

Chapter-1

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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. The concept has its root along with the origin of society or with the human social organisations; but increasing body of literature over the periods of time leading to the fact that subjective well-being is of recent origin. Some of the famous well-being researcher's as *Lucas (1999)*, *DeNeve & Cooper (1998)* & *Diener (1999)* said that good life can be defined as presence of bliss and absence of soreness. During the early 20th century, empirical studies on subjective well-being began to flourish as we are perceiving at present, as meant by *Flugel* people verify their emotional moments and latter try to summarise the reaction over the moments. *Flugel's* study became the most important survey tool for further research studies on subjective well-being (*Schimmack, 2003*). At the later part of the 20th century several different lines of research came together in the history of the field of subjective well-being. A major manipulator of the concept emanates from the sociologists and quality of the life researchers who conducted surveys to determine, how, social factors such as income and marriage influence subjective well-being (*DeNeve & Cooper, 1998*).

After the II- World War, most of the researcher began to construct survey questionnaire and started polling the people about their happiness and life satisfaction. 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 of two varieties of subjective well-being emerges which indicate that the persons' well-being feeling can be measured based

on momentary feeling (measuring day to day pleasure, pain and satisfaction) and global constructions (persons' summarizes his or her life as a whole). Hence, it can be said that, different culture has different learning's and an individual relate his level of life satisfaction accordingly. In 1999, *Diener, Shu, Lucas and Smith* authored a new review of literature in *Psychological Bulletin* related to Hedonic Psychology and another book on *Cross Cultural Differences in Subjective Well-Being*. Accordingly, it can be said that study of subjective well-being is budding because of the growing individualism around the globe. The, history on subjective well-being reveals the fact that, either so far 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 focusing mainly on how respective management group of the companies initiate employee's welfare activities and its impact upon employee's working procedure. However, the studies on subjective well-being based on Indian organisations specially, upon employees' perception related to ongoing well-being practices within the corporation, effect (positive/negative) upon the day- to- day life of an employee or whether, these well-being programmes are influenced by the corporation established rules and regulation etc., 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, the subjective well-being itself is a very complicated concept and how this concept is affected by the long running factors emerging from the origin of the organisational environment, culture, strategies, norms etc. Therefore, reviewing the theoretical background would help to configure the framework of subjective well-being and its broader implication upon the quality of life as everyone in the workplace has the duty as well as the right to safeguard and to nurture personal well-being.

1.1 The Concept

Subjective Well-Being (SWB) nothing but an expression of greater good. According to *Sarracino, (2008)* the concept of 'subjective well-being' is

considered synonyms to the word 'happiness' and generally referred as evaluation of one's own life considered as a whole. Therefore, a common view was developed by *Roy Choudhury & Barman, (2014)* in their early work on subjective well-being is that, well-being is not just an absence of disease or illness. It is a complex combination of a person's life that is 'how we feel about ourselves and our lives'. Well-being is strongly linked to happiness and life satisfaction that emanate from multiple sources; so researchers have found that there are various factors enhancing an individual's well-being; they are- network of closed friends, enjoyable and fulfilling career, regular exercise, nutritional diet, sufficient sleep, happy self-esteem, optimistic outlook, realistic and achievable goal, ability to adapt change, etc. Thus, well-being can simply be defined as feeling good and functioning well which includes having a fair share of material resources, influence and control, a sense of belongingness with people, place, the capability to manage problems, and change. There is abundance of evidences to demonstrate that the concept of subjective well-being covers a vast area, which is difficult to define (*White, 2008*). This is because how people understand well-being is very different in different context. From the intuitive level, well-being can be defined as "*doing well, feeling good & doing good, feeling well*", where doing well and feeling good is a fairly common formulation for well-being which captures the dual aspect of well-being as defined. 'Doing well' conveys the material aspect or the standard of living whereas, 'Feeling good' refers to the subjective aspect that is the personal perception or level of satisfaction as supported by New Economic Foundation (NEF, USA). From the other end 'doing good-feeling well' reveals the research domain of well-being in developing countries. The report presented by the (*OECD, 2013*) clarifies that the well-being is a positive outcome which is meaningful for many people and many sectors of society, as because, it speaks as people perceive that their lives are going well. Life satisfaction (*global judgement of one's life*) and satisfaction with specific life domain (e.g. work satisfaction) are considered cognitive components of subjective well-being. The term happiness is also commonly used in regards to subjective well-being and has been defined variously as "satisfaction of desires and goals". Though there are no universal definition exists for subjective well-being, however, some of the most well known researchers in this field are attempt put forward many definition, a few of them are:

Since from origin of human race the pursuit of happiness has become the basic need to survive and maintain the social morality, so according to (*Diener et al., 1999*) subjective well-being is the broad category of phenomena that includes people emotional responses, domain satisfactions, and global judgements of life satisfaction. Each of the specific construct needs to be understood isolatable yet the components are often correlates substantially to each other. Even, (*Lucas & Diener, 2011*) mention that subjective well-being reflects the extent to which people think and feel that their life is going well. This contrast is often referred to more colloquially as happiness- plays somewhat of an unusual role within personal psychology. Similarly, *Hicks, 2011* states that subjective well-being concerns people self-reported assessment of their own well-being. The main objective of the subjective well-being is to capture an individual's well-being by measuring how people think and feel about their life satisfaction, happiness and psychological well-being. Again, as studied by *Stocks, April & Lynton, 2012* when the people are asked to list the key characteristics of a good life, they included happiness, health, and longevity. Similarly, a number of studies found that the constructs of subjective well-being are strongly associated with a range of personality traits. A study conducted by the *Camfield, 2003* in four developing countries of Bangladesh, Ethiopia, Peru and Thailand revealed that the people of Bangladesh are happy when all needs are fulfilled and have achievements; the Ethiopian men relate their happiness with good health, Peruvian cited happiness with the time spent with family and Thai people are happy when they have high education and good friendship. This gives a notable difference of culture that is whether the individualist culture of western countries are more fascinated towards subjective well-being rather than the collectivist culture of eastern countries. Therefore, the subjective well-being and life satisfaction refers to the cyclical co-production of one upon the other. Here, *Field, 2009* said that the growing evidence from the new science of well-being suggest that, the meaning attach to well-being mainly refers to the derivation of enjoyment and fulfilment from number of different factors. Leading a satisfying life involving steady and adequate income is not an only factor leading to well-being; rather, the scope of well-being includes health, social connections (relatives and friends) and the ability to contribute to the wider community. Thus, people gain pleasure form doing a good job and having it recognised by others. They enjoy mastering and then using new skills and knowledge. All in all, they value freedom.

