

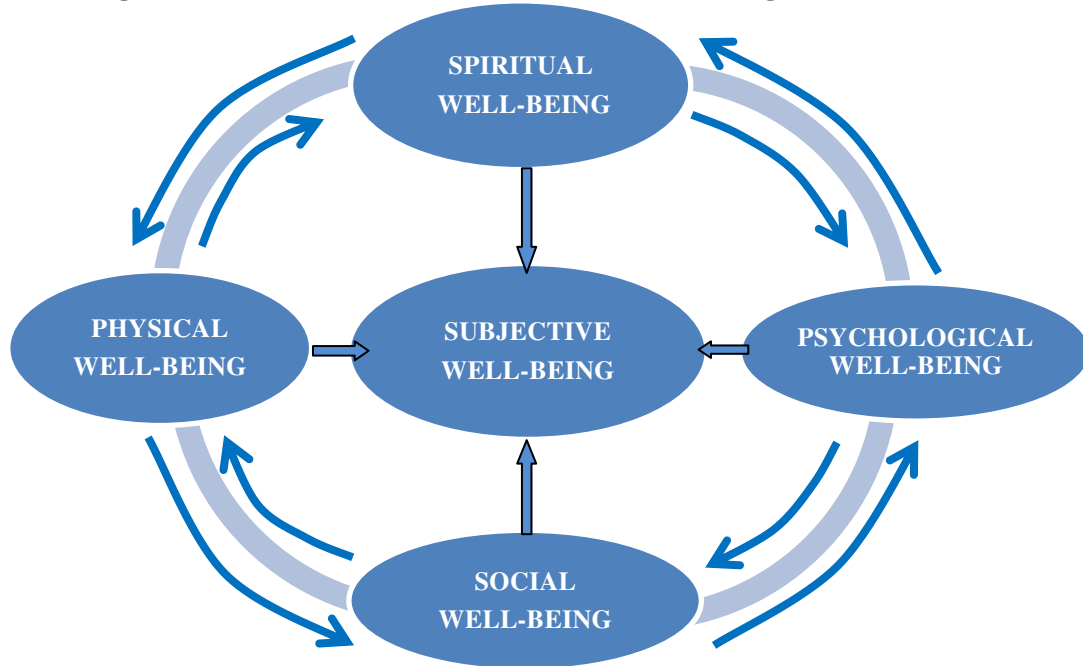
SUBJECTIVE WELLBEING OF EMPLOYEES IN NORTH EASTERN ELECTRIC POWER CORPORATION LIMITED (NEEPCO): AN EXPLORATION

1. Introduction

Subjective Well-Being (SWB) nothing but an expression for greater good. The word subjective well-being is a multi-facetious and rich concept. In common parlance, its meaning is persons' self judgement regarding his or her life based upon the extent of life satisfaction and pleasant and unpleasant moments experienced. During the early 20th century, empirical studies on subjective well-being began to flourish, as meant by *Flugel* people verify their emotional moments and latter try to summarise the reaction over the moments (*Schimmack, 2003*). Accordingly large number of people were surveyed and latter on they were categorised as representatives of nation. *Jivraj (1824)*, *Greely (1994)* and his colleagues and *Kennedy, R. (1968)* are some of the famous utilitarian who did large-scale surveys. They asked simple questions such as: "how safe do you feel in your daily life?", "how happy are you with your life?" where respondent have simple response option ranging from "complete satisfaction" to "not at all satisfied". At 1969 *Norman Bradburn* showed that pleasant and unpleasant affects are two independent variables and in order to establish correlation each has to study separately. Here, a very interesting picture emerges which indicate that persons' well-being can be measured based on day-to-day pleasure, pain and satisfaction and then summarizing his or her own life as a whole. Thus, the history on subjective well-being reveals the fact that, the studies on subjective well-being are mainly societal based. Though, the well-being researchers as *Pruyne (2011)*, *Page (2005)*, *Chenoweth (2011)*, *Rissa (2007)* etc., provides studies on various welfare practices for the employees' development. But, the studies are mainly based on western companies. However, the studies on subjective well-being based on Indian organisations specially, upon employees' perception related to ongoing well-being practices are limited to assess.

