

Chapter-6

Association and Effects of Antecedent Factors on Subjective Well-Being

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Objective:-

2. To discover the antecedent factors of Subjective Well-Being with special reference to executives, supervisors and workmen of NEEPCO.

Hypothesis (Ha2): *The antecedent factors for subjective well-being are similar to each other categories irrespective of the location of the operational units of NEEPCO.*

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6.1 Introduction

Every organisation depends upon the long standing factors or the climate that influences organisational strategies, planning and decision making. These long standing factors or antecedent factors are called *organisational environment and culture* which forms the basic acceptable behavioural pattern for employees within the organisation. This behavioural pattern impacts employee morale, productivity and engagement both positively and negatively (*Chandrasekar, 2011*). Therefore, every organisation is the product of philosophical and material culture in conjugation with internal and external environment. Thus, depending upon the general overview of both organisational environment and culture, the following theoretical linkages of antecedents on well-being of employees of the organisation i.e., NEEPCO is drawn.

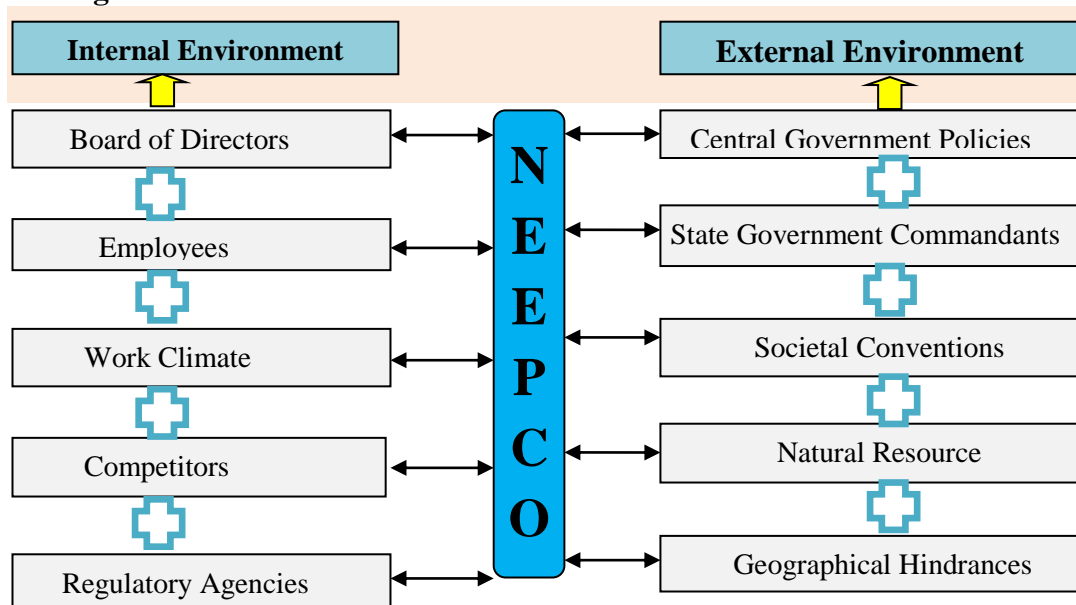
6.2 Organisational Environment (OE) with relevance to NEEPCO

Organisational environment consists of the sum total of all the factors – economic, political, social, etc. Among these some are internal and some are external factors etc., within these given factors a particular organisation operates (*Ghosh, 2008*). According to (*Mittal, 2007*), every business operates in a particular environment and each business unit has its own environment. A change in environment presents opportunity to some and threat to others. In these regard organisational environment can be divided into two parts:-

- The internal environmental factor of NEEPCO consists of entities and events which influence the choices and activities – for example Composition of Board, Employee’s (consisting of executives, supervisors and workmen), Central Electricity Regulatory Commission, Competitors (as NHPC, OTPC), etc., can be termed as internal environment of NEEPCO (*NEEPCO Portal, 2010*).
- The external environment consists of entities, and factors surrounding the organisation, which influences choices and activities and also determines its opportunities and threats. For example: Memorandum of understanding between NEEPCO & other Power Units, Memorandum of Association between NEEPCO & State Governments, Topological constraints of NE Region, Socio-Economical Issues etc., are some of the external environment of NEEPCO (*NEEPCO Portal, 2010*).

