

Chapter-5

Employees' Perception on Subjective Well-Being

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Objective:-

1. To assess the perceived level of subjective well-being among the employees of NEEPCO.
3. To examine the relationship between subjective well-being and organisational environment and organisational culture of NEEPCO.

Hypothesis (H_{01}) – *Demographic factors related to employees of select units do not associate to levels of subjective well being of the employees, is accepted.*

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5.1 Introduction

Today's working world is packed with challenges, and as well as demand of work outcome. These require a new dynamic approach to management in which employees are most important factor for the maintenance of competitiveness and high organizational results. This reality has led researcher to look into the well-being practices that linked with a better organizational performance. Although organizational performance is an important outcome of management practices, but there are other aspects that researcher might have overlooked is the impact of various well-being activities on employees and their subjective opinion (*Gonçalves & Neves, 2012*). In this regard various researches stated upon the quality of workers life and the connected performance which derives from behavioural, cognitive, and health benefits of positive feelings, and positive perceptions (*Harter et al., 2002*).

It can be envisage that the growing concern on practices of well-being within the organisation is also leading towards employees' awareness regarding the issue. Thus, the concept of employee's perception enlightens the fabric of organizational life in terms of interpersonal relationships, reporting lines, group boundaries and the social identities. Therefore, the significance of well-being practices is crucial during organizational change, as these practices provide a vision of change; give direct support to employees' and model of appropriate behaviour (*Jones et al, www.griffith.edu.au*).

In this regard, to examine the subjective opinions upon the existing life style of the employee's became a challenge of the day. The employees express themselves physically, cognitively, and emotionally during their role performances. The cognitive aspect of employee engagement concerns employee's beliefs about the organisation, its leaders and the working conditions. The emotional aspect concerns how employees feel about the organisational rules and the policies and therefore the subjective opinion forms, from both physiological and psychological analysis (*Kular et al, 2008*).

Thus, employee's perceptions' regarding the organisational well-being policies varies. Some of the employees think of well-being in a narrow fashion restricting their considerations to the dimension such as job satisfaction. Some others may link well-being with the hygiene facilities as pure drinking water, quality canteen foods, clean washrooms, various allowances related to travelling, medical facilities, pay leave etc. As a result examining the subjective opinion is a surprising agreement among the core components of well-being (*Grant et al., 2007*).

The above theoretical background can be linked towards understanding the perception on subjective well-being (SWB) through assessing the levels on perception of employees' of the four selected units (AGTP, KHEP, RHEP and HQ) of NEEPCO. Consequently, in order to gain more knowledge on employees' perception on SWB, the second part of questionnaire has been developed.

5.2 Construction of Tools for Measuring Employees' Perception on Subjective Well-Being (SWB)

The part-II of the questionnaire contains (15 + 15) 30 items of Antecedent Factors (AF) which consists of organisational environment and culture respectively. This part of the questionnaire explores the existing AF which forms the support system of the organisation and prominent operational factors surrounding, NEEPCO within (internal) and outside (external). This internal and external force has a huge impact upon the nature of relationship between strategy and organisational working structure, which in turn forms the basis of employees' perspective on well-being level.

Table 5.1 Managerial Perspective of the Items of the Questionnaire (Part-II)

Sl.No.	Elements of AF	OE & OC Prevailing within NEEPCO
<i>Organisational Environment (15 items)</i>		
1.	Suggestion	Participative Management
2.	Responsibilities	Employee welfare
3.	Scope for Development	Strategic Need Based Training
4.	Environment	Cordial
5.	Social Meet	Sense of Brotherhood & Humanity
6.	Intra-Departmental Meetings	Discussion of Organisational Strategy
7.	Team Work	Co-ordination, Involvement & Co-operation
8.	Challenging	Opportunity to use Abilities
9.	Fair Return	Promise to Shareholder
10.	External Competition	Competitors & Government Policies
11.	Image	India's NER Largest Electricity Producer
12.	Deal Judiciously	Wise Transaction with Suppliers
13.	Reliable Relation	Trustworthy Relation with Outsourcing Agencies
14.	Support to Govt. Policies	Creating Jobs, Construction Activities, Providing Electricity
14.	Support to Govt. Policies	Construction Activities, Providing Electricity etc.
15.	Competitive Environment	Strives for Excellence through Training Programmes, Establishing Joint Venture Projects
<i>Organisational Culture (15 items)</i>		
16.	Recruitment	Through Advertisement on Local & National News Papers and Information from Employment Exchange followed by Written & Personal Interview
17.	Equitable Reward	Recognition, Promotion, Increment, Bonus,
18.	Basic Discipline	Loyalty, Mutual Trust & Commitment
19.	Stability	Stick to Objectives along with Organisational Growth
20.	Corporate Rituals	Founders Day, Recognition to Employees' Meritorious Students, Celebration of Festivals, Fresher's Welcome, Farewell to Retired Employees to reinforce Organisational values
21.	Alertness	Climate of Professionalism
22.	Leadership	Motivating Leadership Practice (concern for employees' needs, working capability, respect ideas & employees own goals, set time limit for job completion)
23.	Support	Top-Management Objective and Impartial Judgement to all
24.	Other's Opinion	Participatory Management (top-down follow of instruction & bottom-up follow of recommendation)
25.	Managerial System	Theory 'Z' approach
26.	Corporate Social Responsibility	To Maintain Mutual Relation With State Governments, Build Organisational Image & Promote Sustainable Development
27.	Political Activities	General Behaviour or attitude of employees towards management decision
28.	Fresher's Welcome	Welcoming new joiners as a part and future of NEEPCO
29.	Circulates Bulletin (Official Statements, Notice for Strategic changes, NEEPCO News, Magazines, Annual Reports)	A form of Communication Channel to make the Information or Management Decision, flow to all Departmental Employee's of Organisation and even to Shareholders (to share achievements & cultural ideals, upcoming power projects etc.).
30.	Sponsor's Sports (Cricket, Volleyball, Badminton, Table-Tennis, Chess, Cards etc.)	Intra-Departmental & Inter-Project (within power units of NEEPCO) and Inter-Power Organisation (NHPC, OTPC, NTPC etc.) Competition are organised among the employees.

