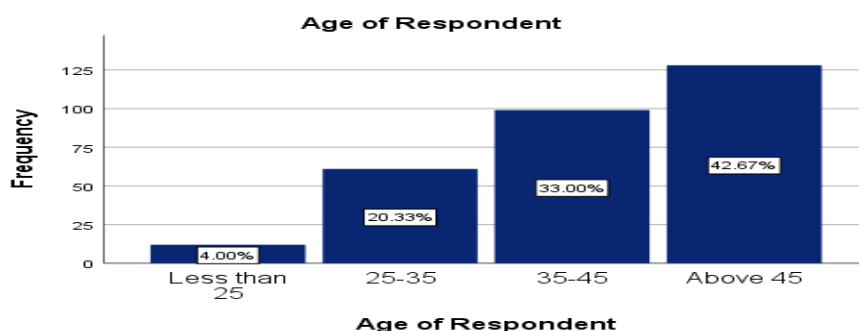


Figure 3. Frequency Distribution for Age (*Source: Extracted from SPSS*)

Education: Table 4 shows that 34.3% respondents were matric, 25.7% were other, 21.3% were graduate and 18.7% were post graduate.

Table 4. Frequency Distribution for Education

Education	Frequency	Percentage
Matric	103	34.3
Graduate	64	21.3
Post Graduate	56	18.7
Other	77	25.7
Total	300	100

Source: Extracted from SPSS

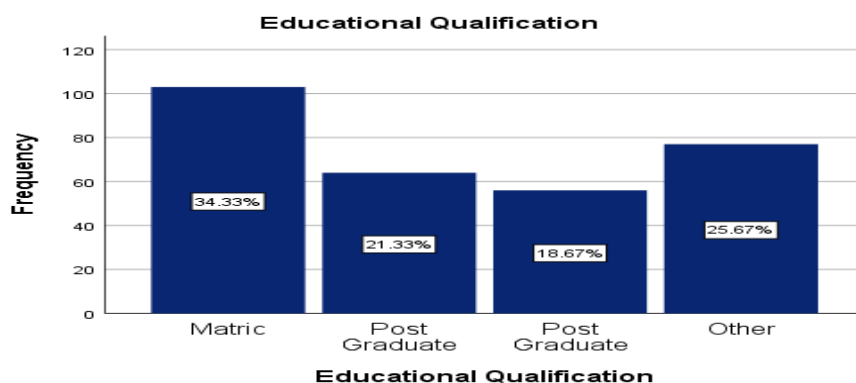


Fig 4: Frequency Distribution for Education (*Source: Extracted from SPSS*)

Employment : Out of 300 respondents 187 (62.3%) were regular, 106 (35.3%) were on contract basis and employees as manpower and on deputation were 4 (1.3%) and 3 (1%) respectively.

Table 5: Frequency Distribution for Employment

Type of Employment	Frequency	Percentage
Regular (Permanent)	187	62.3
Contract	106	35.3
Manpower	4	1.3
Deputation	3	1
Total	300	100

Source: Extracted from SPSS

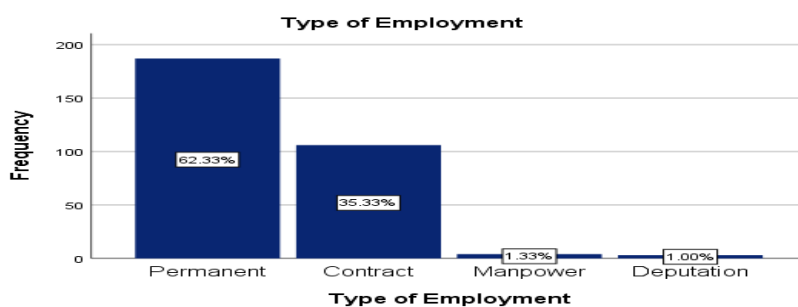


Figure 5. Frequency Distribution for Employment (*Source: Extracted from SPSS*)

Experience : Table 6 presents 147 (49%) employees were experienced above 15 years followed by 68 (22.7%) employees were experienced less than 10 years, 46 (15.3%) were experienced less than 15 years and 39 (13%) were less than 5 years' experience.

