

The Impact of Goals Compatibility on Organizational Performance

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Abstract

The purpose of study is to investigate the effectiveness of goals in the complex organization systems comprising of departments on organizational performance. Administrative goals, quality goals, and departmental goals with their hierarchy and compatibility needs to be explored and validated in Higher Educational Institution. Data is collected from 157 employees of a public sector Women University selected on stratified random sample basis. A strong relationship is found among departmental goals, quality goals, administrative goals, goals compatibility and organizational performance. The findings have significant implications for researchers, policy makers, and operational managers for ensuring organizational performance.

Key Words: *Administrative goals, quality goals, departmental goals, goals compatibility, goals hierarchy and organizational performance.*

1. Introduction

Today organizations are like networks of departments. In its most concise expression, a department of an organization can be explained by two or more than two sections working in it to pursue the goals of this department. These goals are aligned to the vision of an organization. It is pertinent to mention here that departments are working under the same umbrella of organization. Organization research has generally focused on organization as a defined system. The system focuses on one task for performance episodes. The departments in the organizations do go for multiplicity of goals but they must fall within overarching goal hierarchy (i.e. goal compatibility) for the existence of organization. Goal hierarchy is important as it determines the day to day functioning of departmental performance (Pourjavad, & Mayorga, 2019). The concept of goal hierarchy helps in describing the role of departments in organizations and align the goals for

ensuring performance at higher level. Goal hierarchy is useful for attainment of departmental goals and ensure performance optimally. For goal hierarchy, the characteristics of goal level along with goal priority, and goal compatibility are important component (Petrosyan, A. E. 2019). These characteristics help determine the working boundaries of the departments and organization. In higher education, four main drivers in the goals setting, goals level, goals hierarchy, goals alignment, goals compatibility mainly include administrative goals, quality goals, and departmental goals. Administrative goals refer to the degree to which administration facilitates, structures and coordinates resources in such a manner as to achieve the vision and mission of organization. In education, they may develop and enable teachers' autonomy and professionalism, and develop and deepen teachers' asset-based orientations (Stillman, 2019). The administrative goals are on the basis of legal measures (Araj, 2019). Quality goals refer to development and implementation of quality system that organizations are willing to ensure as they help in satisfying the customers and regulatory bodies. In quality goals, error prevention and minimization targets are achieved by implementing an incremental standard monitoring process. This goal ensures and satisfies sustainability and transparency initiatives. Investors and customers perceive quality goals a basis for organization growth and development. In higher educational institutions, quality goals are in fact associated to a department mainly responsible for assuring quality by introducing mechanisms of self-assurance system viz a viz external assurance system in accordance with the requirements of sustainable development goals as signed by the countries for visualizing global agenda 2015-2030 (Unterhalter, E. 2019). The biggest challenge with higher educational institution lies in the fact that the goals of quality department overarches even organizational goals, while the departments are functioning under organizational structure and designs. These quality goals are directly linked to the external environment, as the ranking of educational institution is mainly dependent on compliance and innovation in the quality structures. Thus, these quality goals are not inherently at a departmental level goals rather they practically take the role of superordinate goals, even overarching administrative goals. Particularly, in higher education, quality goals include quality assurance in indigenous system of the organization with its vision to look at the future through research, patent and their impact along with its reputation in the environment and even in the globe. Departmental goals refer to a set of goals laid down in accordance with the vision and mission of the organization with their interchangeability dependence upon short term and long term, emergent and sequential goals and they fall at departmental level.

This paper therefore, articulates the proposed framework based on administrative goals and quality goals as interchangeably overarching superordinate goals on department goals at goals level. Their alignment and integration impacts not only to the vision of the organization but also to the global scenario in a well-structured and ordered manner through coordination processes and recursive mode resulting in creating synergy as one of the biggest challenges that higher educational institutions are facing today. These goals converge into compatibility goals and have impact on organizational performance directly and through compatibility goals.

