

KNOWLEDGE SHARING AND OTHER FACTORS CONTRIBUTING TOWARDS ENHANCEMENT OF ORGANISATIONAL PERFORMANCE

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ABSTRACT

This study is a step towards understanding more precisely, “the other elements contributing towards enhancement of institutional performance” of a Public Sector institution set-up to provide training to officers functioning in the central Secretariat. As everyone know that the environment is changing faster nowadays, this change is being propelled by more race, which further putting pressure on the organisation to change the way they do their business. For doing their business efficiently, new things are required to satisfy their customer and to meet the competition. It is pertinent to mention that, in the puzzling times, organization cannot just live but also has to develop. This development is based on two key parts ie clients and personnel. Therefore, we can increase the client’s loyalty and increase the business. To meet this requirement, the knowledge and skills of the employees needs to be developed. Receiving the most out of the individuals will lead to superior performance over the period of time. Everyone is expected to perform and also accountable to the clients directly as well as indirectly, due to the changes taking place in terms of their expectation as well as the completion in the market. Those who perform well will survive in the field otherwise they will perish slowly. For survival various aspects are required like knowledge within the organisation and also sharing it with others for larger benefit. In addition to this there are various other factors also contributing to meet the requirement.

Keywords: Knowledge, KM, Sharing, Performance Enhancement Factors.

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INTRODUCTION

Everyone is expected to perform then only they can survive in the market. As the organisational performance is not based on any one factors, it is based on various factors. It is a step towards understanding more precisely “**the elements contributing towards enhancement of institutional performance**” So before proceeding to the study we must first understand what organisational performance is and what are the elements or factors contributing towards its enhancement.

Organizational Performance

Every organization must try to fulfil its goals with an adequate amount of resources while assuring sustainability over the long term. “Good performance” means the work is done effectively and efficiently and remains significant to the clients. The performance of any establishment can be described by responding the following demands:

- In what manner the mission statement is written and how it is being achieved
- Success of key programs, increase of literacy level, new service, level of research yield, satisfaction level of everyone involved
- Success in fulfilling client hopes
- Successful in meeting purposeful responsibilities ie learning
- Success in providing suitable services
- Cost of products and services and its benchmarking
- Insight of competence of key work procedures and flows
- Meeting clients’ needs
- Adapting to environment
- Sustainability over time
- Institute has multiple sources of fund

Evaluating the Performance of an Organisation

An organisational assessment is a systematic process for obtaining valid information about the performance of an organisation and the factors that affect performance. It differs from other types of evaluations because the assessment focuses on the organisation as the primary unit

of analysis. Organisations are constantly trying to adapt, survive, perform and influence. However, they are not always successful. To better understand what they can or should change to improve their ability to perform, organisations can conduct organisational assessments.

Factors considered for studying to find out the primary forces Performance

A total of eleven standards has been outlined in order to measure institutional performance. A brief summary of what each standard stands for is as follows:

ABOUT THE ORGANISATION

The Institute is a multi-disciplinary organisation specialising in capacity building, consultancy and research support particularly for the Central Government employees. Providing training at entry as well as in service training. In the areas of HRD& Administration and Office Management, Financial Management, Management Services, Right to Information, ICT, Behavioral and Secretarial Skills and Training of Trainers. The broad aims and objectives of the Institute are:

- To plan, design and conduct foundational, refresher and specialized training programmes for different grades of officers to enable them to perform their duties effectively and shoulder greater responsibilities in future by increasing their professional competence;

KNOWLEDGE MANAGEMENT AND HUMAN RESOURCE DEVELOPMENT (HRD)

Knowledge Management is a collection of Process, technologies and ideologies that helps to stimulate a learning environment with in the organization. “KM is the management of the organization towards continuous renewal of the organizational knowledge base-this means e.g. creation of supportive organizational structures, facilitation of

organizational members, putting IT -instruments with emphasis on teamwork and diffusion of knowledge (as e.g. groupware) into place” HRD is for helping personnel develops their personal and organizational Knowledge, skills, and abilities and it includes personnel training, career development, performance management and development, coaching, mentoring, succession plan and organization development. The effort of all aspects of Human Resource Development is on developing the most efficient workforce so that the organization and individual employees can accomplish their work goals.