Hence, the present research on subjective well-being based on corporate employees emerged from two dimensions. First, there is a need for study on the levels of influence these well-being programmes has on the employees' self judgement. Secondly, how the employees perceived subjective well-being is affected by the the organisational environment, culture, strategies, norms etc. Therefore, to give a broad overview of thinking about well-being and its determinants, it is extremely important to shape a holistic approach of the subjective well-being (*Roy Choudhury & Barman, 2014*).

Figure- 1: Holistic Model of Subjective Well-Being (2P+2S Model)



Source: Roy Choudhury & Barman. A. (2014), ZENITH International Journal

Components of Holistic Model: The four components of subjective well-being denotes:-

Physical Well-Being: The state of the physical well-being includes proper life style, daily exercising, good nutrition and a balanced state of body, mind and spirit.

Psychological Well-Being: The psychological well-being is how people evaluate their lives. The evaluations are done on mainly two ways- 'cognition evaluation', and 'affective evaluation'.

Social Well-Being: The social well-being refers to our ability to interact successfully within the existing social arena or group around us while showing respect for ourselves and others.

Spiritual Well-Being: spiritual well-being can be described as the inner life and its relationship with the wider world.

2. Importance of Subjective Well-Being within Indian Power Sector Organisations/Corporations

Power is the one of the core industry as it facilitates development in various sectors of the Indian Economy like agriculture, manufacturing, railways, household etc. Currently India has the fifth largest electricity generation capacity in the world. It is considered that the growth of the economy is expected to boost the electricity demand in future. In order to understand the wide range of benefits provided by the organisation to maintain well-being, an in-depth analysis related to the components of holistic model is discussed below:-

Physical Well-Being - In order to incorporate physical well-being, today corporate are providing various benefits to their employees as:

- ✓ Fringe benefits
- ✓ Flexible working hours, dress code, break-times, vacations
- ✓ Proper hygienic canteen foods, water supply measures and washroom facilities etc.

Psychological Well-being - Psychological well-being, also known as motivational factors mainly contributes to positive mental health, set challenges for the employees to grow and contribute to the work environment. Some of motivational factors are:

- ✓ Recognition to the employees for the job accomplishment
- ✓ Growth and promotional opportunity for the employees
- ✓ Enough responsibility, i.e., ownership of the work and own decision making power

Social Well-Being - Practices followed by the organization in order to maintain social well-being are:

- ✓ Promoting a culture of participation, encouraging employees to provide input and help solve problems
- ✓ Encouraging teamwork through relevant training, exercises, rewards or recognition
- ✓ Regular communication with the employees about the company's strategy and progress

Spiritual Well-Being - An employee's spiritual well-being depends mainly on his own personal view of his own life. Some of the factors mainly effect spiritual well-being are:

- ✓ Maintaining balance and control of life
- ✓ Building positive relationship with others
- ✓ Having a respect for the organization and as well for self

Therefore, subjective well-being can be used as scientific weapon to escalate the employee well-being by preparing state of positivism with which an individual is able to function easily to his optimal level to achieve the benchmark fixed by an organization.

3. The Research Context: North Eastern Electric Power Corporation Limited (NEEPCO Ltd.)

NEEPCO is a Schedule A, Minirtana Category-I Organisation of India. It's an electricity generation public sector undertaking owned by the Government of India under the Ministry of Power, formed on 2nd April 1976, Headquarters at Shillong Meghalaya. NEEPCO

has started its operation only with 150 mega watt in Kopili Hydro electric Project in Assam. Today it plays a central role in facilitating energy infrastructure development in the NE Region with present Manpower of 2635 and installed capacity of 1130 MW (Hydro 755MW & Thermal 375MW) as on 30th September, 2014 (Annual Report, 2013-14). NEEPCO derives strong funding support from the Government of India, which has periodically providing equity and loans to the corporation and thus, establishes a strong market position especially within the north-east region of India. NEEPCO undertakes various welfare initiatives through an approach called ‘Cafeteria Allowance’ to motivate the employee’s and as well as their performance (Annual Report, 2006-14). Below table -1 provides a brief description of the well-being activities in NEEPCO

Table- 1: Well-Being Activities in NEEPCO Fitted to the Components of Holistic Model of Subjective Well-Being