The table 5.1 illustrates the managerial or hidden perspectives incorporated in the questionnaire constructed to measure the influence of organisational environment and culture on the perception of employees' subjective well-being. In this regard, the factor selection was done with the help of factor analysis.

Below, the table 5.2 showing the rotated component matrix to describe the factor loadings of four components of holistic model of subjective well-being (physical well-being, psychological well-being, social well-being and spiritual well-being) and antecedent factors (organisational environment and organisational culture). Each number represents the partial co-relation between the items and the rotated factors.

Table 5.2 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) #	14.375	11.056	4.482	4.347	3.644
	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
<i>Physical Well-Being</i>							
1.	Physical Distress	.784					
2.	Comfort	.751					
3.	Functional Ability	.749					
4.	Coordination	.737					
5.	Safe	.730					
6.	Companion	.636					
7.	Useful	.625					
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					
<i>Psychological Well-Being</i>							
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				

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
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		
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	

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
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>Note: PhWB=Physical Well-Being, PsyWB= Psychological Well-Being, SoWB= Social Well-Being, SpWB= Spiritual Well-Being, OC= Organisational Culture, OE= Organisational Environment 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>							

From the factor analysis interpretations can be drawn from a common thread that only those variables are taken which is having the large loadings for the particular factor. 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 5.3: 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 5.3 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.

The above tests provide a measurement framework for the subjective well-being to measure the perception levels of the employee's of NEEPCO. The measurement of employee's levels of perception would provide extensive evidence of relationship between the components in the holistic model and their effect upon an individuals' life. This effect upon life consists of various dimensions as income satisfaction, health satisfaction, work satisfaction, meaning and purpose of life, social status and contacts etc.

5.3 Employees' Self Perception on Subjective Well-Being

In order to assess the perception of the workforce, each component of holistic model (PhWB, PsyWB, SoWB & SpWB) have been divided into Four Levels: Low, Moderate, High and Very High. The differences of each level are defined by the number of items under each component of (2P & 2S) that is Physical Well-Being (15 elements), Psychological Well-Being (13 elements), Social Well-Being (13 elements) and Spiritual Well-Being (05 elements).

Levels of Subjective Well-Being based on Components of Holistic Model (CHM) - To measure the perception level related to CHM the following assessment is done.

Table 5.4: Employees' Perception on SWB Based on CHM

CHM	Low	Moderate	High	Very High
PhWB	Low (15-30) *	Moderate (31-45)*	High (46-60)*	Very High (61-75)*
	x**	2 (0.7%) **	132 (44.3%) **	162 (55%) **
PsyWB	Low (13-26)*	Moderate (27-39)*	High (40-52)*	Very High (53-65)*
	x**	10(3.4%) **	165 (57.7%) **	116 (30.2%) **
SoWB	Low (13-26)*	Moderate (27-39)*	High (40-52)*	Very High (53-65)*
	x **	13 (4.4%) **	110 (37.2%) **	173 (58.4%) **
SpWB	Low (5-10)*	Moderate (11-15)*	High (16-20)*	Very High (21-25)*
	5 (1.7%) **	27 (9%) **	101 (33.9%) **	165 (55.4%) **
Overall 2P+2S	Low (46-92)*	Moderate (93-138)*	High (139-184)*	Very High (185-230)*
	x**	1 (0.3%) **	127 (42.9%) **	168 (56.8%) **
<p><i>Note: CHM= Components of Holistic Model, *Levels of SWB in the Parent Thesis, **Calculated values of CHM, PhWB=Physical Well-Being, PsyWB= Psychological Well-Being, SoWB=Social Well-Being & SpWB=Spiritual Well-Being,</i></p> <p style="text-align: center;"><i>Calculated frequency in Shadowed Cell</i></p> <p style="text-align: center;"><i>In Un-shadowed Cells percentage on frequency within brackets</i></p>				

The table 5.4 exhibits the employees' perception on the basis of four different components of SWB. It is revealed that, the level of social well-being is maximum (with 58.4%) ranging at the level very high, whereas, only in case of spiritual well-being the component value showing negativity with minimum of 1.7%. Other components such as psychological and physical well-being are positive revealing the levels index ranges from moderate to very high. An overall measurement of 2P+2S model depicts on SWB among the employees' shows negativity with negligible level with moderate value of 0.3%. The calculation shows positivity as, all the components of holistic model are having positive counts with the percentage ranging on the levels- high (i.e. 42.9%) and very high (i.e. 56.8%).