TRAINING AND DEVELOPMENT AND ITS EFFECTIVENESS

A quest for efficient and effective human resources has brought the concept of training and development into focus. In this age of fast changing economic and technological scenario, upgrading the human resources for upcoming challenge has become an uphill task. Training helps people in equipping them to perform efficiently in their present or future job. Therefore, training and development has become an important tool for human resource management cutting across the organisation.

Training

Training is a tool for enhancing job performance and achieving the organizational goal, it is used as a change agent for behavioral modifications and personal growth. Dunn and Stephens explain the meaning of training with the reference to role performance and consider it as organisation’s efforts to improve an individual’s ability and perform a job or an organisational role.

According to Megginson and Pedlar “training is concerned with providing an individual with the opportunity to learn what he or she needs in order to do their job more effectively.”

Development

Development is related to improve current or future management performance by imparting knowledge, skills and changing attitude as per required change.

Mainly it starts with succession planning, a process through which senior level openings are planned and filled. It requires anticipation of management needs, listing out the required skill inventory make replacement chart and roll out the development plans.

According to Michael Armstrong “Employee development, often referred to as human resource development is about the provision of learning development and training opportunities in order to improve individual, team and organizational performance”

BACKGROUND OF THE STUDY

Institute has enhanced its performance in various departments in last 08-10 years. During this period the staff strength has not been increased. Thus the organization has improved its performance with the existing main power. This study is to investigate whether this institute has improved its performance or not, if improved, what are the elements that have contributed for improvement in organizational performance.

SIGNIFICANCE OF THE STUDY

The study identifies the various elements that are responsible for organisational performance over a period of 08-10 years with same manpower.

Methodology/Tools used for study

The methodology adopted for this study are:

Data collection through primary and secondary sources

- i) Preparing the questionnaire
- ii) Collecting the Data

Tools Used for Data Collection

The interim has used the following methods to collect primary data information of the organization

- Questionnaire

- Interview

A. Primary data
<i>Primary data for the project were collected through:</i>
<i>a) Questionnaire and</i>
<i>b) Interview</i>
B. Secondary data:
<i>Secondary data for the project were obtained through:</i>
<i>a) Annual Reports</i>
<i>b) journals</i>
<i>c) Statistical data sources</i>
<i>d) Websites/blogs</i>

Questionnaire

The questionnaire contains 46 questions

Asked to give their opinion in the 5-point scale: “5 Point Scale.” Where, 5= Strongly Agree, 4= Agree, 3= Neither Agree nor Disagree, 2= Disagree, 1= Strongly Disagree

The 46 questions pertaining to the factors which contributed to institutional enhanced performance was broadly categorised in nine categories:

1. Efficient manpower and HR Practices: Human Resource practices deals with issues related to compensation, performance management, organisation development, safety, wellness, benefits, employee motivation, training and others. HR plays a strategic role in managing people and the workplace culture and environment. If effective, it can contribute greatly to the overall company direction and the accomplishment of its goals and objectives.
2. Training management Information system (TMIS) and other technology improvements viz. Information and communication technology (ICT) TMIS is an online web application developed by NICSI in April, 2014 for ISTM. TMIS converts the manual work into online paperless system. Now user can access this system through internet anywhere. TMIS tracks and keeps the record of different activities happening in ISTM.
3. Well-developed Infrastructure ISTM undertook various infrastructure development works under Plan Scheme “Augmentation of Training Facilities at ISTM” to enhance the ambience of ISTM campus to facilitate better learning environment for the trainee participants
4. Training and development programs/ courses/seminars in the field of human resource management, training and development is the field concerned with organizational activities aimed at bettering the performance of individuals and groups in organizational setting. It has been known by several names including employee development, human resource development and learning and development.
5. Motivational Factors/ Reward and recognition Motivation is the word derived from the word ‘motive’ which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals.
6. Perceived Superior Support Perceived superior support, means the perception of the employee about to what extent her/his contribution in the organization is given importance by the her/his superior
7. Psychological Climate Psychological climate is defined as individual employee perceptions of their work environment.
8. External factors like Directions/monitoring from Government of India: These are those factors which are extrinsic in nature i.e. organization has no control over it like, government directions which has to be adhered.
9. Other factors are like Norms / achievements of other related institutions, Competition faced from similar institutions like Indian Institute of Public Administration.

Interviews:

Data's and views were also gathered after meeting department heads and faculty members of the institute as from few non- faculty members were also met/ interviewed to gather the response.