Physical Well-being
<ul style="list-style-type: none"> • Medical Facilities • Life-Style Offerings • Professional Up-gradation Allowances
Psychological Well-being
<ul style="list-style-type: none"> • Work- Life Balance • Positive Work-Culture • Job Satisfaction
Social Well-Being
<ul style="list-style-type: none"> • Corporate Social Responsibility • Orientation towards Sustainable Development • Sports Activities • Educational Scholarship
Spiritual Well-Being
<ul style="list-style-type: none"> • Orientation towards Ethical Behaviour • Yoga Classes and Meditation for Regular Employees • Opportunity for Personal Growth
<i>Source: Roy Choudhury & Barman (2014), ZENITH International Journal</i>

4. Statement of the Problem

The power sector organisations are critical in the areas of infrastructural development of any country or its region. As the power sector organisations are located mostly in hilly station or other isolated places from the main stream where the issues of well being no doubt reflect the significantly contrasted phenomenon. Hence, the subjective well-being of employees takes shapes in interaction between the complex structure of well-being consisting of physical, psychological, social, and the spiritual dimensions with the organisational super-structure consisting of organisational environment and its culture. Thus, linking the logic of requirements for well being and having deeper eye on its impacts and

outcomes upon NEEPCO, as an organisation, a lot of researchable queries are budding in the mind of researcher. To cover a few of such research queries, this study proposes to undertake the caption “Subjective Well-Being in North Eastern Electricity Power Corporation Limited (NEEPCO): An exploration”, to understand the picture of subjective wellbeing and its contrastive effects of well-being as the multi-dimensional factors on organisational environment and culture, and on the life style of the corporate employees in the operational units (AGTP, KHEP, RHEP & HQ) of NEEPCO.

5. Objectives of the Study-

The following objectives framed to achieve the purpose of the study:-

1. To assess the perceived level of subjective well-being among the employees of NEEPCO.
2. To discover the antecedent factors of subjective well-being with special reference to executives, supervisors and workmen of NEEPCO.
3. To examine the relationship between subjective well-being and organisational environment and organisational culture of NEEPCO.
4. To examine the organisational environment (OE) and organisational culture (OC) as a discriminator to subjective well-being (SWB), thereby, to develop an empirical model of SWB based on the study in NEEPCO.

6. Hypothesis of the Study- To counter-test the following hypotheses are framed:-

1. Null Hypothesis (H_{o1}) – Demographic factors related to employees of select units do not associate to levels of subjective well being of the employees.

Alternative Hypothesis (H_{a1}) – Demographic factors related to employees of select units do associate to the levels of subjective well being of the employees.

2. Null Hypothesis (H_{o2}) – 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.

Alternative Hypothesis (H_{a2}) – The antecedent factors for subjective well-being are similar to each other categories irrespective of the location of the operational units of NEEPCO.

7. Methodology

Research Design- The present study is qualitative but partially empirical in nature; thus by adopting the mixed design of research admixing the features satisfying qualitative and case based design.

Universe of the Study- The study is limited to only one power sector that is North-Eastern Electric Power Corporation Limited (NEEPCO Ltd.), located in North-Eastern Region of India. The four selected NEEPCO power units for the study are Agartala Gas Turbine Power Project (AGTP), Kopili Hydro Electric Plant (KHEP), Ranganadi Hydro Electric Plant (RHEP) and Headquarter (HQ) situated in Shillong, Meghalaya.

Sample Design- The sample forms the heterogeneous group which consists of three cadres- Executives, Supervisors and Workmen. These cadres belong to different departments working for NEEPCO. The man-power division of the collected sample(s) are as follows: -

Table 2: Sample Design Process

Units	Man-Power Breakup			Sum total of Man-power Break-up	Proportional Stratified Sampling = $n \div N \times \text{Manpower Breakup}$ (by taking the round figure)			Sum total of Sample Size
	E	S	W		E	S	W	
AGTP	E= 39	S= 25	W=69	133	E= 10	S= 06	W= 14	30
KHEP	E= 80	S = 46	W=228	345	E= 20	S = 12	W= 46	78
RHEP	E= 63	S= 49	W=266	378	E= 21	S= 15	W= 53	90
HQ	E=228	S=101	W=124	453	E= 50	S= 25	W= 25	100
Total	Population (N) = 1,318			&	Sample Size (n) at 95% CL & 5.0 CI = 298			
<p><i>Note: E= Executives, S= Supervisors, W= Workmen, CI=Confidence Interval, CL= Confidence Level, Sample Process described in Research Methodology by R. Pannerselvam (2013)</i></p> <p><i>Source: Sample Size Calculated with Macorr Sample Size Calculator(www.macorr.com)</i></p>								

Data Collection Tool(s) - The Primary data is collected based on the survey through the questionnaire consisting of part-I (46 items) and part-II (30 items), the items are then fitted according to Likert Scale. The secondary data on the other hand is collected from sources as: - (i) Annual Reports (2006-2014) from NEEPCO, (ii) Website- <http://neepco.gov.in/neepco/#>, (iii) Other organisational record related to well-being activities of NEEPCO.