1.1 Significance of the Study

The study is important as it helps managers in understanding the multilevel nature of goals with their hierarchy and compatibility as a main focus. The goal compatibility is based on coordination processes necessary to address the challenges of goals complexity. This research contributes in the betterment of the organizational performance explained through departmental goals, quality goals, administrative goals, their congruence and guides us to ensure goals compatibility and

minimize the conflicts in the structure. There exists a need to align administrative goals with departmental goals, as they fall in hierarchy and needs to harmonize and make them compatible. Quality goals overarch for achievement of organizational mission.

1.2 Administrative Goals, Departmental Goals, Quality Goals and Organization Performance

In goal level, the temporal order i.e long terms goals or short term goals have a hierarchy. Long term goals are higher in their level. Then follows goals priority and on the basis of priority in organizations goals operate and create conflict (Vallaster, et al., 2019). Alignment in goals is associated to the degree of dissimilarity in goal level on priority basis (Tuazon, Wolfram, & Whyte, 2019). Creating goal harmony in top management teams can ensure organizational performance. Disharmony in goals may lead to aggravate conflicts in processes (Lappalainen, 2019). For instance, if departments are incompatible with regard to their goals and policies, the chances of dysfunctional approach prevail. Departments within the system may not be labeled as good or bad. They need to be motivated to find collaborative ways to closely coordinate and associate their actions.

Underlying goal hierarchy can ensure organization effectiveness. This goal hierarch in intra-department and inter-department with a well managed interface can create coherence necessary for organizational performance. The concept of organizational performance with its definition is complex, as it varies from organization to organization (Zarka, M., Kochanovskaya, E., & Pasmore, W. 2019). Organizational performance refers to the overall ability of an organization to ensure proper governance system. The managers may be persistent to pursue the goals at each level by aligning them to its mission and vision (Vallaster, C., Maon, F., Lindgreen, A., & Vanhamme, J. 2019). Organizational performance has been developed as a part of the strategy to overcome internal and external adaptation problems. The organizations are looking for sustainable competitive advantage in global competition.

The functional view of organizational leadership established leaders role as forward looking and proactive. They need to proactively conceptualize the understanding of the organization and use their discretion for solutions to the problems. The internal or external requirements do dynamically change and confounding responses start appearing, the leaders need to redefine system directions i.e. vision, goals, task requirements, etc. Organizational leaders need to intervene and work as “bridge” when different departments rely on their leadership to make things explicit for them. The leaders need to lift them, develop better relationships among department and create a close knit culture. Shared leadership in diverse departments influences the achievement of goals through motivation and providing straightforward directions. Bridging leadership can be a cutting edge to organization innovation and relatively more influence in amothering members within departments (Han, 2018; Willcocks, 2018). The success of leadership allows the flow of diverse perspectives within and across department to ensure common shared overarching superordinate goal i.e. vision of the organization. This study therefore, hypothesizes the significance of administrative goals in bringing about meaningful organization performance with a plan to test the impact of administrative goals on organizational performance.

H_{1a}: The impact of administrative goals on organizational performance.

Organizations needs performance. The performance in small collectives with 1 to 50 members specialized in unique way is relatively easier. When it comes to big organizations performance, it is beyond the capacity of an individual or even a department. Coordinated actions and efforts are required for large scale transportation, networks, military operations, emergency responses, new product developments etc. Their departments enjoy different areas of expertise. In these organizations, complexity in variety of skills, knowledge and functions exist. This complexity needs to have adaptive structures that are relatively suitable (Huggins, R. A. C., & Scheepers, C. B. 2019). The administrative goals with their linkage to vision and mission of the organization need to be spelled out. Their synergy with higher order goals in terms of short and long term goals needs to be developed and sustained.