Results of survey data obtained through questionnaire in percentage:

Q. No	Factor/element	5	4	3	2	1
I. Efficient manpower and HR Practices						
1	Professionally competent faculty members	91	9	0	0	0
2	Highly skilled non-faculty members	9	82	0	9	0
3	HR keeps employees updated with changes in policies and evaluates it periodically	0	82	18	0	0
4	Knowledge Sharing Practices prevailing at INSTITUTE	27	64	9	0	0
II. Training management information system (TMIS) and other technology improvements viz. information and communication technology						
5	Different interrelated modules of TMIS viz.coordination, Courses,File tracking System(FTS), inventory	73	18	9	0	0
6	Online registration module in TMIS	73	27	0	0	0
7	Commissioning of managed Network with Wi-Fi network facility	36	45	9	9	0
8	Online portal, People Connect Platform which is operational from 24-01-16	27	36	27	9	0
9	Facility of ICT labs/ hostel cyber room/internet connectivity	18	55	9	18	0
III. Well developed Infrastructure						
10	Ambience of INSTITUTE campus for better learning	55	36	9	0	0
11	Well equipped classroom facility	27	73	0	0	0
12	Adequate hostel facility	18	36	36	9	0
13	Well developed Administrative block, seminar halls and library building	45	45	10	0	0
14	Effective public address system in the hostel block	0	55	18	18	9
IV. Training and development programs/ courses/seminars						
15	Training and development program for faculty members	9	82	9	0	0
16	Training and development program for non-faculty members	9	27	27	18	18
17	Introduction of new courses like –e-procurement etc	55	45	0	0	0
18	Employees are trained in their respective functional areas	9	55	36	0	0
19	Introduction of demand base course (OSP/CSP) and other capacity building courses	36	45	18	0	0
20	Introduction Cadre Training Programmed for CSS and CSSS	73	18	9	0	0
21	Coordination of training activities like..Preparation of annual training calendar,faculty deployment etc	45	55	0	0	0
V. Motivational Factors/ Reward and recognition						
22	Higher salary and pay raise on good performance	9	18	36	18	18
23	Satisfied with the bonus/tip/reward in the organization	0	27	55	9	9
24	Satisfaction with the regular and systematic financial policies regarding the increment and other monetary	18	36	36	0	9
25	Satisfied with promotional opportunities in the organizations	9	36	36	9	9
26	Satisfaction with recognition on good performance	27	55	18	0	0
27	Satisfied with the recognition from the contribution in the organization	18	64	18	0	0
VI. Perceived Superior support						
28	Supervisor encourages on good performance	45	55	0	0	0
29	Supervisor treats subordinates with respect	36	64	0	0	0
30	Supervisor keeps employees well informed about what is going on in the organization	9	64	27	0	0
31	Supervisor encourages employee career development	27	45	27	0	0
32	Positive feedback on performance of employees by supervisor without any bias	45	55	0	0	0
33	Supervisor recognizes the potential amongst employees	27	73	0	0	0
34	Supervisor is supportive in getting the job done	55	36	9	0	0
VII. Psychological Climate						
35	Employees in teamwork cooperate to get the job done	36	55	9	0	0
36	Freedom to decide how to do job	18	55	18	9	0
37	Feel like a part of a big family in the organization	18	73	9	0	0
38	Flexibility in schedules	18	64	18	0	0
39	Satisfaction with annual paid leave	27	64	9	0	0
40	Satisfaction with medical benefits	36	45	18	0	0
VIII. External factors like Directions/monitoring from Government of India						
41	Government monitored project with the idea Minimum government, maximum governance	36	18	36	9	0
42	Demand/pressure from Government, for result oriented visible performance	36	45	18	0	0
43	Introduction of Result Frame Work document (RFD) introduced by Government of India in the year 2009-10	18	55	27	0	0
IX. Other factors						
44	Norms / achievements of other related institutions	9	55	27	0	9
45	Competition faced from similar institutions like Indian Institute of Public Administration	18	36	18	18	9
46	Public Welfare activities undertaken by INSTITUTE like Swachhta Bharat Abhiyaan , Helping the poor and	55	27	9	9	0