Component wise Perception on Subjective Well-Being- Table 5.4 exhibiting the value of evaluation of the perception levels on subjective well-being of the selected employees of NEEPCO based upon the four components of holistic model. The table reveals, the levels of all the four components of SWB are very high as the existing levels equate (127+168+1) to 296 numbers of employees out of whole sample which equates to 298. Therefore, each component of well-being shows:-

- 296 numbers of employees' in NEEPCO perceives as very high level of Physical Well-Being (PhWB), exception reveals in case of two numbers of employee of the sample. It is found that the employees of NEEPCO experience greater physical comfort as because the organisation continuously strive for redesigning the work system through inclusion of necessary changes as provided within the life style facilities (*as discussed in chapter-3: Organisational Profile*).
- Out of 298 respondents, 281 of them responded very high level of the Psychological Well-Being (PsyWB) which indicates that the perceived levels on PsyWB are very high for them.
- The perceived level of Social Well-Being (SoWB) among employees' is also very high as out of 298 numbers of employees 283 numbers have responded their SoWB as very level.

- The levels of Spiritual Well-Being (SpWB) among the selected employees' also revealing very high, from the responses of total number of 266 employees indicating the NEEPCOs effort to develop the self-esteem among its' employees.

Levels of Subjective Well-Being based on Unit(s) - To examine the effect of the diverse location on the perception levels of the employees', assessment is done on the basis of selected units (Roy Choudhury & Barman, 2016).

Table- 5.5: Unit(s) - Wise Assessment of Employees' Perception on SWB

Physical Well-Being					Psychological Well-Being				
Units	L (15-30)	M (31-45)	H (46-60)	VH (61-75)	Units	L (13-26)	M (27-39)	H (40-52)	VH (53-65)
AGTP	x*	x*	14*	16*	AGTP	x*	x*	21*	9*
			(46.7%)	(53.3%)				(70.0%)	(30%)
KHEP	x*	1*	50*	27*	KHEP	x*	2*	51*	25*
		(1.3%)	(64.1%)	(34.6%)			(2.6%)	(67.9%)	(29.5%)
RHEP	x*	1*	19*	70*	RHEP	x*	3*	5.3*	34*
		(1.1%)	(21.1%)	(77.8%)			(3.3%)	(58.9%)	(48%)
HQ	x*	x*	49*	51*	HQ	x*	5*	41*	48*
			(49.0%)	(51%)			(5.0%)	(47%)	(48%)
Social Well-Being					Spiritual Well-Being				
Units	L (13-26)	M (27-39)	H (40-52)	VH (53-65)	Units	L (5-10)	M (11-15)	H (16-20)	VH (21-25)
AGTP	x*	1*	23*	6*	AGTP	2*	7*	17*	8*
		(3.3%)	(76.7%)	(20%)		(6.7%)	(23.3%)	(43.3%)	(26.7%)
KHEP	x*	3*	35*	39*	KHEP	3*	7*	32*	58*
		(3.9%)	(45.5%)	(50.6%)		(3.0%)	(7%)	(32%)	(58%)
RHEP	x*	4*	19*	67*	RHEP	x*	5*	36*	37*
		(4.4%)	(21.2%)	(74.4%)			(6.4%)	(46.2%)	(47.4%)
HQ	x*	5*	33*	61*	HQ	x*	8*	20*	62*
		(5.1%)	(33.3%)	(61.6%)			(8.9%)	(22.2%)	(68.9%)
<p>Note: L= Low, M= Moderate, H=High, VH= Very High *Calculated frequency in Shadowed Cell In Un-shadowed Cells percentage on frequency within brackets</p>									

Table 5.5 provides component wise measurement for all the four selected units. Under the component:-

- Physical Well-Being- In the unit RHEP employees' rated their own perception of subjective wellbeing as high by the 77.8% of respondents and as moderate only by 1.1% or respondent. Whereas, unit KHEP respondents rated high level of physical well-being by the 64.1% and on the other hand in the units of AGTP & HQ the respective respondents responds as very high level by 53.3% and by 51% respectively.

- Psychological Well-Being - The respondents of the unit of HQ (Shillong) rated their psychological well-being at high level by 48% followed by unit RHEP with 48% ranging at very high level. In contrast in the unit- AGTP majority reported high level of psychological well-being. The respondents from the KHEP reported of having high level of PsWB by 67.9%, and only by 29.5% of the employees' responded as the very high level of PsWB.
- Social Well-Being- The employees assessed their own perception between the moderate and very high level. In the unit-RHEP respondents assessed their well being as high level of SoWB by the frequency of 74.4% followed by responses of HQ (Shillong, Meghalaya) by 61.1%, and in KHEP by 50.6% of respondents as high level of Social Well-Being (SoWB). In the units of AGTP, respondents assessed that, their social well-being slightly lower than the other units.
- Spiritual Well-Being- The respondents of AGTP and KHEP assessed themselves their well-being levels as low with (6.7%, 3.0%) to very high (26.7%, 58%) respectively. Whereas, in KHEP and HQ, the respondents rated their spiritual well-being (SpWB) levels ranged in between moderate to very high. The respondents of HQ reports as their spiritual wellbeing as high by 68.9% respondents.

Unit(s) wise Perception on Subjective Well-Being- The table- 5.5 describes levels perception from diverse location of the selected power units (i.e. AGTP, KHEP, RHEP & HQ) as the perception levels on their own well being. The values indicate:-

- The perception levels of employees (in the power units) on Physical Well-Being (PhWB) of all the four units are very high as the percentage ranges between (53.3%) to (77.8%). Such high frequencies on categories perception on well-being demonstrate NEEPCO's ability to maintain a positive working environment.
- Employees' perception upon Psychological Well-Being (PsyWB) belonging to the selected power units lies between the levels high (48%) to very high (70.0%), presenting the high degree of positivity.

- Perception upon the Social Well-Being (SoWB) confirms the existence of moderate to very high degree of well-being as the frequencies ranges within 20% to 76.7%. This presents the state of mixed perception on the challenging socio-political, cultural realities embedded in the minds of employees in North-East India.
- Employees' Perception on their own Spiritual Well-Being (SpWB) of the four selected power units also within the moderate to very high levels as the percentage rests within (23% to 68.9%).