Furthermore, if we go into the deeper meaning of the subjective well-being and its dimension as *Aistear, 2014* says that well-being is about being confident, happy and healthy. It has two elements, the first one is psychological well-being (includes feeling and thinking) and the second one is physical well-being. A person's relationships as well as interactions with families and communities contribute significantly to their sense of well-being. People need to feel respected, valued and empowered. Expressing themselves creatively and experiencing a spiritual dimension in life enhances the sense of well-being. Physical well-being is important for learning and development as this enables us to explore, to investigate, and to challenge ourselves in the environment with physical power. A growing awareness of mind, body, spirit and abilities is also part of this. Thus, subjective well-being is about to make a healthy choice regarding nutrition, hygiene and exercise. According to the psychologists, general social rules and its effect on the individual and his own personality plays an important role to achieve high degree of satisfaction on the life. The literature on subjective well-being is emerging day by day and the concept now has become the focus point of researcher of different countries. As an emerging concept of a research is dimension, a detail study on conceptual framework on subjective well-being may be helpful for further exploration, which is undertaken below.

The Conceptual Framework- “Subjective Well –Being”

Subjective well-being is an umbrella term which includes various determinants, they are- income, employment status, health status, social acceptance, religious affiliation, personality etc. Subjective well being is a measurement of evaluative concept. This measurement concept can be discussed under three broad categories according to *OECD, 2011* study, which is as follows-

- **Evaluative Measures-** This is the most common and well known measure for calculating the intensity of life satisfaction. Here, respondents are asked to stop and make an assessment of his life. Latter, they can score their level of satisfaction on an imaginary ladder where, the option (0) the worst possible life and the option (10) the best possible life. Other measures include general happiness which correlates with life satisfaction scores.

Thus, evaluative measure captures a reflective assessment of a person's life or some specific aspect of it, this can be an assessment of "life as a whole" or something more focused on. Such assessments are the result of a judgement not by any state of emotion but by an individual.

- **Experience Measures-** This measure is mainly concerned with people feelings and emotion which is very much affected by the everyday life. The positive effect that reflects and captures positive emotion as joy, happiness, delight, pleasure, fun, bliss etc. And negative effect that captures unpleasant emotional stage as sadness, grief, depression, anger, fear, anxiety. The positive effect is uni-dimensional in nature as each of the positive state of feeling is related to each other very strongly.

To measure both this positive and negative experiences, one standard to measure is known as the Experience Sampling Method (ESM). Under ESM participants are prompted to recorded their feeling over a period of time say 6 months and each and every moment response is capture in an electronic diaries, which latter on are calculated. Other than ESM, the Day Reconstruction Method (DRM) is also used to collect the experience states by questioning the respondents about the previous day and a dairy is maintained to record the data.

- **Eudaimonia Measures-** Eudemonic measures are different from the evaluative and experience measures which go beyond the respondent's reflective evaluation and emotional states. The eudemonic measures takes into account the other elements which are also more or less consensus that they are important to include the components, such as, comprising, autonomy, competence, goal orientation, sense of purpose, social engagement, caring and altruism etc. Eudemonic measures draws both humanistic and psychological approach which identifies both "needs" and "goals" which people values in life.

Though, the life evaluation, experience measure and eudemonia notions of well-being are all conceptually distinct but are having relation in terms of quality of life, purpose of life, consistency of relationship etc. Here, it should be noted that the concept of well-being and its related components are used in parallel to the concepts

of 'subjective well-being' and 'life satisfaction'. Subsequently, it is important to underline the differences between these two concepts as the presence of satisfaction does not ensure the existence of aggregate happiness.

Subjective Well -Being and Life Satisfaction- Subjective well-being or happiness is the one of the major objectives in life and in this regard life satisfaction is very closely related to happiness, yet it differs. In the practical scenario both subjective well-being and life satisfaction differs from both researcher side and from the side of the subjects during measuring and forming judgements regarding well-being (happiness) and life satisfaction.

For example all individuals in general, believe that the only valuable thing is happiness. However, they are not self-centred and careful also for the happiness of other individuals. Thus, they do not just pursue their own happiness but also try to do things that can increase the happiness of others. Each individual sacrifices much time, effort, and happiness to do something believed to be good for the society. Due to ignorance, sometimes unlucky events occur and their admirable efforts do not pay off. They all end up really unhappy despite some positive feelings of doing something good for the society. Here, at this point of time, if anyone of them is asked regarding their state of well-being, each will say fairly unhappy. However, if asked for life satisfaction, each may say reasonably satisfied, because each believes that what they have done for the society makes the life worthwhile. Here, individual is so much satisfied with doing something good for the society that this offsets his own unhappiness. This feeling itself is likely to increase the happiness, but not by enough to make the net happiness positive as perceived happiness is concerned more with the relative gratification rather than the relational aspiration level (Ng, Yew-Kwang, 2015). In short, both the terms differ in terms of overall state of well-being whereas the other wellbeing depends upon mood preference (positive or negative) respectively.

From the given sequence, regarding the concept of subjective well-being, from the conceptual framework and the underling differences underlying in the concept of life satisfaction, it can be envisaged that the subjective well-being offers a fruitful complementary path to study the life satisfaction in relation to domain satisfaction. Thus, the well-being concept is emanating as a multidimensional concept embraces

all aspects of human life. One approach to measure well-being is to use objective indicators to complement, supplement, or even to replace the traditional measure. Another approach is through subjective measure that based on asking people to report on their happiness and on life satisfaction (*Conceição et al.,*).

The two popular methods of measuring well-being as well as which is challenging well-established indices from the perspective of countries development. They are-

- **Happy Planet Index (HPI)** - The *New Economic Foundation*, an independent think-tank provides a concept called HPI. HPI measures how well nations are doing in terms of supporting their inhabitants to live good lives. The third global HPI report of 2012 reveals that, there are largely still unhappy planets – with both high and low-income countries facing many challenges. But it also demonstrates that good lives do not have to cost the Earth. The HPI, uses global data on experienced well-being, life expectancy, and ecological footprint to generate an index revealing which countries are most efficient at producing long, happy lives for their inhabitants, whilst maintaining the conditions for future generations to do the same.

$$\text{Happy Planet Index} \approx \text{Experienced well-being} \times \text{Life expectancy} \div \text{Ecological Footprint}$$