Q.no		INFERENCE/ INTERPRETATION:
I.Efficient manpower and HR Practices		
1	<p>Strongly... Agree(N) Neither... Disagree... Strongly...</p>	All the respondents are affirming that professionally competent faculty members of INSTITUTE is one of the main factors contributing towards enhancement of institutional performance, as 100 % (91 % of respondent strongly agree and 09 % agree) affirms to the statement. The data analysed indicates that INSTITUTE, has got professionally competent faculty members which is a positive and healthy sign for organization
2	<p>Strongly agree (SA) Agree(N) Neither agree nor Disagree(N) Disagree(D) Strongly Disagree(SD)</p>	There is a mix response to the question. Though 91 % of respondent are affirming to the statement, as 09 % of respondent strongly agree and 82 % agree to the statement, whereas 09 % disagree to the statement. The analysis of data indicates that more focus has to be given for enhancement of skill and competency of non-faculty members of INSTITUTE.
3	<p>Strongly agree (SA) Agree(N) Neither agree nor Disagree(N) Disagree(D) Strongly Disagree(SD)</p>	Most of the respondents i.e. 82 % are supporting and agreeing to view that HR keeps employees updated with changes in policies and evaluates it periodically. The analysis of data indicates that INSTITUTE has got sound HR policies of updating and evaluation of policies which are well communicated to employees periodically.
4	<p>Strongly... Agree(N) Neither... Disagree(D) Strongly...</p>	91 % of the respondents agree to the statement that Knowledge Sharing Practices prevailing at INSTITUTE is one of the factors contributing to enhancement of INSTITUTE performance.
II.Training management Information system (TMIS) and other technology improvements viz. Information and communication technology (ICT)		
5	<p>Strongly agree (SA) Agree(N) Neither agree nor Disagree(N) Disagree(D)</p>	Most of the respondents i.e. more than 90 % affirms that different interrelated modules of TMIS viz. coordination, Courses, File tracking System (FTS), inventory has contributed to enhancement of institutional performance.
6	<p>Strongly agree (SA) Agree(N) Neither agree nor Disagree(N) Disagree(D) Strongly Disagree(SD)</p>	All the respondents are (100 %) affirming to the statement, that Online registration module in TMIS is a contributing factor to enhanced institutional performance as 73 % of respondent strongly agree and 27 % agree to the statement.
7	<p>Strongly agree (SA) Agree(N) Neither agree nor Disagree(N) Disagree(D) Strongly Disagree(SD)</p>	Most of the respondents i.e. 80 % are supporting and agreeing to view that Commissioning of managed Network with Wi-Fi network facility is a contributing factor however almost 10 % doesn't agree to it and 10% is neutral.
8	<p>Strongly agree (SA) Agree(N) Neither agree nor Disagree(N) Disagree(D) Strongly Disagree(SD)</p>	There is a mix of response when it comes to the view of Online portal, People Connect platform which is operational from 24-01-16 being the reason for increased institutional performance. 63 % of the respondents are affirming and agreeing to the statement whereas 27 % are neutral and 09 % negate it. The analysis of data indicates that more awareness about this platform needs to be imparted to the members of the organization.
9	<p>Strongly agree (SA) Agree(N) Neither agree nor Disagree(N) Disagree(D) Strongly Disagree(SD)</p>	Though more than 70% affirms that Facility of ICT labs/ hostel cyber room/internet connectivity at INSTITUTE is one of the contributing factor for its enhanced performance however 20 % is not of the same view hence more attention to be given to this areas so that 100% agrees to it.
III.Well developed Infrastructure		
10	<p>Strongly... Agree(N) Neither... Disagree... Strongly...</p>	Most of respondents i.e. more than 90 % agrees that Ambience of INSTITUTE campus for better learning is one of the main factors contributing towards enhancement of institutional performance
11	<p>Strongly agree (SA) Agree(N) Neither agree nor Disagree(N) Disagree(D) Strongly Disagree(SD)</p>	All the respondents either strongly agree or agree that well equipped classroom facility is the major factor for enhanced performance of INSTITUTE. The analysis of data indicates that respondents are happy with the classroom facilities.
12	<p>Strongly agree (SA) Agree(N) Neither agree nor Disagree(N) Disagree(D) Strongly Disagree(SD)</p>	There is a difference of view when it comes to the hostel facility existing in INSTITUTE been a contributing factor for enhanced performance of INSTITUTE. Only 54 % affirms the statement whereas 36 % are neutral to it while 09 % disagrees. The analysis of data indicates that management needs to focus more on adequate hostel facilities.