Pre-Testing of Questionnaire- The survey questionnaire was administered to sample of 150 employees' out of 486 employees' of Headquarter, Shillong, Meghalaya. These 150 employees' belongs to different grades as executives, supervisors and workmen. The sample of the study in the table-3, which is self explanatory, followed by the table- 4 showing the Cronbach Alpha for each of the dimension.

Table- 3: Sample Size

Employees Cadres	Questionnaire Administered	Questionnaire Received	Response Rate	Usable Responses	Acceptance Ratio (%)
Executives	50	15	0.3 (30%)	10	0.67 (67%)
Supervisors	50	40	0.8 (80%)	30	0.75(75%)
Workmen	50	40	0.8 (80%)	40	0.67 (67%)
Total	150	115	0.77 (77%)	80	0.69 (69%)

Table- 4: Reliability Statistics

For Item (s)	Sample (s)	Statistics For Scale			Intra-class Correlation Co-efficient				Reliability Co-efficient (Cronbach Alpha)	Cronbach's Alpha Based on Standardized Items
		Mean	Variance Deviation	Standard Deviation	Single Measure		Average Measure			
					ICC (SMICC)	Sig.	ICC (AMICC)	Sig.		
46	80	183.46	288.258	16.978	.187	.000	.914	.000	.914	.915

The table - 4 reveals single measure intra-class correlation co-efficient (SMICC) and average measure intra-class correlation co-efficient (AMICC) with reliability co-efficient. The value of SMICC provides intra-class correlation co-efficient = .187. The value of AMICC provides intra-class correlation co-efficient = .914= Cronbach Alpha = .914 explaining the high reliability of total items of the scale.

Factor Selection from Respondents' Opinion- Factor Analysis is applied on the selected samples by evaluating the questionnaire items i.e. Part-I (components from 2P+2S model as illustrated in figure-1) and Part-II (antecedent factors as – organisational environment and organisational culture). These sample employees' belongs to four selected power units (AGTP, KHEP, RHEP and HQ) of NEEPCO.

Table- 5: Rotated Component Matrix (a)

Q. No.	Dimensions	Components					
		Components of Holistic Model of Subjective Well-Being				Antecedent Factors	
		PhWB	PsyWB	SoWB	SpWB	OE	OC
		IEV (Total) #	IE (% of Variance) #	RSSL (% of Variance) #			
Physical Well-Being							
1.	Physical Distress	.784					
2.	Comfort	.751					
3.	Functional Ability	.749					
4.	Coordination	.737					
5.	Safe	.730					
6.	Companion	.636					
7.	Useful	.625					

Q. No.	Dimensions	Components					
		Components of Holistic Model of Subjective Well-Being				Antecedent Factors	
		PhWB	PsyWB	SoWB	SpWB	OE	OC
	IEV (Total) #	14.375	11.056	4.482	4.347	3.644	3.436
	IE (% of Variance) #	18.915	14.548	5.897	5.719	4.795	4.521
	RSSL (% of Variance) #	10.686	9.967	9.158	8.715	8.232	7.636
8.	Determination	.610					
9.	Balance State of Body & Mind	.561					
10.	Behaviour	.559					
11.	Action	.521					
12.	Endurance	.507					
13.	Agility	.489					
14.	Reaction Time	.474					
15.	Enthusiasm	.464					
Psychological Well-Being							
16.	Inspiration		.733				
17.	Clear Reasoning		.711				
18.	Expression Of Thought		.710				
19.	Decision		.705				
20.	Policies Prepared		.664				
21.	Confidentiality		.660				
22.	Org. Strategy		.650				
23.	Movement		.647				
24.	Recognition		.634				
25.	Boosting Own Insight		.630				
26.	Calmness		.628				
27.	Intellectual & Mental Stimulation		.609				
28.	Fresh Attempt		.481				
Social Well-Being							
29.	Social Capital			.830			
30.	Strangers			.820			
31.	Trust			.817			
32.	Participatory Culture			.815			
33.	Improvement			.789			
34.	Hospitable			.734			
35.	Friends			.730			
36.	Assemblage			.727			
37.	Training Program			.685			
38.	Social Functioning			.544			
39.	Welfare			.443			
36.	Assemblage			.727			
37.	Training Program			.685			
38.	Social Functioning			.830			
39.	Welfare			.820			
40.	Standard of Living			.817			
41.	Shared Goals			.815			
Spiritual Well-Being							
42.	Proud				.756		
43.	Recommend Others				.736		