- **Gross National Happiness (GNH)** - GNH is a phrase coined in 1972 by Bhutan's fourth *Dragon King, Jigme Singye Wangchuck*. It represents a commitment to building an economy that would serve Bhutan's culture based on Buddhist spiritual values instead of western material development gauged by gross domestic product (GDP). The Gross National Happiness Index is a single number index developed from 33 indicators categorized under nine domains. The GNH Index is constructed based upon a robust multidimensional methodology known as the Alkire-Foster method. The GNH measure has been designed to include nine core domains that are regarded as components of happiness in Bhutan. The nine domains were selected on normative as well as statistical grounds, and each domain is considered to be relatively equal in terms of gross national happiness. The nine domains are: 1. Psychological Well-Being 2. Health, 3. Time use, 4. Education, 5. Cultural Diversity and resilience, 6. Good Governance, 7. Community Vitality, 8. Ecological Diversity and Resilience and 9. Living

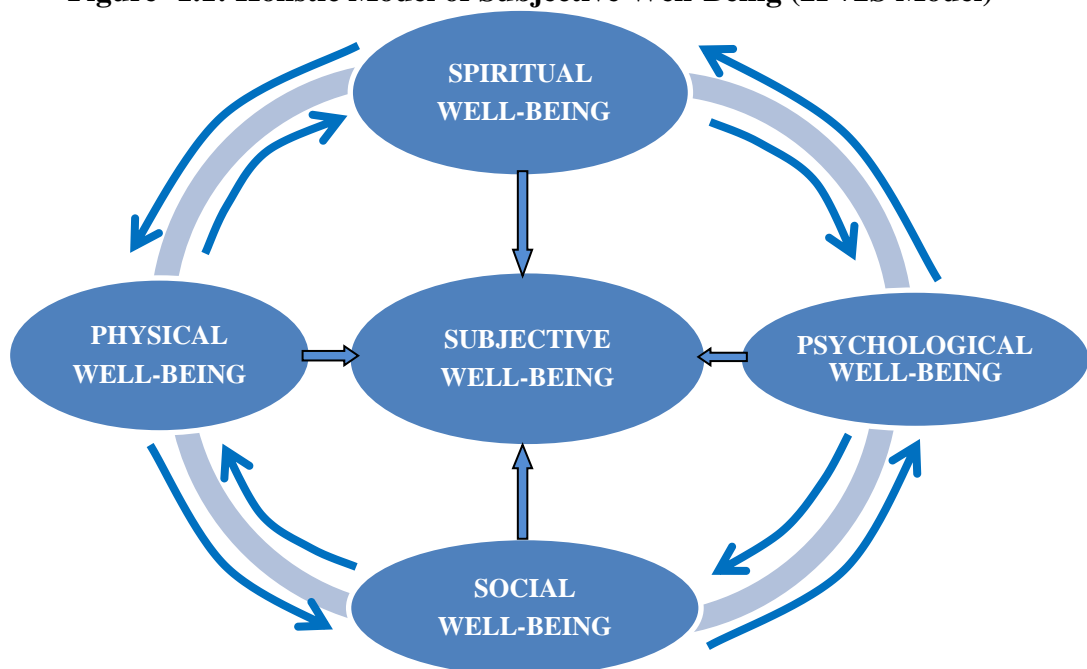
Standard. These nine domains basically reflect the level of happiness among Bhutanese (*Centre for Bhutan Studies, www.grossnationalhappiness.com*).

The main purpose of the above measuring types is to provide the comprehensive framework covering all the possible elements of subjective well-being. But the framework arises many intricate issues in case of subjective well being to understand in simplistic approach. Thus, 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*).

1.2 Holistic Model of Subjective Well-Being

The holistic approach of subjective well-being basically provides well-being components describing the quality of life as a whole is a doubtful termination. Hence, in order to measure the status of subjective well-being a holistic model need to be developed. The holistic model consists of 2P and 2S components as propounded by (*Barman, 2013*). Here, 2P consists of Psychological well-being and Physical well-being and the 2S consists of Social well-being and Spiritual well-being. The model indicates how single component influence the well-being of an individual to be the part of overall subjective well-being.

Figure- 1.1: Holistic Model of Subjective Well-Being (2P+2S Model)



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

Components of Holistic Model: The components of holistic model can be described as:

- **Physical Well-Being-** A state of physical well-being is not just the non-appearance of the disease. It includes the proper life style of human being, daily exercising, good nutrition and a balanced state of body. It is developed through the combination of the healthy eating and physical activities those include muscular, cardiovascular strength and endurance. The physical well-being also involves taking personal responsibility of one's own health when he is ill. Researchers and health professionals define physical well-being as the ability to fully engage on a regular day-to-day development activities. As mentioned by (*Edmunds, 2013*) Physical activity can play important role in preventing mental health problems and improving the quality of life of those experiencing it. For example, there is an approximately 20-30% lower risk of depression and dementia, for adults participating in daily physical activities.

- **Psychological Well-Being-** The psychological well-being refers to how people evaluate their lives. The evaluation are done on mainly two ways- 'cognition evaluation', here, an individual gives an conscious judgement about his satisfaction from the life. As an affective evaluation, it is guided by feelings and emotions; such as frequency with which people experiences pleasant and unpleasant happenings in life. For interpreting psychological well-being deeply (*Sheldon & Bettencourt, 2002*) constructed two contemporary theories of psychological need: Optimal Distinctiveness Theory and Self-determination Theory. The Optimal Distinctiveness Theory: theory postulate that human derives extended self concepts from their group membership and the Self-determination theory provides the motivational route by which individual seeks autonomy and self-expression within the context of social relationship. Thus, psychological well-being should not be confused with the concept of mental or emotional disorder rather it relates to the ordinary life where an individual continuously faces the challenges, complexities, setbacks and hardship. Psychological well-being concern itself

with how an individual survive with these and how an individual doing in response.

- **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. Social well-being encompasses human's interpersonal relationship, social support network and community engagement. Social well-being is also an evaluation of the quality of the relationship to the society or the community. According to the (*Australian Bureau of Statistics, August 2002*), the measurement of social capital may provide insight into social functioning, and how networks and links can be utilised to contribute to positive outcome for the individual, group and community alike. In this way the measurement of social capital may enlarge our understanding of how individuals in the community can work cooperatively to achieve shared goals and to deal with the difficulties.

- **Spiritual Well-Being-** The construct "spiritual well-being" was first developed by (*Bufford, Ellison and Paloutzian, 1991*), and then subsequently other successful attempts were made to assess "spiritual well-being". Therefore, based on these attempts the spiritual well-being can be described as the inner life and its relationship with the wider world. It includes our relationship with the environment, our relationships with others and with ourselves. In other words, it is about the wholeness, which encompasses the physical, the emotional, the mental and the social dimension of an individual. As studied by *Unterrainer et l., 2012* for an assessment for measurement of multidimensional inventory for spiritual well-being by some of the British college student with respect to the German version, 48 items and 6 sub-scale were taken ranging from 1("totally disagree") and 6 ("totally Agree"). This scale provides score for spiritual health in terms of hope, forgiveness, and experience of sense of meaning, general religiosity and connectedness. The participants were divided on gender wise that is 200 male and 200 females between the ages of 18-63 years and reveals that the spirituality is an important predictor of quality of life which leads to maintaining balance within family and outside world.