Levels of Subjective Well-Being based on Age- Age plays an integral role as age difference often leads to the outcome of diverse outlook in terms of shared beliefs, values and attitude. Thus, the assessment is done to examine the perception on subjective well being based on age as the perceptual differentiator.

Table- 5.6: Age-Wise Assessment of Employees' Perception on SWB

Physical Well-Being					Psychological Well-Being				
Age	L (15-30)	M (31-45)	H (46-60)	VH (61-75)	Age	L (15-30)	M (31-45)	H (46-60)	VH (61-75)
18-30	x*	x*	15*	22*	18-30	x*	1*	17*	19*
			(40.5%)	(59.5%)			(2.7%)	(45.9%)	(51.4%)
30-40	x*	x*	54*	46*	30-40	x*	2*	64*	34*
			(54.0%)	(46%)			(2.0%)	(64%)	(34%)
40-50	x*	1*	50*	65*	40-50	x*	4*	67*	44*
		(0.9%)	(42.6%)	(56.5%)			(3.5%)	(58.2%)	(38.3%)
50-60	x*	1*	14*	31*	50-60	x*	3*	24*	19*
		(2.2%)	(30.4%)	(67.4%)			(6.5%)	(52.2%)	(41.3%)
Social Well-Being					Spiritual Well-Being				
Age	L (15-30)	M (31-45)	H (46-60)	VH (61-75)	Age	L (15-30)	M (31-45)	H (46-60)	VH (61-75)
18-30	x*	1*	11*	24*	18-30	2*	3*	9*	23*
		(2.7%)	(32.4%)	(64.9%)		(5.4%)	(8.1%)	(24.3%)	(62.2%)
30-40	x*	6*	46*	47*	30-40	1*	13*	34*	49*
		(6.1%)	(46.4%)	(47.5%)		(1.0%)	(13%)	(37%)	(49%)
40-50	x*	6*	37*	71*	40-50	2*	11*	38*	64*
		(5.3%)	(32.4%)	(62.3%)		(1.7%)	(9.6%)	(33%)	(55.7%)
50-60	x*	x*	14*	31*	50-60	x*	x*	17*	29*
			(32.6%)	(67.4%)				(37.0%)	(63%)

Note: L= Low, M= Moderate, H=High, VH= Very High
**Calculated frequency in Shadowed Cell*
In Un-shadowed Cells percentage on frequency within brackets

Table 5.6 depicts the employees' perception on the basis of different age groups.

- The age group 18-30 and 30-40, which constitutes the young group of employees exhibits high and very high level of PhWB with frequencies ranging within 59.5% and 46% respectively. The middle aged employees that

the group consisting of 40-50 and 50-60 reported as the moderate to high level of perception.

- All the age group reveals their perception on PsyWB within the levels moderate to very high, among them the employees under the age group 18-30 has the maximum frequency 51.4% which falls in the cell of very high level followed by responses received from the age group 50-60 with frequency with 41.3% percentage.
- Employees' within the age group of 18-50, their perception on SoWB is levelled between moderate to very high that indicates organisation is encouraging congenial social environment. Senior employees within the age group 50-60 revealing the high and very high level of comfort with response percentage 67.4%.
- Within the age group of 18-50, employees evaluate their SpWB in the levels from low to very high that is value ranges from 2.7% to 64.9%. But the senior employees exhibit superior happiness level with 63% occurring at very high level.

Age wise Perception on Subjective Well-Being- The table 5.6 focuses upon the role of 'age' as the differentiator of perception levels of employees' in regard to subjective well-being combining all four components of examined model. The selected employees are divided into four age groups (18-30, 30-40, 40-50 & 50-60). The age based analysis illustrates:-

- Employees' perception levels upon PhWB for all the four age group are very high within a range of 30.4 % to 67.4 %.
- The perception levels of employees' upon PsyWB for the given age groups rest on, very high level with 34% to 64%.
- Employees' perception on SoWB reveals very high level with percentage ranging within 32.6% to 67.4%, signifying high quality of work life.

- The level of SpWB among the different age groups of employees' appears to be very high as the level rests on (49% to 63%).

Levels of Subjective Well-Being based on Gender - Gender is an important demographic indicator which helps to assess the mainstreaming social perspective. Within the work culture the influence of gender differences can be felt very strongly regarding the subjective opinion on well-being, thus, assessment is followed:-

Table-5.7: Gender-Wise Assessment of Employees' Perception on SWB

Physical Well-Being					Psychological Well-Being				
G	L (15-30)	M (31-45)	H (46-60)	VH (61-75)	G	L (15-30)	M (31-45)	H (46-60)	VH (61-75)
M	x*	1*	111*	133*	M	x*	8*	144*	93*
		(4%)	(41.7%)	(54.3%)			(3.3%)	(58.7%)	(38%)
F	x*	1*	21*	27*	F	x*	2*	28*	23*
		(1.9%)	(39.6%)	(58.5%)			(3.8%)	(52.8%)	(43.4%)
Social Well-Being					Spiritual Well-Being				
G	L (15-30)	M (31-45)	H (46-60)	VH (61-75)	G	L (15-30)	M (31-45)	H (46-60)	VH (61-75)
M	x*	11*	90*	142*	M	4*	25*	84*	132*
		(4.5%)	(37.1%)	(58.4%)		(1.6%)	(10.2%)	(34.3%)	(53.9%)
F	x*	2*	20*	31*	F	1*	2*	17*	33*
		(3.8%)	(37.7%)	(58.5%)		(1.9%)	(3.8%)	(32%)	(62.3%)
<p>Note: L= Low, M= Moderate, H=High, VH= Very High G=Gender, M= Male, F=Female *Calculated frequency in Shadowed Cell In Un-shadowed Cells percentage on frequency within brackets</p>									