As is obvious the NEEPCO operates mainly, within the north-eastern states of India (as described in chapter 3- Organisational Profile) and has to encounter with diverse set of elements, leading to constantly monitor the environment. Hence, NEEPCO operates in such a surrounding which can be characterised as dynamic, unpredictable, complex and heterogeneous in nature. Below the figure 6.1 further illustrates the factors of internal and external environment influencing NEEPCO.

Figure - 6.1 Factors of Internal and External Environment of NEEPCO

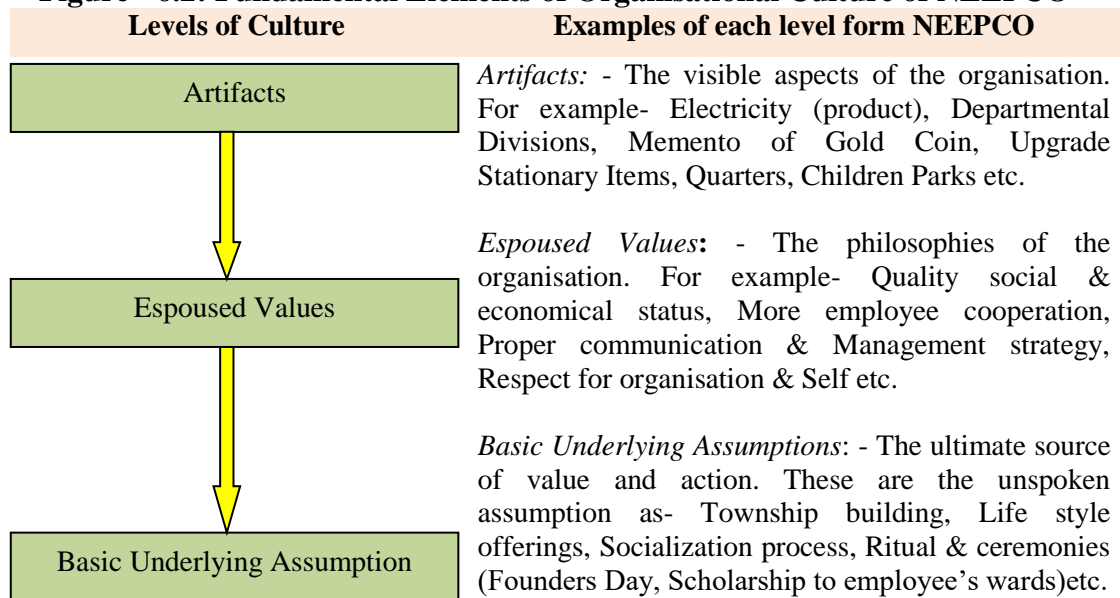


Source: NEEPCO Portal(2010)

6.3 Organisational Culture (OC) with relevance to NEEPCO

In general the term ‘culture’ reflects the societies system of knowledge, ideologies, values, laws, social norms and day-to-day rituals. Similarly, ‘organisational culture’ consists of values and unwritten rules of conduct, management styles, priorities, beliefs, and inter-personal behaviour that prevail (Aquinas & Sombala, 2006). According to (Schein, 1990) organisational culture is what a group learns over a period of time as that group solves its problems of survival in an external environment and its problems of internal integration. Such learning is simultaneously is a behavioural, cognitive, and an emotional process. In short it can be clarified that culture is a system to deal with its environment and work procedure. Below figure 6.2 contextualises the definition and depicting three levels of organisational culture to understand its complex nature with relevance to NEEPCO.