Q. No.	Dimensions	Components					
		Components of Holistic Model of Subjective Well-Being				Antecedent Factors	
		PhWB	PsyWB	SoWB	SpWB	OE	OC
	IEV (Total) #	14.375	11.056	4.482	4.347	3.644	3.436
	IE (% of Variance) #	18.915	14.548	5.897	5.719	4.795	4.521
	RSSL (% of Variance) #	10.686	9.967	9.158	8.715	8.232	7.636
44.	Prospect				.707		
45.	Confident with Monthly Expenses				.675		
46.	Purity				.646		
Organisational Environment							
47.	Suggestions					.795	
48.	Responsible					.790	
49.	Scope for Development					.779	
50.	Environment					.746	
51.	Social Meet					.727	
52.	Intra-Departmental Meetings					.723	
53.	Team Work					.645	
54.	Challenging					.560	
55.	Fair Return					.417	
56.	External Competition					.317	
57.	Image					.219	
58.	Deals Judiciously					.207	
59.	Reliable Relation					.205	
60.	Support to Government Polices					.178	
61.	Competitive Environment					.176	
Organisational Culture							
62.	Recruitment						.632
63.	Equitable Reward						.619
64.	Basic Discipline						.617
65.	Stability						.575
66.	Corporate Ritual						.529
67.	Alertness						.478
68.	Leadership						.424
69.	Support						.392
70.	Consider Other Employees' Opinion						.349
71.	Managerial System						.326
72.	Corporate Social Responsibility						.296
73.	Political Activities						.295
74.	Fresher's Welcome						.288
75.	Circulates Bulletin						.234
76.	Sponsor's Sports						.188
<p><i>Note: PhWB=Physical Well-Being, PsyWB= Psychological Well-Being, SoWB= Social Well-Being, SpWB= Spiritual Well-Being, OC= Organisational Culture, OE= Organisational Environment</i> Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. (a) Rotation converged in 12 iterations. Items codes are the label as: IEV= Initial Eigenvalues, RSSL = Rotation Sums of Squared Loadings</p>							

Table-5 represents the partial correlation between the items and rotated factors. An attempt has been made to keep only positively loaded components and simultaneously, negatively

loaded components are excluded. In order to know the adequacy of the above analysis KMO and Bartlett's Test is carried out.

Table 6 KMO & Bartlett's Test

Tests	Values
Kaiser-Meyer-Olkin Measure of Sampling Adequacy Test	0.833
Bartlett's Test of Sphericity (Significance)	0.000

The table- 6 illustrate the KMO and Bartlett's Test to measure the sampling adequacy and confirms weather the correlation matrix is an identity matrix or not. From the KMO Test it can be said that, the value (0.833) which is closer to the high value with limit up to 1.0 and beyond; and the lower value limit (=0.50) and hence, factors analysis is can be operated on the collected data. On the other part, the Bartlett's Test of Sphericity value interprets that, there is significant relationship between the variable (as significance level is lower than the estimated P value as $P=0.000 < 0.05$, in this test.

8. Relevance of the Study

Subjective well-being is indeed a burning topic in today's corporate life and even many of the corporations today tries to incorporate it rapidly approaching well being vortex called, measurement of subjective well-being. In this study, an evaluation of subjective well-being will be done on various categories of the employees, within the selected operational units of NEEPCO. The study will also throw a light on the question- how does the subjective well-being viewed as a strategic imperative for the organisation either now or at the near prospect.

Firstly, the present research work may demand its credential as a unique for academic and professional relevance, because the research on subjective well-being in power sector and its assessment with relation to antecedent's factors of the organisation especially in NEEPCO is rare. As, stated by *Pangallo, & Donaldson-Feilder* and *Chartered Institute of Personnel and Development, www.cipd.co.uk* an association for human resource management professional – London, that, the concept of subjective well-being has grown in popularity over the past few years, i.e., to re-label, in terms of the traditional managerial decision, occupational health and good management practice to analysis the effectiveness of the well-being programmes and as well as its effects on both employee and employer.

