

Chapter-8

**Summary of Findings,
Recommendations, and
Conclusion**

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8.1 Summary of Findings

The research trend on quality of life in organisational context is much older than the research on subjective well-being. Though, quality of life and subjective well-being appears similar but the study on well-being is much wider and complex. The study on subjective well-being includes; the meaning of life, cognitive evaluation (peoples self judgement on quality of life), affective component (positive and negative experiences), benevolence and hospitality, standard of living, housing and working environment, social norms etc. The mixtures of these factors in different ratio lead to the creation varied situation resulting in notable differences of culture and personality traits. The well-being researcher collects data based on pleasant affect and unpleasant affect and its impact upon the life satisfaction and domain satisfaction at large. Though, subjective well-being is one of the interesting fields of study that includes many emotional responses and domain satisfactions, but the research on theoretical ground essentially has not been given sufficient emphasis on the researches based on organisational aspect and the employee's aspect. Until recently the various well-being researcher has developed many survey based theories upon the employee well-being and workplace (*studied in chapter-1: 'Introduction' under the sub-topic literature review*). These theories have repeatedly tried to proof the positive outcome of the well-being practices on the employees work performance and business growth.

Findings

The study concentrating on employees' subjective well-being in NEEPCO reveals, the following chapter wise findings:-

- ❖ Chapter – 1 concentrated on the development of Holistic Model of the Subjective Well-Being with the help of literature and to delving out the fundamental well-being initiatives in an organisation / corporation establishing the linkages to the components of the subjective well-being. It appears as a humble attempt of building the theory for exploration has been contextualised to the power sector organisation in India, especially in NEEPCO.

- ❖ In Chapter-2- the endeavour for factor selections of the components of SWB through the statistical application- Factors Analysis (Table-5) was conducted at the phase of Pre-Testing of Questionnaire for the employee's of NEEPCO.
- ❖ Through the Chapter-4- an effort was made to join the components of the subjective well-being with the embedded antecedent factors i.e. Organisational Environment (OE) and Culture (OC) through Factor Analysis (Table-6). The out of this chapter confirms the relationship and component structure of the questionnaire which may be applicable not only to NEEPCO but also in the other organisations.
- ❖ Chapter 5 of the study assess, and discloses that:-
 - ✓ There are similarities within employees' perception on the subjective well-being irrespective of location of four different units of NEEPCO. It is also revealed that the employee's perceptions are not linked to the demographic factors as age, gender, grade, designation, department, marital status, work experience and four components of holistic model, hence, null hypothesis (*Ho1 – Demographic factors related to employees of select units do not associate to levels of subjective well being of the employees*), and the stated objective number 1 - *to assess the perceived level of subjective well-being among the employees of NEEPCO* is thus, achieved.
 - ✓ In addition to assessment of the level of well-being an Analysis of Variance (ANOVA) on the employees' perception on subjective well-being was executed, and found that there exists no significant variations among employees' perceptions on well-being, and organisational environment and organisational culture within NEEPCO. Consequently, through the analysis the objective number 3- *'to examine the relationship between subjective well-being and organisational environment and organisational culture of NEEPCO'* has been achieved.

- ✓ Again in the Chapter-5, an analysis on agreement and disagreement of the employee's opinion(s) was conducted through Concordance Analysis regarding culture, environment, and four dimensions of SWB, and found significant concordant (agreement) in case of SWB irrespective of grades of employee's of the selected units of NEEPCO. In contrast, the analysis revealed imperfect concordant (mixed level of opinion) in regard to the organisational environment (OE) and culture (OC).

- ❖ Chapter-6 of the study dealt on association between the perceived level of subjective well-being in relation to the organisational environment and culture within the selected units of NEEPCO. It is found that there is strong association between the employee's perceived level of subjective well-being and perceived level of organisational environment, and with the perceived level of organisational culture. This association is tenable based on organisational grades i.e., executives, supervisors and workmen. Hence, alternative hypothesis ($H_{a2} = \text{the antecedent factors for subjective well-being are similar to each other categories irrespective of the location of the operational units of NEEPCO}$) is accepted. Consequently, stated objective number 2 - *to discover the antecedent factors of subjective well-being with special reference to executives, supervisors and workmen of NEEPCO*, is thus accomplished.

- ❖ Finally the chapter-7 concentrated on analysing the discriminating power of employee's perception on organisational environment and culture on the subjective well-being within four components. The result of the Discriminant Analysis discovers the organisational environment and culture as the powerful discriminators to the employees' perception on subjective well-being. Consequently, the objective number 4- *to examine the organisational environment (OE) and organisational culture (OC) as a discriminator to subjective well-being (SWB) and to develop an empirical model of SWB based on the study in NEEPCO*, thus achieved.