Figure - 6.2: Fundamental Elements of Organisational Culture of NEEPCO



Source: Schein, Edgar. H (2004) & Aquinas & Sombala (2006), NEEPCO Portal(2010)

Since, antecedent factors (AF) strives to maximise organisational effectiveness in terms of business success as well as employees’ work satisfaction, thus, it requires on-going process to bring a lasting organisational structure, planned strategies, and loyal workers. AF is an expression of organisation that recognises the events inside and outside the organisation which can happen quite suddenly and can create pressure for change within the working procedure of an organisation. The organisation in which it operates is increasingly turbulent in an era of global,

national and regional commercial competitiveness. Yesterday's strategies are not likely to work in tomorrow's workplace. Top-down autocratically directed, rigidly hierarchical systems are giving way to something new. Therefore, AF can also have a direct effect, either beneficial or detrimental, on the well-being parameters depending upon the subjective view. Even the effect also varies according to the availability of the well-being facilities to each category of employees' given by NEEPCO.

While conducting an empirical analysis question arise that does there exist similarity of opinion between the organisational grades based on those identified antecedent factors in the study. To test it statistically following alternative hypothesis was taken into consideration.

Ha₂ = the antecedent factors for subjective well-being are similar to each category of employees irrespective of the location of the operational units of NEEPCO.

The above (*Ha₂*) hypothesis is second, among the proposed hypotheses (*as mentioned in the chapter-1*). To test the strength and significance of the relationship between two variables i.e. each component of 2P + 2S model of subjective well-being (PhWB, PsyWB, SoWB & SpWB) and with each element of antecedent factors (OE & OC), Crosstab – Sub-command- Nominal Symmetric Measure is deployed (SPSS Version-15.0). The basic objective in conducting this test is to examine how the antecedent factors impacting each grade (Executives, Supervisors and Workmen) of employees of selected units of NEEPCO.

6.4 Association between Antecedent Factors (AF) and Subjective Well-Being (SWB) with relevance to NEEPCO

(a) Analysis of Symmetry and Association between the Components of Subjective Well-Being (SWB) and Organisational Environment (OE)

(i) The Table 6.1 (in appendix-IV) shows symmetry between PhWB and OE

Within the unit AGTP

- According to perception of executives' the significance for both Cramer's V and Contingency Coefficient is 0.163 (>0.05), indicating no statistical significance, whereas, both the test values of Cramer's V (0.866) and Contingency Coefficient is (0.889), which is very near to 1. This reveals

that, there exist strong association between the perceived, organisational environment on their perceived level of physical well-being.

- As per the perception of supervisors the significance for both Cramer's V and Contingency Coefficient is 0.242 (>0.05), indicating no statistical significance. The test values of Cramer's V (1.000) and Contingency Coefficient (0.894) are nearest to 1, portraying strong association between the perceived, organisational environment on their perceived level of physical well-being.
- For the Workmen group the significance for both Cramer's V and Contingency Coefficient is 0.519 (>0.05), indicating no statistical significance with the test values of Cramer's V (0.795) and Contingency Coefficient (0.922) are very nearer to 1. This shows existence of strong association between the perceived, organisational environment on their perceived level of physical well-being.

Within the unit KHEP

- Perception of executives' depict that the significance for both Cramer's V and Contingency Coefficient is 0.096 (>0.05), indicating no statistical significance, whereas, both the test values of Cramer's V (0.738) and Contingency Coefficient is (0.911), which is very near to 1. This reveals that, there exist strong association between the perceived, organisational environment on their perceived level of physical well-being.
- As per the perception of supervisors the significance for both Cramer's V and Contingency Coefficient is 0.476 (>0.05), indicating no statistical significance. The test values of Cramer's V (0.866) and Contingency Coefficient (0.917) are nearest to 1, portraying strong association between the perceived, organisational environment on their perceived level of physical well-being.
- For the Workmen group the significance for both Cramer's V and Contingency Coefficient is 0.034 (>0.05), indicating no statistical significance with the test values of Cramer's V (0.705) and Contingency

Coefficient (0.946) are very nearer to 1. This shows existence of strong association between the perceived, organisational environment on their perceived level of physical well-being.