With respect to the above description about the components of subjective well-being we can now list the characteristics of the life which is accepted as good and satisfied living in relation to 2P+2S model.

Table 1.1- Characteristics of ‘Good Life’ related to the Components of SWB

Physical Well-being
<ul style="list-style-type: none"> • Healthy Appearance (overall look) • Healthy Lifestyle (self care) • Appropriate Behaviour (reaction towards situation) • Greater Flexibility (muscular ability + accepting the unknown) • Coordination (integration between mind and body with input of sense)
Psychological Well-being
<ul style="list-style-type: none"> • Self-Acceptance (awareness about own strength and weaknesses) • Purpose in Life (understanding of one’s principles and ideas) • Personal Growth (realisation of one’s own dream and aspiration) • Self- Motivation
Social Well-Being
<ul style="list-style-type: none"> • Trust and Belongingness (connection with others) • Benevolence (act of kindness) • Hospitality (reception and entertaining the guest) • Celebrating holidays, festivals, achievement • Contribution Towards Society (e.g. being good neighbour, giving donation for festivals, Orphanage, Blind School)
Spiritual Well-Being
<ul style="list-style-type: none"> • Self-Esteem (values/ achievements) • Resilience (survival capacity) • Harmonious • Religious Observance (performing ceremony, cultural rituals within family) • Altruism (selflessness)
<i>Source: Roy Choudhury & Barman (2014), ZENITH International Journal</i>

The table 1.1 describes the various well-being components which generally referred to notion of the good or satisfied life. These components are the key societal and cultural outcome of the peoples’ cognitive judgement about their own life. The table provides an easy and common understanding of the holistic model and the related components. The table is self-explanatory with the bold concepts explaining the components of SWB model presented in the figure 1.1.

1.3 Importance of Subjective Well-Being within the Indian Power Sector Organisations/Corporations

Power is the core industry as it facilitates electricity which leads to 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. Also, there is a strong correlation between the countries development and increase in power generation capacity (*Indian Merchants' Chamber, www.imcnet.org*). As on June 2015, all-India generation capacity stood at 275 gigawatts (GW) with a contribution of 69% from thermal energy, 15% from hydro, 13% from renewable, and 2% from nuclear sources. The eastern region contributes 12% to the total generation capacity (*Confederation of Indian Industry, www.pwc.in*). Hence, power sector is crucial to achieve India's development ambitions, to support an expanding economy, to bring electricity to those who remain without it, to fuel the demand for greater mobility and to develop the infrastructure to meet the needs of what is soon expected to be the world's most populous country. What happens in India will increasingly influence the global energy economy. In this light, India, the subject of this WEO-2015 special report, is a natural choice for an in-depth study (*International Energy Agency, www.worldenergyoutlook.org*).

Therefore, from the above discussed scenario of Indian power sector, it is revealed that there is rapid increase of energy demand. To understand the dynamics of the energy policy framework governing India's energy sector, it is essential to make proper decision about the investments in employees' well-being working within these sectors. From the organizational management angle subjective well-being is a major factor in quality performance, productivity and therefore business effectiveness and profit. Employee engagement involves a range of human behaviors and attitudes including motivation, commitment, and satisfaction with the agency, a sense of alignment with organizational goals, and a desire to work hard to achieve these goals (Australian, State of the Service Report, 2005-06). Therefore, in order to measure the employee's well-being at work place on the context of various components of subjective well-being, a range of ideas and stress reduction methods have been developed whose implication run very deeply indeed. Corporations are already facing a mounting pressure in areas of employee's well-being. The costs associated with the employee's physical and psychological problems are swelling. Absenteeism, staff turnover and presenteeism are creating an alarming situation in order to sustain employees within the organizations. Employees are more likely to attain most favourable well-being in certain types of work environment. Opportunities for personal development, appropriate work demand, a good boss,

inspiring leadership, recognition, responsibility, achievement, good canteen foods, washroom facilities to meet physical demand, high affiliation need etc. These are some of the motivating factors that have been found to have an impact on employees functioning and productivity. Even the activities of individual outside the workplace as poor sleep or nutrition, lack of exercise, family pressure, addictive behaviours, sickness of dear once etc, where individuals are unable to compartmentalize the different part of life.

Subsequently, as studied by *Roy Choudhury & Barman, (2014)*, subjective well-being represents a bold new edge of behavioural dimension of social aspects of the corporate world. It is a concept, which has received greater attention among all the arena of society and consequently the influence can be felt within the business and corporate houses too. The feeling of greater good or satisfaction has a direct impact upon organisations work performance. So, employee well-being is a positive state through which an employee's are able to function at his best level whether measured in terms of physical, mental, emotional and social context with significant implications for individual, their family and community, the organization and the society at large. In order to understand the wide range of benefits provided by the organisation, an in-depth explanation related to the components of holistic model are discussed below:-

Physical Well-Being - Rising costs related employee's illness and disease are pushing health and well-being onto the strategy agenda at the Board level in many companies (Pruyne, 2011) 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
- Well-maintained and updated working equipments
- Appropriate fire safety measures etc

Psychological Well-being - At the organizational front various psychological well-being policies can produce valued business outcome. Most of the policies are related to the content of the job and what the employee does in the job. These policies are

also known as motivational factors which lead 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
- Meaningfulness of the work, i.e., the work should be interesting, challenging for employee to perform and to get motivated
- Ensuring that any conflict issues that arise are dealt with appropriately and quickly, while acknowledging confidentiality

Social Well-Being - At the corporate culture the social well-being refers to the relationship of each individual with the peers, subordinates and superiors and there should be no conflict or humiliating elements present. Best 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
- Creating an environment to promote a state of positive work culture where each of the employees is aware of their specific contribution
- Mentally stimulating work environment having the opportunities for creative ideas and innovation

Spiritual Well-Being - At the organisational face the spiritual well-being is about the wholeness, which encompasses the physical, emotional, mental and social dimension. 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

- Accepting the growing challenges and purpose of life
- 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. The impact of activities associated with the subjective well-being on organizational performance may become one of the major issues in today's modern corporate culture. Starting with the study of *Dr. Ellen Pruyne (2011)* which says that well-being is a bold new frontier of the corporate life, as the some industries have already welcomed it and others are yet not aware of it. Large scale of empirical research shows that subjective well-being is positively correlated with the organisational climate, which influences the performance of the company at its highest level, in this relation. There has been an overwhelming agreement among employers that organization has a responsibility to encourage employees to be physically, mentally, socially and spiritually healthy.