8.2 Critical Review on the Findings

The present study is based upon four power units of NEEPCO and perception on subjective well-being and the targeted population is studied under two sets of hypothesis and data is collected on the basis of proportional stratified and convenience sampling methods. Six groups of well-being factors formed through factor analysis which includes- four components of holistic model other two is related to antecedent factors- organisational environment and organisational culture. Further, as a result of the data analyses the following facts are revealed:-

There are similarities within the levels of subjective well-being among the employees' of these selected units of NEEPCO. The demographic factors as age, gender, grade, designation, department, marital status, family type, housing type, work experience etc. does not have any association with the levels of employees' subjective well-being. The findings partially corroborate the findings of *Joshi. U (2010)* which was conducted in the organisation of information technology sectors organisation. Another study made by *Gerontol, J., & Penning, S. (1994)* on gender differences and subjective well-being which indicated impact of gender happiness in later life but not all demographic factors, thus, partially synchronising similar outcomes based on demographic factors.

There is no significance among the levels of subjective well-being and the perception on existing organisational environment and culture within the NEEPCO. It exhibits similarity of opinions of the employees of four selected units on the antecedent factors and related organisational outcome. This fact somewhat relates with the study made by *Harter et al., (2003)* which explained the characteristics of the organisational culture and related stress causing elements among the employees. Similarly this finding partially supports the earlier study by *Chang & Lu (2007)* and *Chadrasekar (2011)* which were conducted on companies to showcase the effect of organisational environment on the workers performance, but did not illustrated the inverse effects how the organisational factors influencing working and culture and thus influence on employees subjective well-being in the organisation specially in power sector.

The employees' working in four different units of the organisation showing significant level agreement of opinion under the framework of newly developed subjective well being model, here is 2P+2S components of holistic model. This opinion / agreement analysis exhibits similarity to the finding forwarded by the study of *Young & Bhaumik (2011)* based on the research on 2,250 employees of different sector of UK. But their studies did not cover the dimensions or the aspects of subjective wellbeing as covered in the present study on well-being i.e. social, physical and as well as spiritual well-being in the context of Indian environment that too in remote location.

This study reveals that the effects on perception of organisational environment and culture among the three different grades of employees of organisation, i.e. executives, supervisors, and workmen. All three grades exposing strong relation between and among the antecedent factors and the subjective well-being irrespective of the location of the power organisation studies here. This part of the outcome is reverse to the findings of the study conducted by *Mayor of London (2012)* as stated that the lower level workers are likely to take absence and fall out of work are contrast to the findings of this study. This study again contrasting works of *Waddell & Burton (2006)* which is revealing the organisational working climate distinguished due to the influence of age factor, which states that organisation operational element of human resource management and policy along with strategies are impacting on employees subjective well being in special reference to NEEPCO.

Finally, the study demonstrating evidences of discriminating power of employees' perception on organisational environment and culture on the employees' perception of subjective well-being in NEEPCO. These evidences are corroborating the outcomes of the earlier study on *Public Sector Management Office of Tasmania, Australia*, which was developed by Price Waterhouse, focuses on multi-determinants aspects of workers health. In similarly the study made by *Hussain & Yousaf (2011)* revealed the distinctiveness of the work environment and the study of *Lundstrom et al., (2002)* demonstrated various organisational factors affecting workers well-being also indicated discriminating effects of organisational environment and culture on well being. On the other hand this study of subjective well-being in NEEPCO though highlighting the discriminating powers of perception on organisational

environment and perception on organisational culture but could not explain linkages of these two factors as the distinctive determinants of subjective well-being as the study did not conduct any regression analysis. The four ranges of discriminating effects on subjective well-being could have been observed i.e. very low, low, high, and very high. Very low level perception on organisational culture and environment simply could not produce any discriminating power on perception on employees' subjective well-being as revealed in the study.

8.3 Organisational Implication

Subjective well-being is an important dimension for the corporate life. Thus, continuous effort for employees' betterment towards quality of life and to produce additional results in bringing more number of characteristics of happy life. The study can help in managing the organisation (NEEPCO) by taking into consideration of the various aspects of subjective well-being as follows:-

- Employees' perceptions belonging to an organization or corporation are influenced by various physical, psychological, social surroundings and other dimensions of life. In this regard the adopted holistic model of subjective well-being in this study covers all the major elements influencing employees' perception levels of well-being. The manager take care of these dimensions incorporated in the model to create a positive working atmosphere in NEEPCO.
- NEEPCO should concentrate on maintaining this sustained level to prevent the decline of manpower. By adopting the concept of subjective well-being in the context of human resource management of NEEPCO can implement the easy employee retention policy. This policy can solve the problem of, shortage of trained staff and over stress on the remaining staff.
- Introduction of more advance training facilities for maintaining the high level of subjective well-being can be conducted and can be incorporated in the HRD policy of the NEEPCO.
- Development of own well-being guideline upon the actual needed facilities/ allowance for the employees of NEEPCO for enhancing the levels of well-

being among grades of employees' irrespective of the location of the work units.