Within the unit RHEP

- Perception of executives' depict that the significance for both Cramer's V and Contingency Coefficient is 0.094 (>0.05), indicating no statistical significance, whereas, both the test values of Cramer's V (0.807) and Contingency Coefficient is (0.916), which is very near to 1. This reveals that, there exist strong association between the perceived, organisational environment on their perceived level of physical well-being.
- As per the perception of supervisors the significance for both Cramer's V and Contingency Coefficient is 0.334 (>0.05), indicating no statistical significance. The test values of Cramer's V (0.918) and Contingency Coefficient (0.940) are nearest to 1, portraying strong association between the perceived, organisational environment on their perceived level of physical well-being.
- For the Workmen group the significance for both Cramer's V and Contingency Coefficient is 0.051 ($=0.05$), indicating existence of statistical significance with the test values of Cramer's V (0.653) and Contingency Coefficient (0.937) are very nearer to 1. This shows existence of strong association between the perceived, organisational environment on their perceived level of physical well-being.

Within the unit HQ

- Perception of executives' depict that the significance for both Cramer's V and Contingency Coefficient is 0.335 (>0.05), indicating no statistical significance, whereas, both the test values of Cramer's V (0.627) and Contingency Coefficient is (0.925), which is very near to 1. This reveals that, there exist strong association between the perceived, organisational environment on their perceived level of physical well-being.

- As per the perception of supervisors the significance for both Cramer's V and Contingency Coefficient is 0.557 (>0.05), indicating no statistical significance. The test values of Cramer's V (0.683) and Contingency Coefficient (0.915) are nearest to 1, portraying strong association between the perceived, organisational environment on their perceived level of physical well-being.
- For the Workmen group the significance for both Cramer's V and Contingency Coefficient is 0.632 (>0.05), indicating no statistical significance with the test values of Cramer's V (0.706) and Contingency Coefficient (0.926) are very nearer to 1. This shows existence of strong association between the perceived, organisational environment on their perceived level of physical well-being.

(ii) The Table 6.2 (in appendix-IV) shows symmetry between PsyWB and OE

Within the unit AGTP

- The executive group showing the relationship/ association between PsyWB and OE reveals that there are strong association between the perceived, organisational environment on their perceived level of psychological well-being.
- Similarly, for the supervisors' of AGTP, shows strong association between the perceived, organisational environment and their perceived level of psychological well-being.
- As per the workmen group of AGTP, the relationship between PsyWB and OE exhibits strong association between the perceived, organisational environment and their perceived level of psychological well-being.

Within the unit KHEP

- The executive group showing the relationship/ association between PsyWB and OE reveals that there are strong association between the perceived, organisational environment on their perceived level of psychological well-being.

- Similarly, for the supervisors' of KHEP, shows strong association between the perceived, organisational environment and their perceived level of psychological well-being.
- As per the workmen group of KHEP, the relationship between PsyWB and OE exhibits strong association between the perceived, organisational environment and their perceived level of psychological well-being.

Within the unit RHEP

- The executive group showing the relationship/ association between PsyWB and OE reveals that there are strong association between the perceived, organisational environment on their perceived level of psychological well-being.
- Similarly, for the supervisors' of RHEP, shows strong association between the perceived, organisational environment and their perceived level of psychological well-being.
- As per the workmen group of RHEP, the relationship between PsyWB and OE exhibits strong association between the perceived, organisational environment and their perceived level of psychological well-being.

Within the unit HQ

- The executive group showing the relationship/ association between PsyWB and OE reveals that there are strong association between the perceived, organisational environment on their perceived level of psychological well-being.
- Similarly, for the supervisors' of HQ, shows strong association between the perceived organisational environment and their perceived, level of psychological well-being.
- As per the workmen group of HQ, the relationship between PsyWB and OE exhibits strong association between the perceived, organisational environment and their perceived level of psychological well-being.

(iii) The Table 6.3 (in appendix-IV) shows symmetry between SoWB and OE

Within the unit AGTP

- The executive group showing the relationship/ association between SoWB and OE reveals that there are strong association between the perceived, organisational environment on their perceived level of social well-being.
- Similarly, for the supervisors' of AGTP, shows strong association between the perceived, organisational environment and their perceived level of social well-being.
- As per the workmen group of AGTP, the relationship between SoWB and OE exhibits strong association between the perceived, organisational environment and their perceived level of social well-being.