13		<p>Mostly respondents (90%) agrees to the statement that well developed Administrative block, seminar halls and library building are the contributing factors to institutional enhanced performance.</p>
14		<p>There is a absolute mix of response to the question . 55 % of respondent are affirming to the statement , whereas 18 % of the respondents are neutral and 27 % disagree to the statement. The analysis of data indicates that , measures needs to be devised by INSTITUTE so that public address system in the hostel block is improved as the respondents are not so happy with the facility.</p>
IV. Training and development programs/ courses/seminars		
15		<p>Most of the respondents i.e. more than 90 % are supporting and agreeing to view that Training and development program for faculty members have contributed to enhanced institutional performance.</p>
16		<p>There is a absolute mix of response to the question. 36 % of respondent are affirming to the statement, as 09 % of respondent strongly agree and 27 % agrees to the statement, whereas 27 % of the respondents are neutral, 18 % disagree and 18 % strongly disagrees to the statement. The analysis of data indicates that , immediately measured needs to be devised by INSTITUTE for Training and development program for non-faculty members.</p>
17		<p>All the respondents agree that Introduction of new courses like e-procurement etc has helped in performance increase of the institution as 100% of respondents affirms to the statement.</p>
18		<p>Though most of the respondents (64 %) agrees to the statement however there is doubt about among few as 36 % have no views on the statement. The analysis of data indicates that more clarity on training on functional area of the employees has to be there for which INSTITUTE management has to look into.</p>
19		<p>Mostly respondents (80%) agrees to the statement that the Introduction of demand base course (OSP/CSP) and other capacity building courses have contributed positively towards institutional performance except 18 % who are not clear to this.</p>
20		<p>Almost all the respondents i.e. more than 90 % are supporting and agreeing to view that Introduction Cadre Training Programmed for CSS and CSSS have contributed to enhanced institutional performance.</p>
21		<p>All the respondents agree that Coordination of training activities like..Preparation of annual training calendar, faculty deployment has helped in performance increase of the institution as 100% of respondents affirms to the statement.</p>
V. Motivational Factors/ Reward and recognition		
22		<p>There is a absolute difference of opinion to the question. Only 27 % of respondent are affirming to the statement, as 09 % of respondent strongly agree and 18 % agrees to the statement, whereas 36 % of the respondents are neutral, 18 % disagree and 18 % strongly disagrees to the statement. The analysis of data indicates that it is not the monitory benefits which is linked to enhanced performance.</p>
23		<p>There is a mix of response to the question. 27 % of respondent are affirming to the statement, whereas 57 % of the respondents are neutral, 09 % disagree and 09 % strongly disagrees to the statement. The analysis of data indicates that , employees are not so satisfied with the bonus/tip/reward in the organization so top management needs to look into the area so that employees are happy with the reward system.</p>
24		<p>Here again, there is a mix response to the question of Satisfaction with the regular and systematic financial policies regarding the increment and other monetary benefits. The analysis of data indicates that INSTITUTE has to look into this aspect of financial policies as many employees are not satisfied to the existing system.</p>