Work is organized into sections and departments of the organizations. This has led to organizational success within context (Dhir, S. 2019). The prior empirical work on organizational performance based on identifying antecedents of key success factors. A system of departments may help in maximizing goal achievement within each section of the department. System-level goal requirements need harmonization within and among departments. This can result better coordination and collaboration within and among departments for the desired outcomes. Departments have different goal priorities and as a result lack synchronization in goal pursuit. Unclear goal may result situations where organizations becomes inefficient. The departments have to wait for resources, information, priorities decisions from other departments. Uncertainty in such situations result in problem multiplication and may cause risk. Common purpose and participation is lacking and enhances the chances of risk. Working towards department goals for attainment of organization administrative goals is mandatory and helpful (Martin, Alter, & Hine, 2019).

It incorporates parts of utilitarian cycle in organization and diverse combination components utilized inside organization. Organization have been intended to arrive at their goals in a solid organized and composed route with no contention. The goals in the organizations may change as per situation and explain in a framework wherein individuals from an organization are positioned by relative status or authority (Perera, & Perera, 2019).The departmental goals need to have harmony in their linkage to vision and mission of the organization. These goals at functional and operational level align with intra and inter departmental goals need to be spelled out in short and long term, thus creating synergy through their dependent important position in goals level and goals achievement level with their impact on organization performance. This study therefore, hypothesizes the significance of departmental goals in bringing about meaningful organization performance with a plan to test the impact of departmental goals on organizational performance.

H_{1b}: The effect of departmental goals on organization performance.

There are numerous unanswered inquiries with respect to the drivers of accomplishment in these unpredictable aggregates (Freixanet, Rialp, and Churakova, 2019). Fruitful advancements are simultaneously innovative and novel just as helpful and ready to be incorporated into the current climate. Advancement requires a double spotlight on the basic assessment of thoughts and their intermingling towards an answer (Willcocks, 2016; Li et al., 2018). In organizations, employees' specialties are discernable substances and furthermore equipped for autonomous activities wick may accomplish diverse goal fulfillments. Blend of both relationship and shared goals decide division's exercises that are the center structure of organizational execution (Loughry, Newman,

and Portage, 2019). Division objectives are probably going to change after some time, causing jumbled association execution (List, and Ferrari, 2019). The chain of organizational goal should be perceived such that department's goal achievements are accepted to add to the achievement of organization super ordinate goals. This study however, focuses another seemingly interesting area of these goals as quality goals.

Quality goals refer to the quality of work and services for which quality enhancement cells, departments ensure compliance of processes to be followed in order to ensure total quality control. These quality goals have further their position with regard to administrative and departmental goals, particularly with reference to higher education institutions as part of the SDG-4. The emphasis on quality has led to the creation of system of quality in each institution, further to respond to the environmental challenges for sustainability. Quality goals in this scenario are taking the role of superordinate arching goals and have their impact on organization performance. This study therefore, considers to explore key tenets of quality education with relation to organizational performance particularly when branding is becoming an important phenomenon from competitive perspective. This study hypothesizes the effect of quality goals on organization performance.

H_{1c}: The effect of quality goals on organization performance.

1.2 Administrative Goals, Departmental Goals, Quality Goals and Goals Compatibility

Because of procedural changes and choices in organization, the administration regularly spares time and reduces expenses and yet happen misalignment among their goals. Absence of incorporated methodology of framework expands the greatness of calamities. There are a few explanations behind uniqueness between introductory goals (for example goals similarity) organization goals with regard to importance (Pearlson, and Saunders, 2019). Organization goals order eventually accomplishes the exhibition in department's practices bringing about organization implementation. Organization are relegated with the perplexing and changing nature of the undertakings, regularly work in vague conditions which can cause misalignment and divisions among the distinctive working departments. Thus organization by their inclination and reason incorporate the seeds of the divisions among their specializations. Goals similarity is accomplished when departmental goals coincide without struggle and keeps a harmonious relationship (Colbert, Krist of-Earthy, Bradley and Barrick, 2008).