1.4 The Research Context

According to (*Indian Merchants' Chamber, www.imcnet.org*), the Indian power sector is evolving from a "nascent/ opening" market phase to a "developing" phase. Today power sector Industry facilitates development in various sectors of the Indian Economy like agriculture, manufacturing, railways etc. Currently, India is the fifth largest electricity generation country in the world and is expected to boost the electricity demand in future. Also, there is a strong correlation between the GDP growth and increase in power generation capacity of an economy. As stated by (Omer et al., 2013), the Indian power sector has made a remarkable progress since independence. The total installed capacity has gone up from 1,362 MW in 1947 to more than 2, 00,000 MW in 2012 and the transmission network has increased from the isolated system concentrated around urban and industrial areas to country wide National Grid. However, the demand of electricity has always been overstepping the supply. The importance of electricity as the prime mover of growth is very well acknowledged and in order to boost the development of power system the Indian government has participated in a big way through creation of various corporations as, State Electricity Boards (SEB), National Thermal Power Corporation (NTPC),

National Hydro-Electric Power Corporation (NHPC), and Power Grid Corporation Limited (PGCL) etc. Therefore, to understand the importance of well-being among the employees of the power sector, the study undertakes one of the government power sectors of India called North-Eastern Electric Power Corporation Limited (NEEPCO Ltd.)

North-Eastern Electric Power Corporation Limited (NEEPCO Ltd.) is a government of India's Undertaking, an electricity generation public sector corporation. The corporation is having various units, distributed within the states of North-Eastern Region of India. The units are centrally regulated from the Headquarter, located at Shillong, Meghalaya. These electricity units are either thermal power based or the Hydro power based. These units of NEEPCO are having huge electricity production capacity, built to reduce the need of electricity, to provide employment opportunities and to carry out the development activities within the states of North-East India. Along with the growing opportunities within the power sectors and as well as the growing demand of the electricity, NEEPCO too started to mould its own survival strategy. The philosophy of NEEPCO is to achieve higher productivity through harnessing the huge power potential of the region with the conventional or non-conventional source(s) with minimal impact on the environment. NEEPCO has signed over the various Memorandum of Association (MOA) with various state government or other power generation companies like National Thermal Power Corporation (NTPC), Bharat Heavy Electricals (BHEL) and WAANEPP Solar Private Limited etc. The MOUs are signed to establish various power projects to enhance, productivity, degree of operational efficiency through technological up-gradation and for the future expansion of electricity and company at large. NEEPCO is also signed Memorandum of Understanding(s) (MOUs) with the state governments of Gujarat, Odisha and Madhya Pradesh for the implementation of 50MW Solar Power Project, 100MW Wind Power Project and 4000MW Ultra Mega Power Project (UMPP). Other than these productive strategies, NEEPCO undertakes many of the developmental activities through the Corporate Social Responsibility (CSR) and through Sustainable Development (SD). Here, NEEPCO tries to build the township area for both employees and local people in the areas where it is operating.

The background review of the work prior to this well-being study programme within NEEPCO revealed that the corporation emphasis on the building of corporate culture, recognition of task, talent and team work. NEEPCO focuses on the performance and continuous expansion. During the year 2014, Sri PC Pankaj (Chairman & Managing Director) announces that the corporation is ready to raise the power capacity up to 2000 MW by 2016. In this regard, five power projects have/had been in the pipeline to produce more than 800MW power productions, clearance of Detailed Project Report (DPR) by Mizoram government, that initiated with signing of MOU with Manipur government to take up four power plants are the indication of initiation of activities launched to activate process (*Project India, 2014*). These evidences of continuous expansion, power generation and increased network of transmission indicate the high self satisfaction of the employees working in the corporation. The government of India awarded the 'Mini Ratna' Category-I status, at the month of April 2013 (33rd Annual Report, 2008-2009) is an indication of employees' loyalty to organisation and organisational goals.

1.5 Statement of the Problem

The power sector organisations are critical in the areas of infrastructural development of any country or its region. Considering its importance, the power sector in future as the precondition for development at present time; for which the performance of its can also be considered as the precondition, works multipliers for development. The performance of the power sector is critically linked to well being of employees who is absolutely derivable, which is still over looked by organisational researchers in India. 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 may reflect only the significantly contrasted phenomenon.

The basic theoretical groundwork exerts that the influence of subjective well-being cannot be ignored on daily life of the corporate life. Subjective well-being does not form in an isolate environment. Where there is human being there raises the questions and perception of well-being. The power sector organisations are not exception, as it is a social world in miniature with a mix of various grades of staffs or employees. 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.

Linking the logic of requirements for well being and having deeper eye on its impacts and outcomes upon NEEPCO, as a relevant organisational terrain, a lot of researchable queries are budding in the mind of researcher. Among them a few but the main are – “how do the employees of NEEPCO reflect their well being perception i.e. under the components structure of holistic model of subjective well-being as discussed in the theoretical discussion”. Does each components of holistic approach of subjective wellbeing interplaying and affecting on the work performance of the employees? What are those on-going well-being practices within the NEEPCO? Does these well-being practices are influenced by the organisational environment, culture, rules and strategies of the corporation? Does NEEPCO undertake wellbeing activities? What are those corresponding well-being practices those supporting employees to abide by the existing organisational environment and culture of NEEPCO? Queries are many, but to cover a few of such through research this study proposes to undertake the caption “Subjective Wellbeing of Employees in North Eastern Electricity Power Corporation Limited (NEEPCO): An Exploration”, to understand the picture of subjective wellbeing and it’s 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.

1.6 Aims and Objectives of the Study

The main aim of the study is to measure the levels of subjective well-being of the selected employees’, to identify the elements structuring the organisational environment and culture in NEEPCO. To examine the impacts of well-being and the components of holistic model and its relation with the antecedent factors, the following objectives are proposed:-

Objectives of the Study: - The following objectives framed to achieve the purpose of the study, they are-

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.

1.7 Hypothesis of the Study

The proposed study aims to test the main hypothesis that there are practices for maximising the subjective well-being of employees within the selected operational units of NEEPCO, India. 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.

1.8 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. A number of trends are converging today, the sooner or later it appears too to force that any organization must pay more attention and prepare strategies to maximize the subjective well-

being (*Pruyne et al., 2012*). In this study, an evaluation of subjective well-being will be done on various categories of the employees, and would examine the various well-being measures those are practiced 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.