Secondly, this thesis may put forward the more structural and absolute understanding of the employees' opinion. It is important to know the various measures taken to maintain the well-being and how these measures leads to uplift the morale of the employees belonging to

different grades. As stated by (NEF, *b.3cdn.net*), developing a culture of well-being throughout the organisation where the employees of all the grades are considered as important as its customers. In these organisations, there is a simple belief that, if employees are 'happy' and buy in to the brand strategy of the organisation, then they will in turn put in maximum effort. Considering the above statement from NEF, the present study will try give a try to highlight the idea though surveying the employees belonging to all the grades of NEEPCO.

Thirdly, the present research would be very helpful to the management of NEEPCO to deeply understand the status of on-going well-being programmes through a functional holistic model of subjective well-being. Model is unique in the sense that it may be capable to give a practical insight to practitioners in the field of human resource department, trainers and employers, as well as employees to judge once own subjective opinions. The judgement may highlight each one's own responsibility towards the corporation and understand the individual self status.

9. Scope and the Factors Limiting the Study

Though the study attempts to conduct an in-depth analysis of the subject, there are certain limitations. They are:

Firstly, the study is concentrated only on one power sector organisation of India that is North-Eastern Electric Power Corporation Limited (NEEPCO Ltd.). The study would have been richer if other power sectors could be taken. But due to the time constraint, the other power sectors are not possible to cover as they are huge in size, having the power units spread out all over Indian continent and located at very interior place where it is difficult to reach and stay for a longer duration.

Secondly, the selected units of NEEPCO are also located at the remote places of the North-Eastern Region India, especially the Hydro Power Station where there are very less or no hotel or lodge facilities leading to hindrance for staying other the NEEPCO's own Guest Houses. Thus, data collection became tough as most of the time NEEPCO officers are also coming for work purpose and staying in these guest houses.

Thirdly, the some of the employees' are indifferent in nature towards the survey, tight work schedule leads, many incomplete responses, which latter on completed with the help of other employees who are more or less helpful in nature.

Thus, the above study provides the overall contour of the methodology in broad terms. The study though having certain limitations still makes the substantive level of evidence for measuring the subjective well-being of the employees' of NEEPCO. The present study also provides a holistic functional 2P+2S model furthering a discussion on organisational well-being practices in relation to the model.

10. Chapter Plan

The outcome of the study will be presented through following chapters:-

- a. Chapter One- This part will contain introduction of the subjective well-being, development of the holistic model, importance of the subjective well-being and the review of the literature.
- b. Chapter Two- This chapter will incorporate the methodology in detail which will contain the contents, construct, questionnaire development, research design and the pre-testing of the questionnaire
- c. Chapter Three- This part will discuss about NEEPCO and the activities promoting the well-being practices in the NEEPCO, India.
- d. Chapter Four- In this chapter, the respondents' profile will be constructed based on the collected data in terms of demographic factors.
- e. Chapter Five- The fifth chapter will provide factor selection, perception of employees' subjective well-being with relevance to the organisational environment and culture of NEEPCO.
- f. Chapter Six- This chapter will analyse the strength and association of organisational environment and culture in relation to employee's perception on subjective well-being.

- g. Chapter Seven- This part will incorporate the discriminating effects of organisational environment and culture upon the components of holistic model of subjective well-being.
- h. Chapter Eight- This chapter provides summary of findings of the study, critical review on the findings and will attempt to offer organisational implications and finally conclusion of the study.

11. Findings

The comprehensive analysis in this 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:-
 - (i) 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 (H_{01} – *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.

(ii) 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.

(iii) 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 ($Ha_2 = \text{the antecedent factors for subjective well-being are similar to each other categories irrespective of the location of the operational units of NEEPCO}$) 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.

12. 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 the 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 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 wellbeing as revealed in the study.

13. Organisational Implication

The study can help in managing the organisation (NEEPCO) by taking into consideration the following implications:-

- 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 covers all the major elements influencing employees' perception levels of well-being. The manager can 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.

The above suggestions are made for improving and maintaining the well-being or happiness within the employees. Hence, the present study and suggestion are only for uplifting the well-being status of the employees of NEEPCO.

14. 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. 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.

15. 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 professional 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 posses 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.