Progressive organizations are expected to move towards a more intangibles-oriented information environment and ultimately improve performance. An information environment incorporates all the factors affecting performance. Sustainable competitive advantage results from the possession of relevant capability differentials. The feedstock of these capability differentials are intangible resources which cover a wide spectrum of attributes and characteristics affecting the organizational performance discussed in this thesis.

Some of the intangible factors discussed include the effects of:

- Ergonomically enabled environment
- Information dissemination and knowledge management
- Evaluation of employees worth Index
- Employee and system reliability for creation of High Reliability Organizations.
- Intellectual capital
- Returns on Investments on other intangible resources.

For higher performance level an environment and culture is to be created and induced in the organization, which is capable of providing physical and mental comfort and health, safety and security facilities etc. This is constituted of what is known as Ergonomically Enabled Environment (3E). The study highlights the significance of Ergonomically Enabled Environment and how it can create a decent culture in an organization based on the doctrine of “Employer, Employees and Machines caring for each other”. In this work, four components of ergonomically enabled environment i.e.; Physical Environment, Human-Machine Interaction, Policies and Procedures, and Psychological Environment along with sub components have been discussed and some recommendations have been made for adaptation of ergonomic culture. A model for the integration of these factors has been developed for performance enhancement.

Information and knowledge environment can provide the modern business companies mechanisms for differentiating themselves from their competitors. This work emphasizes on understanding of the principles of Information dissemination and knowledge
management and realizes the significance of “Information and knowledge security”. This study investigates the vital link between the management of knowledge in contemporary organizations and the development of a sustainable competitive advantage through Selective Dissemination of Information and management of knowledge. A model has been developed for utilization of the “Selective Dissemination of Information” for added competitive advantage for the organization. Another model an improved version of Nonaka, Tekuchi and Ummemoto (1996) for knowledge creation for the attainment of sustainable competitive advantage has been developed in this thesis. Instead of four factors taken by Nonaka et.al, (1996), five factors namely “Information Collection” (IC), “Externalization/Extrinsic knowledge” (E), “Socialization” (S), “Internalization”/ “Intrinsic knowledge” (I) and “Assimilation” (A) have been considered. This model has been designated as “Sahai-Grover ICESIA model. It is strongly recommended that use of knowledge management approach, for creating sustainable competitive advantage must be made. It is vehemently recommend that there is a dire need for protection of knowledge and information if the company wants to propel for success. The pilferage of information or knowledge may completely reverse the whole scenario.

Thinking in terms of productivity measures to assess the employee’s worth, may not be appropriate as these are influenced by systems, technology and procedures etc. This work aims at appropriately evaluating the Employee’s Worth in terms of, Employee’s Worth Index (EWI), utilizing the concept of “Graph theory” & “Matrix representation” and taking into considerations certain attributes of the employees and suggesting the ways to improve the worth of employees so that human workforce remains satisfied and organizational performance boosts up. The notion of determining employee’s worth in terms of single numerical index provides more useful view of the human side of the business. A procedure has been developed for calculating and expressing employee’s worth by a single “numerical index”. The index so found has been named as “Sahai-Grover Employee Worth Index”, (SGEWI) obtained by solving “Sahai-Grover Core Value Matrix” (SGCVM), for quantifying the employee’s worth. For increased worth the employees have to become value added employees of the organization. Higher the value of EWI, higher will be the worth of the employee that will upgrade organizational performance. Employees with high core values create reliable
systems and create a high reliability organization. High reliability organizations are always high performance organizations. This “Employee’s worth Index” (EWI) gives an objective way of comparison of the employee’s worth.

The present work also discusses the technique of development or creation of ‘High Reliability Organizations’ (HROs) by employing reliable employees having deep sense of commitment and dedication and who can become high potential employees and develop reliable systems and culture thereby creating HROs. A new concept of representing the high reliability performance of an organization by a Single Numerical Index, using ‘graph theoretic approach’. The index so calculated has been designated as “Sahai-Grover High Reliability Organizations’ Performance Index” (SGHROPI). Higher the value of the index, higher is the organization’s reliability and performance level. The proposed methodology of using graph theory can also be extended to the sensitivity analysis, comparison and ranking or grading of the organizations based on the reliability.

Among the various intangible factors affecting the organizational performance, Intellectual Capital (IC) is unarguably the predominant. The present work explores the different factors affecting the IC and determines the relationship among them. Based on the inheritances and interdependencies of different factors, a mathematical model using Graph theoretic approach to quantify this aspect of Intellectual capital has been developed. The three basic components of the Intellectual Capital, i.e.; “Human Capital”, “Structural Capital” and “Relational Capital” along with their sub-components have been considered to represent the Intellectual capital value (ICV) by a single numerical index. The graph theoretic approach has been used in mathematical modeling to determine the ICV Index. Higher the value of the index better is the Intellectual capital assets of the organization and better would be the organizational performance. The index has been designated as “Sahai-Grover Intellectual Capital Value Index” (SGICVI). The value of the SGICVI becomes the indicator of the Intellectual Capital worth of the organization. The quantification aspect attached to IC would be useful to the organizations for self assessment and would help in improvement based on presence of sub components / constituents of IC. The proposed methodology using Graph theory can also be extended to the sensitivity analysis, comparison and ranking of the organizations based on Intellectual Capital.
This work is also an attempt to establish a relationship or connectivity between Intellectual capital, ergonomically enabled environment, Information environment, employee's core values, Organizational reliability and other intangible factors. These intangibles together act as performance raisers for an organization. A factor based on Return On Investment (ROI) has been coined out and this factor has been named as “Sahai-Grover Return On Investment Factor” (SGROIF). This factor can be linked to gains due to tangible or intangible factors. Accordingly the factors will be called as “Tangible Return On Investment Factor” (TROIF) or “Intangible Return On Investment Factor” (IROIF). The study is expected to be useful for the organizations aspiring to improve performance but are unaware of the significance of the intangibles.