- Irrespective from the above implication the some of the other significant recommendation for the workplace can be:
 - ✓ Encouragement for co-operation among the colleagues.
 - ✓ Superior should support talents of their subordinates to provide motivation and challenging work culture.
 - ✓ Providing encouragement for learning new skills which could lead to employees self development.
 - ✓ Proper communication system to maintain both top-down and bottom-up approach to maintain more employee support network to alleviate gossips and grapevines.
 - ✓ Encouraging collaborating approach to find the integrative solution to main confidentiality among the department and as well as within the company from external interference.
 - ✓ Maintaining the principle of objectivity while dealing with subordinates and should be free from bias and prejudices.
 - ✓ To merge insights from employees of different perspectives to allow the flow of creativity.
 - ✓ To gain commitment from the employees' by instigating the feeling of proud for the company.
 - ✓ Ensure harmony and stability among the employees to achieve the high performance and organisational expansion at large.
 - ✓ To train the employees regarding the importance of deadline and task completion within it.
 - ✓ Building social credits for the company to ensure longer stability of the company and as well as ensuring job security.

The above suggestions are made for improving and maintaining the well-being or happiness within the employees. Though, many studies had done on the issue of employee well-being on various companies located on various continents with best of recommendations provided. Hence, the present study and recommendation are only for uplifting the well-being status of the employees of NEEPCO.

8.4 Contribution to the Literature and Knowledge

The study illustrates the demographic influence of subjective well being on organisational environment and organisational culture, which was proved by accepting the null hypothesis i.e., $H_{01} = \text{Demographic factors related to employees of select units do not associate to levels of subjective well being of the employees}$, and rejecting the alternative hypothesis i.e., $H_{a1} = \text{Demographic factors related to employees of select units do associate to the levels of subjective well being of the employees}$. The study also focuses on the influence of organisational environment and culture upon the employees' subjective well-being, which was demonstrated by accepting the alternative hypothesis i.e., $H_{a2} = \text{The antecedent factors for subjective well-being are similar to each other categories irrespective of the location of the operational units of NEEPCO}$ and rejecting the null hypothesis $H_{02} = \text{The antecedent factors for subjective well-being are not similar to each level of employees irrespective of the location of the operational units of NEEPCO}$. The result of this dichotomic exploration is witnessing the thinking rigour applied in the study for exploration of well-being in the context of remotely located organisation in power sector. Finally, the attempt to developed measurement replica for subjective well-being produced an interesting and unique measurement scale to subject arena of well- being study in corporate set in Indian environment.

The present study is certainly a piece of art for enhancing the status of subjective well-being of the employees of NEEPCO. The identified top 32 well-being items (*discussed on chapter-3: 'Organisational Profile'*) related to the parameters of subjective well-being would definitely serve the purpose for prioritizing the well-being issue. The study would help in developing certain personal guidelines within the power house. The employers can use this for encouraging and motivating the employees to bring a change within the working area and making the corporation a happy place of achievements and success.

8.5 Future Research Directions and Conclusion

From the literature analysis as well as the present empirical study on the subjective well-being suggest further, to conduct more on co-relational research studies upon subjective wellbeing of employees. In this arena HR professionals can play an important role to manage workplace wellness, to boost the staff and business

performance, as these professionals know very well that people or human capital are the heart of any successful enterprise, especially in tough economic times. Most of the earlier researches show that employee's health status is directly related to the work-behaviour, attendance and on-job performance. Subjective well-being within the workplace is the major energy source as each and every indicators of the organisation are inter-related. Thus, one of the essential competitive advantages is to build health status and well-being of the employees. Latest research in this field shows that health, work behaviour and value of human capital are linked and therefore, developing healthier workforce will result in prosperous image of the organization within the market.

As the subjective well-being is multi-facetious concept having its wide applications in the field of management, in this regard, the present study highlights the issue of employees' subjective well-being and its linkage with the antecedent factors. The study confirms that the subjective well-being as a backbone for superior performance and which ultimately results in company's excellence. The study also confirms that subjective well-being at workplace tries to clarify the desired outcomes and increasing opportunity for individual fulfilment and growth which lead to success of the organization. The discussion indicates that workplaces with engaged employees, on average, do a better job of keeping, have less employee turnout ratio, satisfying customers and being financially productive and profitable.

Thus, future researchers may be conducted to understand and examine whether organizational health regresses back to its original state once any initial positive effects of well-being programmes have worn off. Issues of health and wellbeing will likely to become increasingly significant over the next decade. As this study concentrated only on the assessment dimension and relational dimensions for the subjective well-being in the context of power sector organisation, this is only the beginning.

There is enough scope to conduct study on subjective well-being in the different sectors of employee's in the different industry in different location of India. This study can serve as the master piece for next level of queries though it contains considerable level of shortcomings. Conclusion cannot be draw that perceived well-being is only perceptual and psychological issue but perceived things once examined

deeply possess the 'seeding power' or as the 'whole in managing an organisation'. From experience earned during the study on subjective well-being in the context of organisation, it would be meaningful to state that, there is a huge possibility to discover the existing measures and theories on subjective well-being in relation to organisational affairs and by systematically studying subjective well-being from the parlance of employees. Thus, future research on well-being in organisation may concentrate to develop such a theory.