Table 5.7 shows employees' perception on the gender basis. Under the component:-

- Male employee's assesses themselves as very high level of Physical Well-Being with 58.5% prevails in the organisation. Whereas, the female employees also shows similar standard of the comfort level with a minimum counts of female employees assessing their perception as the moderate well-being with frequency score with 1.9%.
- Both the gender of employees assesses themselves their perception on Psychological Well-Being which ranges from moderate to very high level with frequency count 3.3% to 52.8% respectively.
- Assessment of Social Well-Being (SoWB) by both male and female employees' exhibits as high but similar level of social comfort (with 58.4% and 58.5% respectively) within the organisational culture.

- The employees of both gender assesses their Spiritual well-being (SpWB) within the level which ranges from low to very high. The large number of male employees' exhibit high level of perception on SpWB with 53.9% followed by 34.3%. The female employees assess their perception SpWB as high level and also in the category of very high level with 32% and 62.3% respectively.

Gender wise Perception on Subjective Well-Being- Table 5.7 provides results of gender based perceptual differentiator in respect to subjective wellbeing in the NEEPCO. The selected employees' perception on SWB are then analysed based upon four components of subjective well-being. The gender based analysis reveals the following facts:-

- Employees' perception levels on Physical Well-Being reported by both male (54.3%) and female (58.5%) employees' are very high.
- The perception levels of both the genders on PsyWB reported within the ranges of high and in very high level with 52.8 % to 58.7% respectively.
- The employees' perception levels on SoWB for both the genders demonstrate very high level with the value rests between 58.4% & 58.5%.
- The levels of SpWB as accounted by both the gender are very high with the value 53.9% (male) and 62.3% (female) respectively.

Levels of Subjective Well-Being based on Organisational Grades- Grade represent an important division of workforce within the organisation. The groupings of employees are also helpful to systematise the pay ranges and facilities are to be sanctioned. The reports based on gradation of employees will state the position on which we can understand the grade as differentiator for perceived level of subjective well being in NEEPCO. In the chapter, the selected organisational grades are consisting of Executives (E), Supervisors (S) and Workmen (W).

Below, the table 5.8 explains the perception assessment on subjective well-being based on employee's grades.

- Under Physical Well-Being (PhWB)- executives and workmen provides mixed perception that is value ranging from moderate to high (with 1.0%-62.7% & 1.4%-59.4% respectively). Supervisors provide elevated effect of happiness with 69.0% at high and 31% at very high level.
- The perception on Psychological Well-Being (PsyWB) for all the grades of employee's rests upon the levels moderate to very high that is the value ranges from 2.2% to 63.8%.
- The employees' perception on Social Well-Being (SoWB), shows absence of low level with no negativity and large number of employees from all the grade provides very high comfort level.
- Under the component Spiritual Well-Being (SpWB), the affect level ranges from low to very high for both Supervisors and Workmen, though negativity is in a very negligible level. The executives provide moderate level with 4% but large number of employee is having very high level of well-being with 65.7%.

Table- 5.8: Grade-Wise Assessment of Employees' Perception on SWB

Physical Well-Being					Psychological Well-Being				
G	L (15-30)	M (31-45)	H (46-60)	VH (61-75)	G	L (15-30)	M (31-45)	H (46-60)	VH (61-75)
E	x*	1*	37*	64*	E	x*	3*	52*	47*
		(1.0%)	(36.3%)	(62.7%)			(2.9%)	(51%)	(46.1%)
S	x*	x*	40*	18*	S	x*	4*	37*	17*
			(69.0%)	(31%)			(6.9%)	(63.8%)	(29.3%)
W	x*	2*	54*	82*	W	x*	3*	71*	52*
		(1.4%)	(39.9%)	(59.4%)			(2.2%)	(60.1%)	(37.7%)
Social Well-Being					Spiritual Well-Being				
G	L (15-30)	M (31-45)	H (46-60)	VH (61-75)	G	L (15-30)	M (31-45)	H (46-60)	VH (61-75)
E	x*	2*	31*	69*	E	x*	7*	28*	67*
		(2.0%)	(30.4%)	(67.6%)			(6.9%)	(33.3%)	(65.7%)
S	x*	6*	31*	20*	S	3*	9*	23*	22*
		(10.5%)	(54.4%)	(35.1%)		(5.2%)	(15.5%)	(39.6%)	(39.7%)
W	x*	5*	48*	84*	W	2*	11*	50*	75*
		(3.6%)	(35.1%)	(61.3%)		(1.4%)	(8%)	(36.3%)	(54.3%)
<p>Note: L= Low, M= Moderate, H=High, VH= Very High, E=Executive, S= Supervisor, W= Workmen, G=Grades, *Calculated frequency in Shadowed Cells Un-shadowed Cell represents the percentage on frequency within brackets</p>									

Grade wise Perception on Subjective Well-Being The grade wise assessment is done (table 5.8) to understand the ranks of employees' on their subjective perception. Each grade shows:-

- The employees' perception for all the three grades upon the PhWB is very high with the percentage vary within 59.4% to 69%.
- Employees belonging to the grades Executives, Supervisors and Workmen perceive very high level PsyWB with the response percentage above 50%.
- All the 3 grades of employees perceiving their SoWB up to level of very high.
- Majority of executives i.e. 65 percent perceiving their SpWB among very high level, whereas the 39.7 percent of Supervisors and 54.3 percent of Workmen perceiving high level of spiritual well being.