Within the unit KHEP

- The executive group showing the relationship/ association between SoWB and OE reveals that there are strong association between the perceived, organisational environment on their perceived level of social well-being.
- Similarly, for the supervisors' of KHEP, shows strong association between the perceived, organisational environment and their perceived level of social well-being.
- As per the workmen group of KHEP, the relationship between SoWB and OE exhibits strong association between the perceived, organisational environment and their perceived level of social well-being.

Within the unit RHEP

- The executive group showing the relationship/ association between SoWB and OE reveals that there are strong association between the perceived, organisational environment on their perceived level of social well-being.
- Similarly, for the supervisors' of RHEP, shows strong association between the perceived, organisational environment and their perceived level of social well-being.

- As per the workmen group of RHEP, the relationship between SoWB and OE exhibits strong association between the perceived, organisational environment and their perceived level of social well-being.

Within the unit HQ

- The executive group showing the relationship/ association between SoWB and OE reveals that there are strong association between the perceived, organisational environment on their perceived level of social well-being.
- Similarly, for the supervisors' of HQ, shows strong association between the perceived, organisational environment and their perceived level of social well-being.
- As per the workmen group of HQ, the relationship between SoWB and OE exhibits strong association between the perceived, organisational environment and their perceived level of social well-being.

(iv) The Table 6.4 (in appendix-IV) shows symmetry between SpWB and OE

Within the unit AGTP

- The executive group showing the relationship/ association between SpWB and OE reveals that there are strong association between the perceived, organisational environment on their perceived level of spiritual well-being.
- Similarly, for the supervisors' of AGTP, shows strong association between the perceived, organisational environment and their perceived level of spiritual well-being.
- As per the workmen group of AGTP, the relationship between SpWB and OE exhibits strong association between the perceived, organisational environment and their perceived level of spiritual well-being.

Within the unit KHEP

- The executive group showing the relationship/ association between SpWB and OE reveals that there are strong association between the perceived, organisational environment on their perceived level of spiritual well-being.

- Similarly, for the supervisors' of KHEP, shows strong association between the perceived, organisational environment and their perceived level of spiritual well-being.
- As per the workmen group of KHEP, the relationship between SpWB and OE exhibits strong association between the perceived, organisational environment and their perceived level of spiritual well-being.

Within the unit RHEP

- The executive group showing the relationship/ association between SpWB and OE reveals that there are strong association between the perceived, organisational environment on their perceived level of spiritual well-being.
- Similarly, for the supervisors' of RHEP, shows strong association between the perceived, organisational environment and their perceived level of spiritual well-being.
- As per the workmen group of RHEP, the relationship between SpWB and OE exhibits strong association between the perceived, organisational environment and their perceived level of spiritual well-being.

Within the unit HQ

- The executive group showing the relationship/ association between SpWB and OE reveals that there are strong association between the perceived, organisational environment on their perceived level of spiritual well-being.
- Similarly, for the supervisors' of HQ, shows strong association between the perceived, organisational environment and their perceived level of spiritual well-being.
- As per the workmen group of HQ, the relationship between SpWB and OE exhibits strong association between the perceived, organisational environment and their perceived level of spiritual well-being.

(b) Analysis of Symmetry and Association between the Components of Subjective Well-Being (SWB) and Organisational Culture (OC)

(i) The Table 6.1 (in appendix-IV) shows symmetry between PhWB and OC

Within the unit AGTP

- Perception of executives' describe that the significance for both Cramer's V and Contingency Coefficient is 0.321 (>0.05), indicating no statistical significance, whereas, both the test values of Cramer's V (0.876) and Contingency Coefficient is (0.891), which is very near to 1. This reveals that, there exist strong association between the perceived, organisational culture on their perceived level of physical well-being.
- As per the perception of supervisors the significance for both Cramer's V and Contingency Coefficient is 0.244 (>0.05), indicating no statistical significance. The test values of Cramer's V (0.901) and Contingency Coefficient (0.847) are nearest to 1, portraying strong association between the perceived, organisational culture on their perceived level of physical well-being.
- For the Workmen group the significance for both Cramer's V and Contingency Coefficient is .292 (>0.05), indicating no statistical significance with the test values of Cramer's V (0.877) and Contingency Coefficient (0.935) are very nearer to 1. This shows existence of strong association between the perceived, organisational culture on their perceived level of physical well-being.