1.9 Review of Literature

Literature belonging to subjective well-being and subjective well-being at work and society at large are mainly available with e-journals, web-sites of the international research organisations either private or government based. Thus, the present review of literature, reviews the various sources as mentioned and divided into four parts: – (a) consisting of studies on subjective well-being, (b) consisting of studies on subjective well-being and other social issues, (c) consisting of studies on employees' well-being practices at workplace and (d) the summary of the literature review. The review also provides Literature Review Matrix (table 1.2, in appendix-I). The Matrix provides additional detailed information of each of the reviews presented, regarding methodologies and contents studied by various authors within different contexts.

1.9 (a) Studies on Subjective Well-Being

Diener et al., (1999) produced a study called “Subjective well being: Three Decades of Progress” within the context of United States. The study aims to discuss modern theories of subjective well-being that stress dispositional influence, adaptation and goals in the field of Psychology.

Diener, Lucas, Oishi undertook a study, “Subjective Well-Being: The Science of happiness and Life Satisfaction” in the context of United States. The study concentrated over history of subjective well-being in terms of its evolution periods.

Gandhi Kingdon, and Knight (December, 2004) in their study “Subjective Well-Being: The Science of Happiness and Life Satisfaction” within the context of United Kingdom, provides a methodology, through which subjective well-being can be used as criterion against poverty.

Smith and Carrie (2011) prepared a guideline under the OECD (an international economic organisation), within the context of France. The guideline provides various common elements related to daily life to measure the society's progress.

Tay and Diener (2012) prepared a report on “Personality Process and Individual Difference: Needs and Subjective Well-Being around the World” in the context of United States. The report examines need in terms of negative and positive feeling and subjective well-being with respect to various countries.

Schimmack, provided a structural relationship of the components of subjective well-being in the study called “The Structural of Subjective Well-Being” within the context of Canada.

Samman, E. (Dec, 2007) in the study “Psychological and Subjective Well-Being: A Proposal for Internationally Comparable Indicators”, within the context of United Kingdom. The study provides indicators of satisfied life and provides a link for future research to establish connection between these indicators.

Hicks, S (2011) in the study “The Measurement of Subjective Well-Being”, prepared a conceptual framework for measuring subjective well-being through various measuring components within the context of United Kingdom.

Kristoffersen, I. (2010) produced a study named “The Subjective Well-Being Scale: How Reasonable is the Cardinality Assumption” within the context of Australia. The study aims to provide empirical investigation to draw inference about the cardinality of subjective well-being.

Dolan and Metcalfe provides a methodological overview on how to measure subjective well-being through the paper named “Measuring Subjective Well-Being: Recommendations on Measures for use by National Governments” in the context of United Kingdom.

Hooran van, A. (May, 2009) studied on “Measurement of Public Policy Uses of Subjective Well-Being” in the context of Netherland. The study introduced various scales to measure determinants of subjective well-being.

Krueger and Schkade (2007) studied on “The Reliability of Subjective Well-Being Measure” in the context of United States. The study provides a discussion on measurement instruments to measure the life satisfaction for an extended period of time.

Diener et al., (2009) produced a study “New Well-being Measures: Short Scales to Scale to Assess Flourishing and Positive and Negative Feelings” two measure of well-being based on theories of psychology and social well-being to measure positive and negative feelings.

VanSchoor and Martine (27th Feb, 1995) studied on “Measuring Subjective Well-Being: Unfolding Affect Balance Scale” within the context of Netherland. The study focused on Bradburn Affect Balance Scale to produce the outcome where it says positive and negative items of subjective well-being are related to provide a valid measure of subjective well-being.

Blore, D.J (June, 2008) within the context of Australia, presented evaluation of three divergent theories through the study “Subjective Well-Being: An Assessment of Competing Theories”. The study provides a level to understand the judgement made through subjective well-being.

Durayappah, A (2010) presents a discussion on the importance of 3P model based on three temporal states to measure long term and short term thoughts. The discussion is named as “The 3P Model: A General Theory of Subjective Well-being”, within the context of United States of America.

Helliwell and Christopher (April, 2010) within the context of Canada, proposed a study “Measuring and Understanding Subjective well-being”. The study aims to convince the economist to that data collected based on subjective well-being can also be used for national measure on economic outcome.

Helliwell (2002) within the context of Canada, proposed a discussion on “How’s Life? Combining Individual and National Variables to Explain Subjective Well-Being”, the discussion is based on differences within the trends of subjective well-being over the 20th century to arouse interest among the policy makers.

Helliwell (2011) proposed a study “How can Subjective Well-Being be improved” within the context of Canada. The study aims to refer to certain policy issue used by governments related to well-being used for improvement of companies and communities.

Conceicao et al., produced a study “Measuring Subjective Well-Being: A Summary Review of the Literature” within the context of New York. The study explores vast literature review and discussed certain determinants of subjective well-being which can be used by the policy makers.

Tesch-Romer et al., (2007) within the context of Germany, presented a survey based study “Gender Difference in Subjective Well-Being: Comparing Societies with Respect to Gender Equality.” The study takes the cross cultural analysis to explore relation between the gender equality and subjective well-being.

Jivraj (1824) proposed a study based on evaluative and eudemonic dimensions of subjective well-being called “Age, Ageing and Subjective Well-Being in Later Life”, within the context of United Kingdom. The study discovers the differences of well-being level between younger and older people.

Diener and Micaela (2011) reviewed some of components of subjective well-being related to the general idea of happy life and its influence upon the health and longevity. The study published under the name “Happy People Live Longer: Subjective Well-Being Contribute to Health and Longevity” within the context of United States of America.

Camfield (Dec, 2006) prepared a discussion on “The Why and How of understanding ‘Subjective’ well-being: Exploratory Work by the WeD Group in Four Developing Country” within the context of United Kingdom. The study provides contrastive findings of four countries related to quality of life and factors affecting the level of happiness.

Galloway (2005) presented a study “Quality of Life and Well-being: Measuring the Benefits of Culture and Sport: Literature Review and Thinkpiece”, within the context of United Kingdom. The study aims to identify certain basic determinants of society and its impact upon the individuals’ subjective well-being

Sarracino (2008) presented a study based on low income countries, “Subjective Well-Being in Low Income Countries: positional, relational and social capital components”. The study explores the relationship between the economics and subjective well-being.

Suh and Koo within the context of South Korea presented a study called “A Concise Measure of Subjective Well-Being (COMOSWB): Scale Development and Validation”. The study proposed three separate domains to measure the satisfaction level through comparative study with the previous measures of subjective well-being.

Stevenson and Wolfers (2008) within the context of United State of America undertook a qualitative mode of study “Economic Growth and Subjective Well-Being: Reassessing the Easterlin Paradox” The study highlighted the existing paradox between the society’s economic development and level of happiness.