25		<p>There is a difference of opinions amongst the respondents when it comes to Satisfaction with promotional opportunities in the organizations as 45% agrees, 27 % disagree and 36% are not clear. As promotional opportunity is one of the biggest motivational factor for employees which results into enhanced organization output, hence the analysis of data indicates that top management to look into the issue as many are not satisfied with the existing system which can be one of the biggest hindrance in positive organisational output.</p>
26		<p>Mostly respondents (72%) agree to the statement that they are satisfied with recognition on good performance which is a very healthy sign for any organization.</p>
27		<p>Here also 82 % of the respondents are satisfied with the recognition from the contribution in the organization which has certainly being one of the factor for enhanced performance of INSTITUTE.</p>
VI. Perceived Superior support		
28		<p>All the respondents are supporting and agreeing to the view that Supervisor encourages on good performance.</p>
29		<p>All the respondents are supporting and agreeing to the view that Supervisor treats subordinates with respect.</p>
30		<p>As most of the respondents i.e. 73 % agrees that Supervisor keeps employees well informed about what is going on in the Organization only 27 % are not clear in this aspect. The analysis of data indicates that seniors have to exert more on keeping juniors abreast with happening of organization.</p>
31		<p>Again as most of the respondents i.e. 73 % agrees that Supervisor encourages employee career development 27 % are not clear in this aspect. The analysis of data indicates that seniors have to give more attention on junior's career development.</p>
32		<p>All the respondents are supporting and agreeing to the view that Positive feedback on performance of employees by supervisor without any bias which is a very healthy sign for any organization.</p>
33		<p>All the respondents either strongly agree or agrees that Supervisor recognizes the potential amongst employees which is therefore a major factor for enhanced performance of INSTITUTE.</p>
34		<p>Mostly respondents (90%) agree to the statement that supervisor is supportive in getting the job done which can be one of the biggest reason for enhanced performance of INSTITUTE.</p>
VII. Psychological Climate		
35		<p>Most of the respondents i.e. more than 91 % are supporting and agreeing to view that Employees in teamwork cooperate to get the job done which have resultantly contributed to enhanced institutional performance</p>
36		<p>Though 73 % agrees that there is Freedom to decide how to do job in INSTITUTE however few respondents i.e. 09% does not agrees to it.</p>
37		<p>Most of the respondents i.e. more than 91 % are supporting and agreeing to view that Employees feel like a part of a big family in the organization which have resultantly contributed to enhanced institutional performance</p>
38		<p>Most of the respondents i.e. 82 % are supporting and agreeing to view that Employees feel that there is flexibility in schedules which have positively contributed to enhanced institutional performance</p>

39		As 91 % respondents are satisfied with the annual paid leave which speaks high about INSTITUTE management which efficiently does leave management. Those could be one of the biggest motivational factor for enhanced institute performance.
40		Employees are also satisfied with the existing medical benefits at INSTITUTE as 82 % of the respondents are agreeing to the statement.
VIII. External factors like Directions/monitoring from Government of India		
41		There is a mixed response to the statement. Though 54 % agrees that Government monitored project with the idea Minimum government, maximum governance has resulted to enhanced performance however 36 % are neutral to the statement and 09 % disagree to it.
42		Most of the respondents i.e. 81 % are supporting and agreeing to view that Demand/pressure from Government, for result oriented visible performance have positively contributed to enhanced institutional performance
43		Here also most of the respondents i.e. 73 % are supporting and agreeing to view that Introduction of Result Frame Work document (RFD) introduced by Government of India in the year 2009-10 have positively contributed to enhanced institutional performance
IX. Other factors		
44		There is a mix of response to the question. 09 % of respondent are strongly affirming to the statement, 55 % of the respondents are agreeing whereas 27 % are neutral, and 09 % strongly disagrees to the statement. The analysis of data indicates that , few employees think that Norms / achievements of other related institutions are not a factor to enhanced institutional performance
45		There is a difference of opinions amongst the respondents when it comes to enhanced performance is due to Competition faced from similar institutions like Indian Institute of Public Administration , as 18 % strongly agree, 36 % agrees, 18 % are neutral, 18 % disagree and 09% strongly disagree to the statement. As more than 50 % affirms the statement hence it is a healthy sign for organisational growth because of healthy competition from similar other institute..
46		Here also most of the respondents i.e. 82 % are supporting and agreeing to view that Public Welfare activities undertaken by INSTITUTE like Swachhta Bharat Abhiyaan , Helping the poor and needy etc have positively contributed to enhanced institutional performance

Information's / suggestions obtained through INTERVIEWS:

The interviews were conducted with various levels of officials and the following are the suggestions obtained through interview:

1. The Faculty members are committed to deliver their best, but the incentive scheme needs to be devised properly for those who are delivering more.
2. Administrative work and Academic work needs to be demarcated clearly and extra manpower to be deployed based on the need.
3. Manpower planning to be carried out with respects the work being undertaken.
4. The other facility like transport, etc. needs to be reviewed and streamlined.
5. Other administrative works to be reduced for Faculty members.
6. Work norms to be fixed.
7. Every year external training to be encouraged.