Within the unit KHEP

- Perception of executives' depict that the significance for both Cramer's V and Contingency Coefficient is 0.427 (<0.05), indicating the statistical significance. Whereas, the test values of Cramer's V (0.814) and Contingency Coefficient is (0.925) are very near to 1, revealing that, there exist strong association between the perceived, organisational culture on their perceived level of physical well-being.
- As per the perception of supervisors the significance for both Cramer's V and Contingency Coefficient is 0.229 (>0.05), indicating no statistical

significance. The test values of Cramer's V (0.919) and Contingency Coefficient (0.925) are nearest to 1, portraying strong association between the perceived, organisational culture on their perceived level of physical well-being.

- For the Workmen group the significance for both Cramer's V and Contingency Coefficient is 0.113 (>0.05), indicating no statistical significance with the test values of Cramer's V (0.656) and Contingency Coefficient (0.938) are very nearer to 1. This shows existence of strong association between the perceived, organisational culture on their perceived level of physical well-being.

Within the unit RHEP

- Perception of executives' depict that the significance for both Cramer's V and Contingency Coefficient is 0.104 (>0.05), indicating no statistical significance, whereas, both the test values of Cramer's V (0.773) and Contingency Coefficient is (0.909), which is very near to 1. This reveals that, there exist strong association between the perceived, organisational culture on their perceived level of physical well-being.
- As per the perception of supervisors the significance for both Cramer's V and Contingency Coefficient is 0.545 (>0.05), indicating no statistical significance. The test values of Cramer's V (0.764) and Contingency Coefficient (0.907) are nearest to 1, portraying strong association between the perceived, organisational culture on their perceived level of physical well-being.
- For the Workmen group the significance for both Cramer's V and Contingency Coefficient is 0.159 (>0.05), indicating no statistical significance with the test values of Cramer's V (0.590) and Contingency Coefficient (0.921) are very nearer to 1. This shows existence of strong association between the perceived, organisational culture on their perceived level of physical well-being.

Within the unit HQ

- Perception of executives' depict that the significance for both Cramer's V and Contingency Coefficient is 0.266 (>0.05), indicating no statistical significance, whereas, both the test values of Cramer's V (0.615) and Contingency Coefficient is (0.922), which is very near to 1. This reveals that, there exist strong association between the perceived, organisational culture on their perceived level of physical well-being.
- As per the perception of supervisors the significance for both Cramer's V and Contingency Coefficient is 0.186 (>0.05), indicating no statistical significance. The test values of Cramer's V (0.729) and Contingency Coefficient (0.924) are nearest to 1, portraying strong association between the perceived, organisational culture on their perceived level of physical well-being.
- For the Workmen group the significance for both Cramer's V and Contingency Coefficient is 0.403 (>0.05), indicating no statistical significance with the test values of Cramer's V (0.833) and Contingency Coefficient (0.945) are very nearer to 1. This shows existence of strong association between the perceived, organisational culture on their perceived level of physical well-being.

(ii) *The Table 6.6 (in appendix-IV) shows symmetry between PsyWB and OC*

Within the unit AGTP

- The executive group showing the relationship/ association between PsyWB and OC reveals that there are strong association between the perceived, organisational culture on their perceived level of psychological well-being.
- Similarly, for the supervisors' of AGTP, shows strong association between the perceived, organisational culture and their perceived level of psychological well-being.
- As per the workmen group of AGTP, the relationship between PsyWB and OC exhibits strong association between the perceived, organisational culture and their perceived level of psychological well-being.