Departments are constantly occupied with arranged cooperations across individuals and hierarchical limits so as to accomplish unpredictable and higher goals. This led to the development of Hypotheses: There is a need of theoretical models focused on effective department system which is strongly linked with goals compatibility and organization performance. This arises a number of questions to be answered such as: Is there any impact of departmental goals on organization goals? Whether departments have a strong relationship with shared goals? What is the relationship between shared goal and organization implementation? Lastly, what is the effect of goal similarity on organization performance? This paper add to existing body of knowledge on organizational performance by: (1) examining whether and how goals congruence affects goals compatibility and organizational performance; (2) whether and how goals compatibility affects organizational performance; and (3) responding to recent calls for scholars to clarify the processes through which goals congruence shapes goals compatibility and organization performance.

Administrative goals by their tendency with all-encompassing part in goals order system should be viable with organizational performance. This helps in estimating the impact of goal order on shared goals. The departments have their own goals to accomplish. The individuals work in a coordinated arrangement, their performance is characterized by a typical super ordinate goal. Accomplishing this super ordinate goal requires concentration and coordination practices both inside and across department (Huggins, and Scheepers, 2019). Properly coordinated departments, each with their own goals, share a super ordinate goal or set of goals are the representations in this framework. The department goals in this way needs to have their similarity inside and across departments viz a viz administrative and quality goals. Goals similarity is accomplished when administrative goals, departmental goals and quality goals merge into it with their order and goal level.

H_{2a}: The effect of administrative goals on goals compatibility.

H_{2b}: The effect of department goals on goals compatibility.

H_{2c}: The effect of quality goals on goals compatibility.

1.3 Goals Compatibility and Organizational Performance

Goals similarity impacts on hierarchy of goals and goals decision or the responsibility for quality of goals. Goals inconsistencies build clashes among departments and diminish higher order goals (Mu, Jong, and Koppenjan, 2019). There are circumstances which support goals similarity that would bring about expanded degrees of department implementation, at last finishing into organization performance. When goals exist together without congruence, goals collaboration is achieved on resource allocation.

Hierarchical goal is a multidimensional and complex construct. Organizations are more effective and have a fundamentally more prominent performance when they are in control of structures that make work simpler as well as quicker. Essentially, administrative goals are affected by different factors, for example, range of abilities of workers, mutual qualities and hierarchical structures. Certainly, goals of the organization is a must and needs to be spelled out clearly and understandably by all members of the organization. Many times departments can prioritize their goals. These goals are important and need to be aligned and orchestrated to achieve goals compatibility which in turn impacts organization's performance.

H₃: The effect of goals compatibility on organization performance.

This study therefore, proposes a model grounded in goals characteristics (i.e. administrative goals, departmental goals, and quality goals) that affect both on goals compatibility and organizational performance. This paper explores and is an attempt to find answer to: how do goals misalignment lead toward the incongruence in goal order. The relationship between goals accomplishment and goals compatibility is another consideration. In addition, we see the impacts of goals compatibility between administrative goals, departmental goals and quality and organizational performance. The goals compatibility model illustrates the effective working of departments from goals compatibility and organization performance perspective.