Sacks et al., (Dec, 2012) reviews various evidences to evaluate the need of absolute and relative income while determining well-being. The study also develops five stylised facts to clarify the relationship between income and subjective well-being. Subsequently, study came to known as “New Stylised Facts about Income and Subjective Well-Being”, done within the context of United States.

Kahneman and Krueger (2006) proposed a discussion on “Development in Measurement of Subjective well-Being”, within the context of New Jersey. The discussion is presented on how the outcome of subjective well-being queries differs with the varying circumstances due to influence of different factors. A scale called U-Index is developed to support the discussion.

1.9 (b) Studies on Subjective Well-Being and other Social Issues

Winkelmann. R (September, 2006) in his study “Unemployment, Social Capital and Subjective Well-Being”, within the context of Switzerland, provide a detail explanation on status of those individuals who used to be employed but now they are unemployed.

Ervati & Venetoklis (2006) produced a random probability sample based paper “Unemployment and Subjective Well-Being: Does Money Make a Difference”, within the context of Finland. The paper explores dual theories related to employment to analyse whether people are happy remaining employed or unemployed.

Helliwell & Huang (February, 2011) studied “New Measures of the Costs of Unemployment: Evidence from the Subjective Well-Being of 2.3 million Americans”, within the context of United States. The following survey based paper highlights two survey reports to measure the subjective well-being of the people (between unemployed and rest of the population) of United States.

Shapiro & Keyes (October, 2007) within the context of United States, with the help of MIDUS produced a paper called “Marital Status and Social Well-Being: Are the Married Always Better Off”? The paper investigates how the change of marital status can lead to increase of well-being among the individuals and society at large.

Shields (www.melbourneinstitute.com), proposed a study “Marriage, Children and Subjective Well” within the context of Australia. The paper examines the changing relations of the household due change in marital status and their impact over the children.

Stutzer & Frey (October, 2005) presents an observation “Does Marriage Make People Happy, or Do Happy People Get Married”? The observation is given upon the interpersonal comparison among the people of Australia regarding the opinions individuals upon impact of marriage on subjective well-being.

Carino & Jijo (2005) undertook a study “Poverty and Well-Being”, upon Indigenous people of Western counties. The study is based on comparison among these peoples’ and the impact of industrialization and globalisation upon their lifestyle.

Ravallion (October, 2009) presented a quantitative based study “A Comparative Perspective on Poverty Reduction in Brazil, China and India” within the context of Washington D.C. The study highlights various methods adopted by the governments of the countries (Brazil, China and India) to reduce poverty.

Tichy (September, 2013) undertook a study on Europe called “Subjective Well-Being and Socio-Ecological Transition”. The study provides a new strategy through analytical evaluation to bridge the gap between policy makers and determinants of subjective well-being.

Costanza et al., (January, 2009) undertook a study on United States called “Beyond GDP: the Need for New Measures of Progress” a qualitative mood of study is adopted to search for better indicators to measure the quality of life instead of quantity.

Watenberg (May, 2011) proposed a discussion called “Human Well-being at the Heart of Economics” within the context of United States. The focus is given upon the great economic depression during 2007 and related treacherous condition occurred among the people of west and subsequently loss of well-being.

NEF (2012) a British think-tank proposed a sustainable measure of well-being “The Happy Planet Index”, within the context of United Kingdom. The report provides a comparison of well-being among the nations happiness in terms of how well the people are living.

UK Department for International Development (April, 2012) proposed a discussion within the context of United Kingdom under the heading “Understanding Poverty and Well-Being”. The discussion focuses upon the various gaps within the current research on poverty and highlights key future research dimensions.

Alkire & Sarwar (2009) produced a paper “Multidimensional Measure of Poverty & Well-Being” within the context of United Kingdom. The paper adopts the case study method on six countries to discuss the multi-dimensional approach to measure poverty in terms of well-being determinants to re-discover the flaws within the existing policies.

Bonilla & Gruat (2003) studied “Social Protection: A life Cycle Continuum investment for Social Justice, Poverty Reduction and Sustainable Development” within the contest of Switzerland. The qualitative method is taken to redefine poverty in terms of social protection and no social protection.

Greely (1994) studied “Measurement of Poverty and Poverty of Measurement” within the context of United Kingdom. The paper proposed a strong argument against the ongoing policies to eradicate poverty and how these policies are only concentrated on the material welfare.

1.9 (c) Studies on Employees' Well-Being at Workplace

Pangallo & Donaldson-Feilder in their study “The Business Case for Well-being and Engagement: Literature Review”, within the context of United Kingdom, provide a detail explanation on the employee engagement and satisfaction with response to business outcome.

Page, K (October 2005) presented a study “Subjective Well-Being in the Workplace” within the context of Australia based on questionnaire method used for employees of Australian Unity (AU). The study leads to the creation of new branch of subjective well-being and workplace well-being.

Pruyne, E (2011) studied about the “Corporate Investment in Employees Well-being the Emerging Strategic Imperative” within the context of United Kingdom, presents a detail explanation on how the well-being programmes on the corporate sectors can produce valued outcomes.

Chang & Lu (March, 2007) studied about the “Characteristics of Organizational Culture, Stressors and Well-being- A case of Taiwanese organization” within the context of United Kingdom and Taiwan. The study aims to identify the stress causing elements in relation to organisational culture and impact upon the well-being.

Harter et al., (November, 2003) in their study called “Well-Being in the Work Place and its Relationship to Business Outcome- A review of the Gallup Studies” within the context of USA proposed the positive relation between well-being practices and the increasing positive emotions and thus helps the employees to do what is naturally right for them.

Australian State and Service Report produced a unique qualitative study done depending on the Australian Public Service employees’ called, “Employee Engagement, Health and Well-Being”. The study aims to develop multi-layered employee engagement model to measure the productivity.

National Social Marketing Centre produced a study based on literature review and seminar discussion, named, “Business Success and Employee Well-being”. The study derives three approaches: Re-focus, Unite & Move to improve health & well-

being, which brings fundamental changes within the workplace to improve the quality of working life.

Young, V & Bhaumik, C (2011) studied “Health and Well-Being at Work: A survey of Employers” within the context of United Kingdom. The study uses interview method to highlight the employees sickness absence is major obstacle for productivity and thus, importance and positive outcome of well-being measures within the organisations.

Chenoweth, D (2011) proposed a study called “Promoting Employee Well-Being: Wellness Strategies to improve health, performance and the bottom line” on the context of USA. The study examines various case studies to redefine the importance of well-being for employees.

Government of Australia with the help of Medibank Private and National Health Survey undertook a study on Australian workforce called, “A Guide to Promoting Health and Well-Being in the Workplace”. The study aims to explore multi-level approach of well-being and creating organizational commitment through identifying six factors related to workplace.