Within the unit KHEP

- The executive group showing the relationship/ association between PsyWB and OC reveals that there are strong association between the perceived, organisational culture on their perceived level of psychological well-being.
- Similarly, for the supervisors' of KHEP, shows strong association between the perceived, organisational culture and their perceived level of psychological well-being.
- As per the workmen group of KHEP, the relationship between PsyWB and OC exhibits strong association between the perceived, organisational culture and their perceived level of psychological well-being.

Within the unit RHEP

- The executive group showing the relationship/ association between PsyWB and OC reveals that there are strong association between the perceived, organisational culture on their perceived level of psychological well-being.
- Similarly, for the supervisors' of RHEP, shows strong association between the perceived, organisational culture and their perceived level of psychological well-being.
- As per the workmen group of RHEP, the relationship between PsyWB and OC exhibits strong association between the perceived, organisational culture and their perceived level of psychological well-being.

Within the unit HQ

- The executive group showing the relationship/ association between PsyWB and OC reveals that there are strong association between the perceived, organisational culture on their perceived level of psychological well-being.
- Similarly, for the supervisors' of HQ, shows strong association between the perceived, organisational culture and their perceived level of psychological well-being.

- As per the workmen group of HQ, the relationship between PsyWB and OC exhibits strong association between the perceived, organisational culture and their perceived level of psychological well-being.

(iii) *The Table 6.7 (in appendix-IV) shows symmetry between SoWB and OC*

Within the unit AGTP

- The executive group showing the relationship/ association between SoWB and OC reveals that there are strong association between the perceived, organisational culture on their perceived level of social well-being.
- Similarly, for the supervisors' of AGTP, shows strong association between the perceived, organisational culture and their perceived level of social well-being.
- As per the workmen group of AGTP, the relationship between SoWB and OC exhibits strong association between the perceived, organisational culture and their perceived level of social well-being.

Within the unit KHEP

- The executive group showing the relationship/ association between SoWB and OC reveals that there are strong association between the perceived, organisational culture on their perceived level of social well-being.
- Similarly, for the supervisors' of KHEP, shows strong association between the perceived, organisational culture and their perceived level of social well-being.
- As per the workmen group of KHEP, the relationship between SoWB and OC exhibits strong association between the perceived, organisational culture and their perceived level of social well-being.

Within the unit RHEP

- The executive group showing the relationship/ association between SoWB and OC reveals that there are strong association between the perceived, organisational culture on their perceived level of social well-being.

- Similarly, for the supervisors' of RHEP, shows strong association between the perceived, organisational culture and their perceived level of social well-being.
- As per the workmen group of RHEP, the relationship between SoWB and OC exhibits strong association between the perceived, organisational culture and their perceived level of social well-being.

Within the unit HQ

- The executive group showing the relationship/ association between SoWB and OC reveals that there are strong association between the perceived, organisational culture on their perceived level of social well-being.
- Similarly, for the supervisors' of HQ, shows strong association between the perceived, organisational culture and their perceived level of social well-being.
- As per the workmen group of HQ, the relationship between SoWB and OE exhibits strong association between the perceived, organisational culture and their perceived level of social well-being.

(iv) The Table 6.8 (in appendix-IV) shows symmetry between SpWB and OC

Within the unit AGTP

- The executive group showing the relationship/ association between SpWB and OC reveals that there are strong association between the perceived, organisational culture on their perceived level of spiritual well-being.
- Similarly, for the supervisors' of AGTP, shows strong association between the perceived, organisational culture and their perceived level of spiritual well-being.
- As per the workmen group of AGTP, the relationship between SpWB and OC exhibits strong association between the perceived, organisational culture and their perceived level of spiritual well-being.

Within the unit KHEP

- The executive group showing the relationship/ association between SpWB and OC reveals that there are strong association between the perceived, organisational culture on their perceived level of spiritual well-being.
- Similarly, for the supervisors' of KHEP, shows strong association between the perceived, organisational culture and their perceived level of spiritual well-being.
- As per the workmen group of KHEP, the relationship between SpWB and OC exhibits strong association between the perceived, organisational culture and their perceived level of spiritual well-being.