Table 6. Frequency Distribution for Experience

Experience	Frequency	Percentage
Less Than 5 Yrs.	39	13
Less Than 10 Yrs.	68	22.7
Less Than 15 Yrs.	46	15.3
Above 15 Yrs.	147	49
Total	300	100

Source: Extracted from SPSS

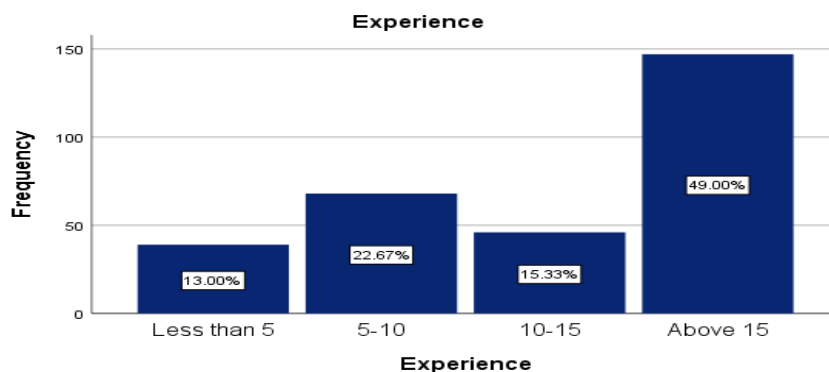


Figure 6. Frequency Distribution for Experience (*Source: Extracted from SPSS*)

Salary : It can be observed by table 7 that 118 (39.3%) employees have monthly income below 15000/- and 15000/- to 30000/-, 57 (19%) of them with income 30000/- to 60000/-, 6 (2%) with income 60000/- to 100000/- and only 1 (0.3%) employee have monthly income more than 100000/-.

Table 7. Frequency Distribution for Salary

Salary	Frequency	Percentage
Below ₹ 15000/-	118	39.3
₹ 15000/- - ₹ 30000/-	118	39.3
₹ 30000/- - ₹ 60000/-	57	19
₹ 60000/- - ₹ 100000/-	6	2
More than ₹ 100000/-	1	0.3
Total	300	100

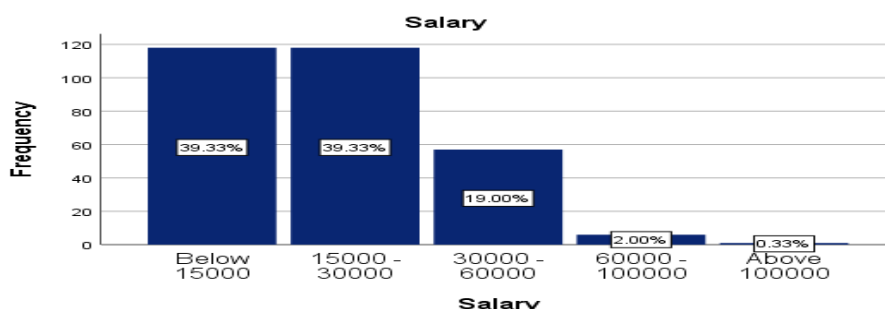


Figure 7. Frequency Distribution for Salary (*Source: Extracted from SPSS*)

Marital Status: 250 (83.3%) employees were married followed by 47 (15.7%) were single and 3 (1%) were widow.

Table 8: Frequency Distribution for Marital

Marital Status	Frequency	Percentage
Single	47	15.7
Married	250	83.3
Widow	3	1
Total	300	100

Source: Extracted from SPSS

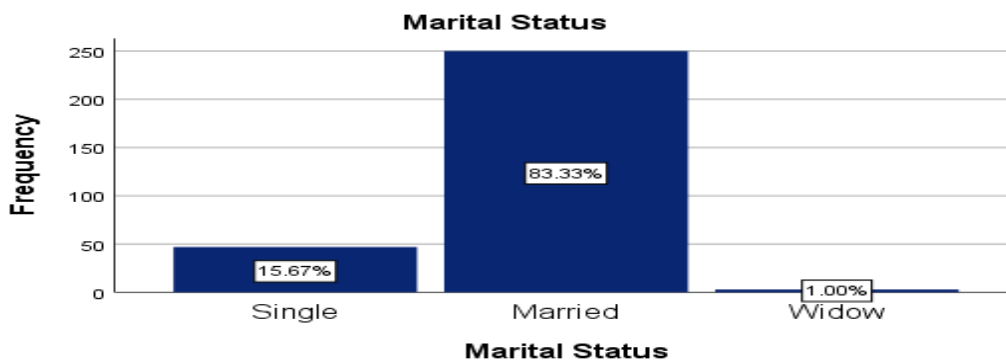


Figure 8. Frequency Distribution for Marital (*Source: Extracted from SPSS*)

The first hypothesis of the study is that huge diversity has been seen among the employees of GMVN and KMVN altogether, the public sector units of Uttarakhand. This H1 is supported by the data analysis as huge diversity has been seen among the employees of both undertakings altogether.

Organization Performance and Organization Motivation. The data (Table 9) was collected from the employees of GMVN and KMVN ($N=150$) respectively. The descriptive statistics show that the minimum mean is 3.55 (SD = 0.992) and maximum mean is 4.47 (SD = 0.696).