Bevan, S (April 2010) presents a case study “The Business Case for Employees Health and Well-Being” for the United Kingdom. The study gives additional focus on health & well-being to be included into the next version of standard and along with seven business benefits were discussed.

OECD (2001) produced a qualitative mode of study called “The Well-Being of Nation: the role of human and social capital” within the context of France. The study investigates on today’s relationship of human with economic well-being which lacks quality of life and explores the multi-faced factors of well-being which forms the nations’ happiness indicators.

Bakker, AB & Oerlemans, W.G.M (2010) presented a literature review based study on “Subjective Well-Being in Organization” within the context of Netherlands. The study introduced two methods Diary Research & Day Reconstruction Method (DRM) which illuminates the positive & negative forms of work and relative subjective well-being.

Rissa, K (2007) provides a book form of study called “Well-Being Creates Productivity”, which presents chapter wise explanation about well-being and related components as productivity, work-career, and challenges in work life etc.

Standard Life Health Care Limited (2006) consisting of an intervention group of Unilever and control group of England proposed a report named “Well-Being at Work”. The report reveals negative factors leading to low performance within the workplace and additionally a conclusion is drawn that better health benefits not only employees but also company as a whole.

CIPD of England reviewed various real life case studies of different organization about adoption of Well-Being practices and its impact on employees and organizational agenda and developed a study “What’s Happening with Well-Being at Work”.

Kennedy, R. (1968) within the context of United Kingdom, presented a survey based report “National Accounts for Well-being: bringing real wealth onto the balance sheet”. The report investigates the flaws of economic indicator for measuring national welfare.

Mayor of London (May 2012) provides a survey based business case called “London Business Case for Employees Health and Well-being”. The study investigates the impact of both government and employee initiative for well-being at the work place.

Waddell, G & Burton, A. K (2006) presents a pure qualitative study which mainly highlights the lists of health issues related to workplace of United Kingdom called “Is Work Good for your Health & Well-Being?” The paper provides a discussion that work is generally good for health provided job has security, fair pay, personal satisfaction etc.

Public Sector Management Office of Tasmania government produced a study called “Implementing a Workplace Health and Well-Being Program”. The study provides guidelines based on resources to help to assist the agencies to meet the obligations to develop a workplace health & well-being programs.

Aked et al., proposed a discussion on evidence based behavioural model supported by New Economic Foundation (NEF) for promoting well-being within the context of

U.K. The study was named as “Five Ways to Well-Being” which highlight key process for communicating the message of Well-Being and implementing it in daily day-to-day routine.

Hussain & Yousaf (Dec, 2011) produced a survey based research paper within the context of Pakistan. The paper discussed about the pattern of work environment existing within the private sector employees.

Lundstrom et al., (2002) prepared an article “Organisational and Environmental Factors that affect Workers Health and Safety and Patient Outcome” within the context of United States. The article discussed various organisational factors related to employees’ work environment and its affect on well-being.

Chandrasekar (2011) produced a study “Workplace Environment and Its Impact on Organisational Performance in Public Sector Organisations”, within the context of India. The paper provides an analysis of employees’ work performance due to the presence of certain working environment within the organisation.

Diener & Seligman (2004) produced a study “Beyond Money Towards an Economy of Well-Being” within the context of United States. The study aims to search for other well-being indicators not captured by existing indicators, to investigate the benefits of well-being in produce successful society.

The Australian Institute presents a qualitative mode of study “A Manifesto for Well-Being” within the context of Australia. The paper explores the meaning of well-being within the Australian society and also suggests by improving the national well-being a flourishing society can be created.

Art Council England (2005) produced a report on “The Art, Health & Well-Being”, within the context of United Kingdom. The report explores the interconnecting factors between health and well-being. The report takes various art organisation of United Kingdom to analyse set of case studies focusing towards improving health

Sheffield Hallam University, (2005) presents a booklet “Creating a healthy and engaged workforce”, within the context of United Kingdom. The booklet contains description of various on-going activities to motivate and produce a healthy employee for the organisation. Various professional counsellors are invited and to

teach the value of work-life balance, health promotion activities, time management schemes etc., to employees.

1.9 (d) Summary of Literature Review:

The table-1.2 (in appendix-I) presents Literature Review Matrix, which reviewed the 74 numbers of relevant articles, research papers, reports etc. From the matrix the key facts are summarised as follows- From the available literature on subjective well-being, it has been found that, the study on subjective well-being is more popular in western countries. From the observation few of the trend is worth mentioning.

In general subjective well-being refers to how people experience the quality of their lives, the emotional experience and their own personal judgement about the positive and negative effects of life. As discussed by *Richard et al., (2009)* history of subjective well-being has a long tradition of evolution and growth. According to the OECD guidelines subjective well-being encompasses three different dimensions cognitive evaluation of one's life, positive emotion and negative emotion and in all cases these dimension goes beyond the people income and material conditions. But as argued by the *Daniel.W.Sacks, Betsey Stevenson and Justin Wolfers (2012)* in the paper '*New Stylized Facts about Income and Subjective Well-Being*', the rising Gross Domestic Product (GDP) is associated with the rising average individual well-being. As measured by the Self Report Happiness as compared to poor people and rich people within a country report greater well-being due to greater prosperity, income, higher consumption etc.

However, in this regard according to the Easterlin Paradox, there is no link between the level of economic development of society and overall happiness of its members, as because maximizing economic growth does not capture life satisfaction among the people of the specific country or the region. Nonetheless, a number of study have founded that subjective well-being constructs are strongly associated with a range of personality traits, as the study conducted by the Laura Camfield

A finding from the numerous personality studies shows that for 50% of subjective well-being is heritable. This gives a notable difference of culture that is whether the individualist culture of western countries are more fascinated towards subjective well-being rather than the collectivist culture of eastern countries. *Alexandra Stocks*

(South Africa), Kurt A. April (South Africa), Nandani Lynton (China), (2012). Secondly, it is also revealed from the review that most of the studies are qualitative in nature. Conceptual framework is developed and measurement scales are introduced to study the subjective well-being and to provide a more scientific outlook to the subject and thus make it more researchable. The quantitative mode of study is also used, where the questionnaire preparation and survey sampling methods are also adopted to study the various sample.

Finally, on the content part it is seen that the researches are more evaluative and descriptive in nature. The research papers provide a strong understanding of the subjective well-being and the topic is discussed on the various dimensions as economic arena where policy makers get the benefit from the components of subjective well being and study of relationship between income and well-being. The study also illustrates the cross cultural development among the nation and the existing socio-political inequality and its effect upon well-being.