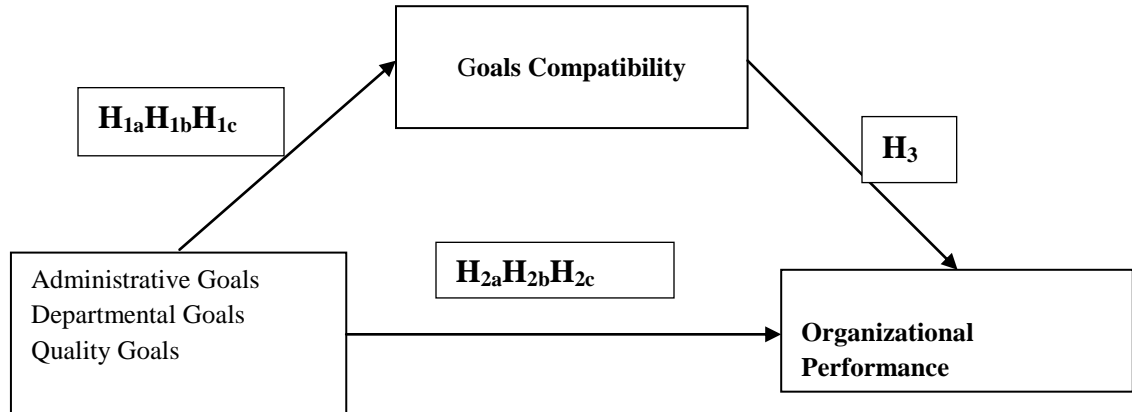


Figure 1:Goals Compatibility Model

2. Methodology

The data for this study is collected from 157 faculty members, using a pretested questionnaire, working in Lahore College Women University Lahore, Pakistan. In order to ensure inclusion of each strata, stratified random sampling technique is used. The data is codified and entered into meaningful categories by using Statistical Package for Social Sciences version 22 for tabulation analysis. Correlations, regressions and coefficient of variation are used to analyze the data.

Five point Likert scale ranging from strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5) is used to collect the response of respondents. Following the advantages associated to pilot study, the data from fifty respondents are gathered before finally launching the questionnaire. Reliability is tested through Cronbach’s Alpha 0.922 which is acceptable (Hair et al. 2014).

3. Analytical Strategies

3.1 Demographic Variables

Demographic variables such as designation, qualification and experience of the respondents help in determining the quality of data. Since academicians are the respondents in this study, the representation in terms of these demographic variables represent better positions, qualifications and experience (Table 1).

Table 1: Distribution of Respondents’ Designation, Qualification and Experience

Designation			Qualification			Experience		
Designation	Fr.	%age	Qualification	Fr	%age	Exp	Fr	%age
Lecturer	62	39.5	Masters	45	28.7	0-2	23	14.6
Asstt: Prof.	78	49.7	M.Phil	59	37.6	3-4	28	17.8
Assoc: Prof.	13	8.3	PhD	53	33.5	5-6	19	12.2
Professor	4	2.5				Above 6	87	55.4

3.2. Descriptive and Correlations

The descriptive statistics provide a simple summary of samples and steps. Mean and standard deviation refer to main tendency and a measurement measure for interval and proportionate data. The Administrative goals (Mean=3.59, SD=0.38), departmental goals (Mean 3.50, SD 0.33), quality goals (Mean 4.75, SD 0.60), goals compatibility (Mean 3.54 SD 0.49) and organization performance (Mean 3.74, SD 0.44) make their specific relation to the organization performance. The correlation value ranging between -1 and +1 is known for the strength of linkage, typically represented as the letter *r*. There exists a strong relationship between administrative goals, departmental goals, and quality goals with goals compatibility and organization performance. Correlation between administrative and departmental goals ($r=0.578$), between administrative and quality goals ($r=0.521$), between administrative goals and goals compatibility ($r=0.405$), between administrative goals and organization performance ($r=0.638$), between departmental and quality goals ($r=0.371$), between departmental goals and goals compatibility ($r=0.340$), between departmental goals and organization performance ($r=0.439$), between quality goals and goals compatibility ($r=0.385$), between quality goals and org. performance ($r=0.597$) and between goals compatibility and org. performance ($r=0.426$) are positive and strong (Table 2).

Table 2: Mean, SD and Correlations among Administrative Goals, Departmental Goals, Quality Goals and Goals Compatibility

Variables	Mean	S.D	1	2	3	4	5
1.Administrative Goals	3.59	0.38	1				
2.Departmental Goals	3.50	0.33	.578**	1			
3.Quality Goals	4.75	0.60	.521**	.371**	1		
4.Goals Compatibility	3.54	0.49	.405**	.340**	.385**	1	
5. Org. Performance	3.75	0.45	.638**	.439**	.597**	.426**	1

Correlation is significant at the level 0.01 level (2- tailed).