Levels of Subjective Well-Being based on Department (Work Units) - The department of the organisation is important as nature of work has maximum influence upon the well-being levels of the employees. Table 5.9 (in appendix-III) reveals that:-

- Almost all, but especially the employees working in the departments of Legal Advisory, CP&MW and in the Commercial Wing perceiving very high level of well-being, 100 percent of employees of these department are responding as very high of Physical Well-Being.
- Respondents reported moderate and high level of Psychological Well-Being (PsyWB) in selected departments (Work Units) in corporation.
- Respondents from the departments such as CP&MW, Commercial, Legal & Administration, Law has the value equals to 100% are reporting very high level of Social Well-Being (SoWB).
- The respondents from the department of HR, Finance and Engineering reported as very high level of Spiritual Well-Being (SpWB). In contrast, a

very small number of employees are having the moderate level of spiritual well-being.

Department wise Perception on Subjective Well-Being: Table 5.9 (in appendix-III) describes the perception level of the employees' on SWB working under 12 different departments of NEEPCO. Employees' is thus evaluated to analyse the well-being level which provides:-

- The respondents/employees' perceives their PhWB are much higher as most of the departments revealing very high level.
- The respondents/employees of various departments perceiving the PsyWB as very high level.
- Respondents/employees' of selected department of NEEPCO perceiving their SoWB belonging are very high.
- 50 to 100 percent of respondents of different departments (work units) reported their SpWB as very high with the levels.

Levels of Subjective Well-Being based on Marital Status- The change of marital status of an individual has a major impact upon the individual decision making, life style, social interaction and self-expression to others. Therefore, assessment is done on the basis of the marital status to identify how much these effect on the perception of each employee's and on their daily personal or on official life.

Below the table-5.10 shows employees' perception on the basis of marital status. It is evident from the table that among the selected employees large numbers of them are married. Whereas, the employees' belonging to the marital status widowed and divorced are very insignificant in number (*as described in chapter-4: Respondents' Profile*). Therefore, the illustration below is based upon the employees' having the marital status Married (M) and Unmarried (UM). Under the component:

- Physical Well Being, the large number (i.e. 56.1%) of married employees has high level of well-being as compared to the unmarried counterparts (48.1%).
- Psychological Well-Being, the married employees' (i.e. 37.5%) and unmarried 48.1% have reported as high level of well being.

- Social Well-Being, the large number of the married and unmarried employees provides high to very high levels of well-being, indicating similarity of opinion.
- Spiritual Well Being are ranging from low (55%) to very high for both the group of unmarried and married (55.6%) respondents /employees in study.

Table-5.10: Assessment of Employees' Perception on SWB based on Marital Status

Physical Well-Being					Psychological Well-Being				
M S	L (15-30)	M (31-45)	H (46-60)	VH (61-75)	M S	L (15-30)	M (31-45)	H (46-60)	VH (61-75)
U	x*	x*	14*	13*	U	x*	2*	12*	13*
M			(51.9%)	(48.1%)	M		(7.4%)	(44.5%)	(48.1%)
M	x*	2*	116*	151*	M	x*	8*	160*	101*
		(0.7%)	(43.2%)	(56.1%)			(3.0%)	(59.5%)	(37.5%)
S/D	x*	x*	52*	x*	S/D	x*	x*	x*	59*
			(100%)						(100%)
W	x*	x*	56*	x*	W	x*	x*	x*	58*
									(100%)
Social Well-Being					Spiritual Well-Being				
M S	L (15-30)	M (31-45)	H (46-60)	VH (61-75)	M S	L (15-30)	M (31-45)	H (46-60)	VH (61-75)
U	x*	x*	11*	16*	U	2*	3*	7*	15*
M			(40.7%)	(59.3%)	M	(7.4%)	(11.1%)	(25.9%)	(55.6%)
M	x*	13*	98*	156*	M	3*	24*	94*	140*
		(4.9%)	(36.7%)	(58.4%)		(1.1%)	(8.9%)	(35%)	(55%)
S/D	x*	x*	50*	x*	S/D	x*	x*	x*	23*
			(100%)						(100%)
W	x*	x*	x*	58*	W	x*	x*	x*	21*
				(100%)					(100%)

*Note: MS= Marital Status, UM=Unmarried, M= Married, S/D= Separated or Divorced, W= Widowed, L= Low, M= Moderate, H=High, VH= Very High, *Calculated frequency in Shaded Cells, & Un-shadowed Cell represents the percentage on frequency within brackets.*

Perception on Subjective Well-Being based upon Marital Status - The Table 5.10 evaluates the levels of perception on SWB of selected employees' based upon marital status. The table reveals that:-

- The perception levels on Physical Well-Being (PhWB) for the employees' belonging to both the marital group (M & UM) of the respondents are very high with 51%.
- Employees' perception levels on Psychological Well-Being (PsyWB) are very high as the percentage level ranges within 39.5% to 59.5%, indicating organisational aim of achieving excellence both in task accomplishment and also people expertise and positive attitude.

- The perception levels of employees on Social Well Being (SoWB) belonging to marital status of either Married (M) or Unmarried (UM) are very high with existing range of 58 percentage.
- In regard to the Spiritual Well Being (SpWB), 55 percent of respondents/ employees' have self reported as high level. This high level of well-being indicates the existence of feeling of togetherness, need fulfilment of self and their family along with organisational responsibility and accountability.