SUMMARY AND FINDINGS

Most of the employees of INSTITUTE are agreeing to the fact that performance of the institute has increased many fold in span of 8-10 years and there are many factors because of which it happened. However still there is a scope to analyse at micro level which is the factors or issues needs to be addressed by the management which can lead to more positive output of the organisation. Based upon the data collected, there is a scope to take corrective action. Under mentioned are the few findings and summary of the studies:

The factors which contributed to institutional enhanced performance was broadly categorised in nine categories. As per the data collected the findings, category wise is as under:

- i. *Efficient manpower and HR Practices*
 - a) Majority of the respondents agrees that INSTITUTE has got competent faculty members.
 - b) INSTITUTE has got sound HR policies, which are updated and evaluated in regular basis and are communicated to all employees periodically.
 - c) Good knowledge sharing practices is prevalent in the institution.
 - d) However, few respondents are not happy or satisfied with the skill and competency level of the non-faculty members.
- ii. *Training management Information system(TMIS) and other technology improvements viz. Information and communication technology (ICT)*
 - a) Respondents are highly agreeing that TMIS has contributed a lot to institutional growth.
 - b) Online registration module in TMIS, commissioning of managed Network, Wi-Fi connectivity, ICT labs and Hostel cyber room has also got very efficient role.
 - c) There is bit less awareness of online portal and people connect platform between few respondents.
- iii. *Well-developed Infrastructure*

- a) Employees are happy with the ambience of INSTITUTE and equipped classroom facilities.
- b) But not so happy with the existing hostel facilities
- c) Mostly respondents agree that INSTITUTE has got well developed administrative block, seminar halls and library buildings
- d) However, few respondents are not so happy with the existing public address system in the hostel block.
- iv. *Training and development programs/ courses/seminars*
 - a) Respondents agrees that training and development program for faculty members have contributed to institutional performance
 - b) But when it comes to non-faculty members, few respondents do not agree to it.
 - c) Introduction of new courses, capacity building courses and demand base courses have been helpful to institutional growth.
 - d) Respondents are agreeing that there is coordination of training activities like preparation of annual training calendar, faculty deployment etc.
 - e) But there is some less clarity between few respondents when it comes to training in respective functional areas.
- v. *Motivational Factors/ Reward and recognition*
 - a) Most of the respondents are agreeing that good performance is not only because of monetary benefits but because of other factors like recognition.
 - b) Few respondents are not satisfied with the bonus/tip/ reward system of the Institution.
 - c) There are few doubts in respect of financial policies.
 - d) Also some respondents are not satisfied with the promotional opportunities in the institution.
 - e) But mostly respondents feel that they are being recognized on good performance.
- vi. *Perceived Superior support*
 - a) In this category majority of the respondents stated that superior encourages good performance, treats subordinates with respect, encourages career development and recognizes the potential amongst employees.
 - b) Also majority believes that superior's keeps employees well informed about the organization and provides positive feedback without any bias.
- vii. *Psychological Climate*
 - a) When it comes to psychological climate of INSTITUTE, it can be summarized from the collected data that it is in very good state as employees cooperate in team work, have freedom to decide and they feel like a part of a big family.
 - b) Majority of the respondents agrees that there is flexibility in schedules.
 - c) Employees are satisfied with the existing annual paid leave and medical benefits.
- viii. *External factors like Directions/monitoring from Government of India*
 - a) There is a mixed response between the respondents about the government monitored project with idea of minimum government, maximum governance i.e. whether it is the factor in institutional enhanced performance or not.
 - b) Most of the respondents agrees that because of demand or pressure from government for result oriented visible performance the organizational output and effectiveness has increased.
- ix. *Other factors*
 - a) Half of the respondents believes that enhanced performance of institute is because of competition

faced from similar institutions like Indian Institute of Public Administration.

- b) Respondents agree that public Welfare activities undertaken by INSTITUTE have resulted in enhanced institutional performance.

SUGGESTIONS/ STRATEGIES

- Suggestions for further improving the institutional performance
- i. Incentive scheme needs to be devised properly for those Faculty members who are delivering more.
 - ii. Administrative work and Academic work needs to be demarcated clearly. As faculty members are committed on academic works hence other administrative works to be reduced for Faculty members.
 - iii. Management has to re-look more into the existing reward system of the institution.
 - iv. Manpower planning study to be carried out.
 - v. Other facility like transport, hostel facilities etc. needs to be reviewed and streamlined.
 - vi. Work norms to be fixed.
 - vii. Every year external training to be encouraged.
 - viii. Skill and competency level of the non-faculty members to be increased through various training programmes.
 - ix. Existing promotional opportunities to be looked into.
 - x. The existing superior support system for subordinates and psychological climate of INSTITUTE is in very sound state which has to be maintained in the same manner.

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