3.3 Regression Analysis

The Co-efficient R square shows that how much variety in the needy variable is being clarified on the entire model. The estimation of R (0.711) and R square (0.506) gives an assessment about the quality of the relationship between the model and research variable. Changed R Square (0.496) portrays the level of variety clarified by just the autonomous factors that really influence the reliant variable. The F value in the analysis is 52.159, which is amazingly noteworthy and clarifies the general appropriateness of model. The t-estimation of value and managerial objectives (5.409** and 5.324**) demonstrate positive sign and are significant at 0.000 (Table 3).

Table 3: Regression Analysis on Organizational Performance

Independent Variables	Dependent Variable - Organizational Performance					
	R ²	Adjusted R ²	F-Value	Beta	t-value	Sig
Quality Goals	0.506	0.496	52.159*	.412	5.409*	* 0.000
Departmental Goals				.069	.984	
Administrative Goals				.356	5.324*	

The value of R² (0.218) depicts that there exists the strength of the relationship between the model and response variable. Adjusted R² (0.202) depicts the percentage of variation in response variable explained by the independent variables. The F value in the analysis is 14.191 (significant). It explains the overall aptness of model. The t-value of quality and administrative goals (2.185** and 2.674**) indicate positive sign and highly significance at 0.000 (Table 4).

Table 4: Regression Analysis on Goals Compatibility

Independent Variables	Dependent Variable - Goal Compatibility					
	R ²	Adjusted R ²	F-Value	Beta	t-value	Sig
Quality Goals	0.218	0.202	14.191*	.209	2.185**	* 0.000
Departmental Goals				.136	1.542	** 0.05
Administrative Goals				.225	2.674**	

The estimation of R (0.698) critical and R square (0.326) gives an assessment about the quality of the connection between the model and reaction variable. Changed R Square portrays the level of variety clarified by just the autonomous factors that really influence the needy variable. In this examination the estimation of Changed R Square is 0.302, which shows the critical change in the autonomous factors that really influences the reliant factors. The F esteem in the examination is 28.178, which is amazingly critical and clarifies the general inclination of model. The t-estimation of value and managerial objectives (3.285**) demonstrate positive sign and exceptionally centrality at 0.000 (Table 5).

Table 5: Regression Analysis on Organizational Performance

Independent Variables	Dependent Variable – Organizational Performance					
	R ²	Adjusted R ²	F-Value	Beta	t-value	Sig
Goals Compatibility	0.326	0.302	28.178*	.302	3.285**	* 0.000 ** 0.05

4. Discussion and Conclusion

One of the objectives of this study is to investigate the effect of departmental goals, administrative goals, quality goals on goals compatibility and organization performance. The study analyzed the impact of goals compatibility on organization performance. The regression analysis establishes 49.6 % variation in organizational performance due to departmental goals, administrative goals and quality goals at 0.01 level. Moreover, the variance in goals compatibility is explained by 21.8% through administrative goals, departmental goals and quality goals at 0.01

level, which is again highly significant and positive. Similarly, the variance in organization performance is explained as 32.6% through goals compatibility at 0.000 level. This significance of variance explained in all the cases conform to the hypothesis and assumptions laid down in the study.

4.1 Limitations

The study is theoretically focused on goals compatibility whereas goals misalignment with reference to competitive mode may be another area to look into. Its present focus is on knowledge institution, which can be extended to production organizations. The study is limited to one higher educational institution and can be furthered to more higher educational institutions, colleges and even schools for ensuring the generalization of results. The study can also be empirically validated through experimental design as it is limited to cross-sectional one.

4.2 Future Directions

The study recommends that further studies should be undertaken on the impact of goals compatibility and goals incompatibility, or goals compatibility vs. goals incompatibility from competitive focus, diversity focus, and collaborative focus by challenging this work. The study can be empirically validated in a lab setting through experimental design or through a field study. The concept can be validated in more organized institutions such as transnational organizations, virtual organizations from diversity point of view.

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