Levels of Subjective Well-Being based on Work Experience- Work Experience or the number of years an individual working within the organisation/corporation, greatly influences the levels of subjective well-being. Accordingly, work experience is taken to measure the subjective well-being for each component.

Table -5.11: Assessment of Employees' Perception on SWB based on Work Experience

Physical Well-Being					Psychological Well-Being				
WE	L (15-30)	M (31-45)	H (46-60)	VH (61-75)	WE	L (13-26)	M (27-39)	H (40-52)	VH (53-65)
0-3 yrs	x*	x*	8* (50.0%)	8* (50%)	0-3 yrs	x*	1* (6.3%)	7* (37.5%)	9* (56.2%)
4-7 yrs	x*	x*	18* (47.5%)	21* (52.5%)	4-7 yrs	x*	1* (2.5%)	24* (60%)	15* (37.5%)
8-11 yrs	x*	x*	38* (46.9%)	43* (53.1%)	8-11 yrs	x*	1* (1.2%)	48* (59.3%)	32* (39.5%)
12& more	x*	2* (1.2%)	67* (41.7%)	81* (57.1%)	12& more	x*	7* (4.3%)	94* (58.3%)	60* (37.3%)
Social Well-Being					Spiritual Well-Being				
WE	L (13-26)	M (27-39)	H (40-52)	VH (53-65)	WE	L (5-10)	M (11-15)	H (16-20)	VH (21-25)
0-3 yrs	x*	x*	6* (37.5%)	10* (62.5%)	0-3 yrs	x*	2* (12.5%)	5* (31.3%)	9* (56.2%)
4-7 yrs	x*	3* (7.7%)	17* (43.6%)	19* (48.7%)	4-7 yrs	3* (7.5%)	4* (10%)	11* (30%)	21* (52.5%)
8-11 yrs	x*	4* (4.9%)	29* (35.8%)	48* (59.3%)	8-11 yrs	x*	12* (14.8%)	24* (29.6%)	45* (55.6%)
12& more	x*	6* (3.8%)	58* (36.2%)	96* (60%)	12& more	2* (1.2%)	9* (5.6%)	60* (37.3%)	90* (55.9%)

*Note: WE= Work Experience in Years, L= Low, M= Moderate, H=High, VH= Very High,
Calculated frequency and below percentage on frequency within brackets

Perception on Subjective Well-Being based upon Work Experience Table 5.11 shows employees' perception on the basis years of work experience. The table illustrates:-

- The respondents assess the perception on Physical Well-Being (PhWB) as there are large numbers of employees' are having the work experience more than 12 years and has very high level (57.1%) of well-being. Employees working for 4-7 and 8-11years are having more or less similar level of well-being with value raging above 50%
- The employees' perceive their Psychological Well-Being (PsyWB) is in between the moderate to very high level. 56.2 percent of employees having 0-3 years of experience followed by 35.8 percent of employees having 8-11years and 4-7 years of work experience reported as very high level of PsyWB.
- Under the component Social Well-Being (SoWB) employees' provides similar well-being level as PsyWB with the high level of well-being, with the percentage ranging above 50, except the employee's having the work experience between 8-11 years.
- Employee's perception regarding Spiritual Well-Being (SpWB) ranges from low to very high. The employee's having the work experience between 4-7years and 12 and more years are having very high level of well-being. Group consisting of 0-3years and 8-11years shows moderate to high level of well-being.

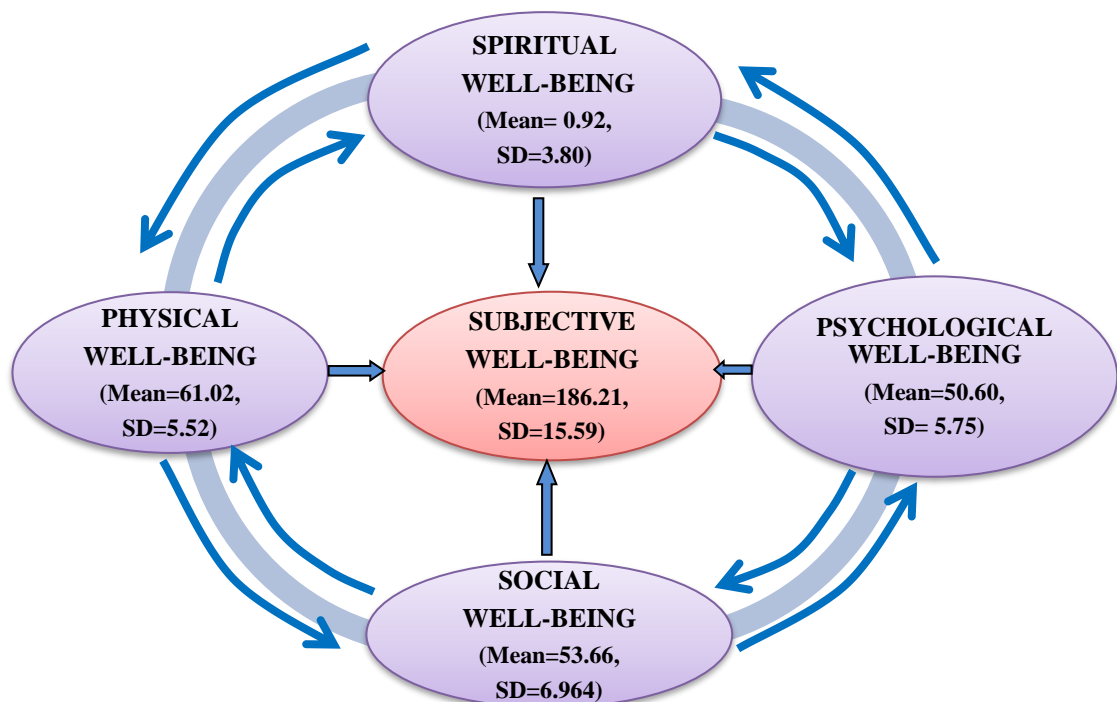
The present evaluation of employees' perception on SWB provides a clear picture of the existing levels of well-being among the employees' of four selected units of NEEPCO. The working climate of the NEEPCO exhibits such system which provides a set of inter-related activities/services and the assessment of which states that, the NEEPCO employees' works at optimum level of well-being. The summary of the above analysis is thus, presented below the table 5.12, and followed by the figure 5.1 illustrating the overall well-being status of employee's with respect to each components of SWB. The mean value represents the employees' average perception levels on each of the component and resultant picture of overall subjective well-being. Whereas, the standard deviation values, illustrates the mean or average level of perception on well being.