Regression Analysis: Regression analysis is a statistical method used to predict changes in the value of the dependent variable based on the change in the value of the independent variables. The term "regression" can refer to both line fitting and curve fitting, as both involve finding the equation of a line or curve that best fits a set of data points. Linear regression used to make a prediction. This study seeks to determine whether predictor variables can be used to predict an outcome variable (Table 10).



Table 9. Descriptive Statistics for Organization Performance and Organization Motivation Descriptive Statistics

Items	N	Minimum	Maximum	Mean	Std. Deviation
OP1	300	1	5	4.38	0.756
OP2	300	1	5	4.32	0.821
OP3	300	1	5	3.68	1.026
OP4	300	1	5	4.17	0.819
OP5	300	1	5	3.67	1.055
OP6	300	1	5	4.31	0.819
OP7	300	1	5	3.55	0.992
OP8	300	1	5	4.14	0.853
OP9	300	1	5	4.20	1.022
OP10	300	1	5	4.04	1.009
OP11	300	1	5	3.99	1.005
OP12	300	1	5	4.47	0.696
OP13	300	1	5	4.15	0.802
OP14	300	1	5	4.14	0.796
OM1	300	1	5	4.15	0.869
OM2	300	1	5	4.30	0.778
OM3	300	1	5	4.29	1.094
OM4	300	1	5	3.91	1.030
OM5	300	1	5	3.62	0.982
OM6	300	1	5	3.95	0.896
OM7	300	1	5	4.16	0.913
OM8	300	1	5	4.32	1.027
OM9	300	1	5	4.23	0.841

Author's Calculation

Table 10. Linear Regression for OP

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	15.095	1.645		9.174	0.000
OM	1.140	0.044	0.832	25.847	0.000

Dependent Variable: OP

Model Summary

R	R ²	Adjusted R ²	Std. Error of the Estimate	F	Sig. F
.832 ^a	0.692	0.690	3.91585	668.063	0.000

Predictors:(Constant), OM

The dependent variable (Organizational Performance) was regressed on predicting variable of organizational motivation. The independent variable significantly predicts Organizational Performance, $F(1,298) = 668.063$, $p < 0.001$, which shows that

organizational motivation has a significant impact on organizational performance. Moreover, $R^2 = 0.692$ which shows that the model explains 69.2% of the variance in organizational performance.



H2 evaluates whether organizational motivation positively affects organizational performance. The results show that organizational motivation has a significant and positive impact on organizational performance ($\beta = 1.140$, $t = 25.847$, $p < .001$). Hence H2 was supported.

Results and Discussion

Demographic features encompass a range of factors which in turn contribute to the diversity, dynamics, and culture of the workforce. They altogether affect the various aspects of organizational performance. Further these characteristics provide valuable insights into the composition of the organization and play a pivotal role in determining its overall effectiveness. The present study supported both hypotheses based on empirical results. The first hypothesis (H1) was that there is huge diversity among the employees of GMVN and KMVN altogether. The empirical results shows that despite of equal number of employees from GMVN and KMVN, gender related disparities has been seen within organizations. Both public sector units are dominated by one gender i.e., Male as 89.7 % employees are male and only 10.3 % are female employees. This huge difference may lead to potential imbalances in decision-making, leadership roles, and overall dynamics. Gender biases might affect hiring, promotion, and compensation decisions also which can impact both individual career trajectories and organizational effectiveness. **Secondly**, both organizations have more older employees who are more than 45 years of age which comprise of 42.7 % of the total and only 20.3 % of the total employees are of 25-35 years of age and only 4% of the employees belongs to the age group less than 25 years. Although, older employees bring a wealth of experience and knowledge to the table as they have likely encountered a range of challenges and have developed effective strategies to address them, they also bring forward several

challenges to the organizations. These challenges might include resistance to change, potential generation gaps, or difficulties adapting to rapidly evolving technologies. However, organizations that effectively leverage the strengths of their older employees while addressing potential challenges can create a well-rounded, high-performing workforce that's poised for success. **Thirdly**, it has been seen through results that GMVN and KMVN have very less employees who are post graduate i.e., 18.7%. Most of the employees are only matric (34.3%) and in between 21.3 % of the employees are graduate. The level of education that employees possess can influence various aspects of diversity within the workforce and subsequently impact the organizational performance. Employees with diverse educational backgrounds bring different perspectives, problem-solving approaches, and skill sets to the organization. This diversity of thought can foster and creativity within teams. **Fourth**, 62.3 % of the total employees are regular or permanent employees of the organizations, whereas a large number of employees i.e., 35.3% belongs to the category of contract employees. The type of employment arrangement can influence diversity by affecting the range of skills and experiences, as well as level of cultural integration. It has been seen that permanent employees have the opportunity to develop diverse skill sets and expertise due to their long-term commitment to the organization. Whereas contract employees, due to their job insecurity and lack of interest have limited opportunities to fully integrate into the organization's culture, potentially affecting the depth of diversity within teams. Thus, in order to harness the benefits of diverse employment types and enhance performance, organizations should focus on creating an inclusive culture that values contributions from all employees, irrespective of their employment status. They should also consider strategies to integrate and engage part-time and permanent staff