Within the unit RHEP

- The executive group showing the relationship/ association between SpWB and OC reveals that there are strong association between the perceived, organisational culture on their perceived level of spiritual well-being.
- Similarly, for the supervisors' of RHEP, shows strong association between the perceived, organisational culture and their perceived level of spiritual well-being.
- As per the workmen group of RHEP, the relationship between SpWB and OC exhibits strong association between the perceived, organisational culture and their perceived level of spiritual well-being.

Within the unit HQ

- The executive group showing the relationship/ association between SpWB and OC reveals that there are strong association between the perceived, organisational culture on their perceived level of spiritual well-being.
- Similarly, for the supervisors' of HQ, shows strong association between the perceived, organisational culture and their perceived level of spiritual well-being.

- As per the workmen group of HQ, the relationship between SpWB and OC exhibits strong association between the perceived, organisational culture and their perceived level of spiritual well-being.

6.5 Summary of Findings

The results of the investigation on the association with antecedent factors (i.e. organisational culture and organisation environment) upon the organisational performance of the employees of four selected units is presented in the outcomes metrics. The outcome matrix declares the positive association between OE and OC on the components i.e. 2P+2S model portraying below in the table- 6.9 and 6.10.

Table 6.9: Association of Organisational Environment with Components of Subjective Well-Being in the Units of NEEPCO

Components of SWB	Grades	AGTP	KHEP	RHEP	HQ
Physical Well-Being	Executives'	Strong	Strong	Strong	Strong
	Supervisors'	Strong	Strong	Strong	Strong
	Workmen	Strong	Strong	Strong	Strong
Psychological Well-Being	Executives'	Strong	Strong	Strong	Strong
	Supervisors'	Strong	Strong	Strong	Strong
	Workmen	Strong	Strong	Strong	Strong
Social Well-Being	Executives'	Strong	Strong	Strong	Strong
	Supervisors'	Strong	Strong	Strong	Strong
	Workmen	Strong	Strong	Strong	Strong
Spiritual Well-Being	Executives'	Strong	Strong	Strong	Strong
	Supervisors'	Strong	Strong	Strong	Strong
	Workmen	Strong	Strong	Strong	Strong

Table 6.10: Association of Organisational Culture with Components of Subjective Well-Being in the Units of NEEPCO

Components of SWB	Grades	AGTP	KHEP	RHEP	HQ
Physical Well-Being	Executives'	Strong	Strong	Strong	Strong
	Supervisors'	Strong	Strong	Strong	Strong
	Workmen	Strong	Strong	Strong	Strong
Psychological Well-Being	Executives'	Strong	Strong	Strong	Strong
	Supervisors'	Strong	Strong	Strong	Strong
	Workmen	Strong	Strong	Strong	Strong
Social Well-Being	Executives'	Strong	Strong	Strong	Strong
	Supervisors'	Strong	Strong	Strong	Strong
	Workmen	Strong	Strong	Strong	Strong
Spiritual Well-Being	Executives'	Strong	Strong	Strong	Strong
	Supervisors'	Strong	Strong	Strong	Strong
	Workmen	Strong	Strong	Strong	Strong

On having an over view of the above matrix it is found that effect of organisational (OE) environment and culture (OC) on different grades of the employees has a very strong relation with the components of subjective well-being. The employees of each

grade more or less have similar levels of effects of OE and OC on employees' well-being. It is also clear from the matrix that the level of subjective well-being among the employees of similar grade has a strong relevance with the antecedent factors irrespective of location of the power units. Therefore alternative hypothesis H_{a2} , i.e., *the antecedent factors for subjective Well-Being are similar to each other categories irrespective of the location of the operational units of NEEPCO* is accepted.

Hence, the above investigation on association with the antecedent factors upon the perception on subjective well-being of the employees in terms of management hierarchy reveals the fact that, an environment and culture are having profound influence upon the components of subjective well-being.