effectively. **Fifth**, almost half of the total employees i.e., 49% have more than 15 years of experience. And 15.3% of the employees have less than 15 years' experience. 22.7% employees have the experience of less than 10 years in same industry, whereas only 13% employees have less than 5 years of experience. Diverse experiences can lead to a richer understanding of customer needs. Further, experienced employees can draw upon their past experiences to make informed decisions and anticipate potential challenges and can also reduce the likelihood of repeating past mistakes and improve overall efficiency. On the other hand, employees with vast experience might be resistant to new approaches or technologies possibly due to familiarity with existing processes. Thus, organizations should encourage continuous learning, promote a culture of innovation and strike a balance between benefits of experience and the need for fresh perspectives to maintain a dynamic and high-performance workforce. **Sixth**, only 0.3% of the employees altogether from both organizations comes in salary range of INR one lakhs and above. A large number of employees i.e., 39.3 5% receive the salary within the range of INR 15,000 to INR 30,000; and the same percentage of employees receives salary below INR 15,000. Only 2 percent of the employees get more than INR 60,000 as salary. This huge diverse salary background directly shows the level of motivation among employees. Thus, this diverse salary plays a critical role in determining the diversity and performance within an organization. Strategies like equal pay for equal work, fair and equitable compensation etc. promotes diversity by attracting and retaining a diverse workforce. This can also enhance performance by motivating employees, aligning their efforts with organizational goals, and fostering a positive organizational culture. On the other hand, pay disparities can hinder diversity efforts and lead to lower performance and

engagement. Therefore, organizations should prioritize fair compensation practices as an integral part of their diversity and performance strategies. **Seventh**, most of the employees of GMVN and KMVN altogether are married i.e., 83.3%, whereas only 15.7% of the employees are unmarried. This marital status contributes to an inclusive workplace culture that values individuals for their unique attributes and experiences. Employment decisions based on the marital status of the employees may lead to discrimination and bias. Employees with different marital statuses may have varying work-life balance needs. Both organizations in the present study have more male employees than female which shows very less diverse work-life preferences which in turn may not be able to attract broader range of talent. Although, marital status can indirectly influence diversity and performance, organizations should focus on fostering a culture that respects employees' individual backgrounds and circumstances without making employment decisions based on marital status. Embracing an inclusive approach that values employees regardless of their personal attributes is essential for building diverse and high-performing teams. In addition to the support of first hypothesis (H1), the present study also supported the second hypotheses (H2) which shows that the motivational practices of the organization positively affects the organizational performance. Any organization with dissatisfied employees cannot perform well. Whereas motivation can lead to high and positive results in the organizations. Motivated employees are more likely to seek out opportunities for growth and development. In addition to this motivated employee also helps the organizations to identify and nurture the future leaders which is essential for long-term success. On the other hand, a lack of motivation in any organization can lead to decreased productivity, lower job satisfaction, increased absenteeism, and a generally



negative impact on the organization's overall performance. Thus, by looking at the results of the present study it has been confirmed that both organizations invest in strategies to foster motivation among their employees such as offering competitive compensation, providing opportunities for skill development, recognizing and rewarding achievements, and promoting a supportive work environment.

Conclusion

Demographic characteristics have a multifaceted impact on organizations and the overall impact depends on how an organization embrace and manage diversity and inclusion. A more inclusive and innovative culture can be developed by managing diversity. Organizations that promote this often have a more positive and supportive work environment, leading to increased job satisfaction. Further, more inclusive organizations are likely to have better employee retention rates and also help them to understand and navigate different markets and cultural nuances. Moreover, employees from various backgrounds can provide insights into international business practices and customer preferences. In addition to this, motivated employees play a crucial role in influencing their performance. When employees are motivated, they tend to be more engaged, productive, and committed to their work, which in turn positively affects the overall performance of the organization. In all, organizations who have fully motivated employees and are able to address challenges proactively and leverage the strengths of a diverse workforce tend to experience enhanced innovation, improved employee satisfaction, and overall better performance.

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