Table 5.12: Summary of Perception Levels on Subjective Well-Being of the Selected Employees' of NEEPCO based on Demographic Factors

Sl. No.	DD of Employees' Perception upon SWB	Components of SWB	Existing Levels of SWB
1.	Level based on Power Units (AGTP, KHEP, RHEP, HQ)	PhWB	Very High
		PsyWB	Very High
		SoWB	Very High
		SpWB	Very High
3.	Level based on Age (18-30, 30-40, 40-50, 50-60)	PhWB	Very High
		PsyWB	Very High
		SoWB	Very High
		SpWB	Very High
4.	Level based on Gender (Male and Female)	PhWB	Very High
		PsyWB	Very High
		SoWB	Very High
		SpWB	Very High
5.	Level based on Organisational Grades (Executives, Supervisors & Workmen)	PhWB	Very High
		PsyWB	Very High
		SoWB	Very High
		SpWB	Very High
6.	Level based on Marital Status (Married, Unmarried, Separated/Divorced and Widowed)	PhWB	Very High
		PsyWB	Very High
		SoWB	Very High
		SpWB	Very High
7.	Level based on Work Experience (0-3 yrs, 4-7 yrs, 8-11yrs and 12 & more years)	PhWB	Very High
		PsyWB	Very High
		SoWB	Very High
		SpWB	Very High

Note: DD= Demographic Dimensions

Figure 5.1: Overall Well-Being Status of NEEPCO Employee's under 2P+2S Model



Here, the question arises in actual statistical analysis does these existing levels of subjective well-being do associate with the demographic factors? To test statistically following hypothesis was taken into consideration.

H₀₁ = Demographic factors related to employees of select units do not associate to levels of subjective well being of the employees.

To test the perception levels of employees on subjective well-being and to Compare Means- one sample T-is undertaken. The test is done to examine whether the mean of a single variable differs from a specified constant (SPSS Version-15.0). The basis of testing was the employees' subjective well-being levels on the basis of demographic factors and compared to the components of holistic model.

Table 5.13 (in appendix-III) exhibits that the t-test statistics for the Physical Well-Being is 190.533, Psychological Well-Being are 151.879, Social Well-Being 132.576, Spiritual Well-Being is 94.890 and for 2P+2S is 205.430. The p-value for all dimensions is .000, which is less than 0.05 (the level of significance usually used for the test). Such p-value indicates that the average well-being level of the sample population is statistically different. The 95% confidence interval for the four components of subjective well-being for the employees' levelling up to is 230 (184.4356, 188.036). Here, the confidence interval does not contain zero for any of the dimensions, and thus, there is significant difference between the test value and the observed mean.

The table 5.14 (in appendix-III) exhibits that the t-test statistics for all the selected units for each components of well-being. The p-value for all the dimensions for all the four units is .000 which is less than 0.05; such p-value indicates that the average well-being levels of the employees' of selected four units are statistically different. The 95% confidence interval shows the upper and lower level estimates for well-being levels of employees' of selected units, where, Physical Well-Being (75), Psychological Well-Being (65), Social Well-Being (65) and Spiritual Well-Being (25). Consequently, the confidence interval does not contain zero for any of the dimension, and thus there is a significant difference between the test value and the observed mean.

The table 5.15 (in appendix-III) shows, t-test statistics for the age groups shows, the p-value for all the age group.000 which is less than 0.05; such p-value indicates that the average well-being levels of the employees' of selected age groups are statistically different among the each other. The 95% confidence interval shows the upper and lower level estimates for well-being levels of employees' of different age group, where, Physical Well-Being (75), Psychological Well-Being (65), Social Well-Being (65) and Spiritual Well-Being (25). So, the confidence interval does not contain zero for any of the dimension, and thus there is a significant difference between the test value and the observed mean.

The table-5.16 (in appendix-III) shows t-test statistics for male and female employees of the selected units of NEEPCO for the each component. The p-value for all the dimensions for both the gender .000 which is less than 0.05; such p-value indicates that the average well-being levels of the male and female employees' of selected four units are statistically different within the gender. The 95% confidence interval shows the upper and lower level estimates for well-being levels of employees' of both the genders, where, Physical Well-Being (75), Psychological Well-Being (65), Social Well-Being (65) and Spiritual Well-Being (25). Therefore, confidence interval does not contain zero for any of the dimension, and thus there is a significant difference between the test value and the observed mean

Table 5.17 (in appendix-III) exhibits t-test statistics for three major grades of the organisation. The p-value for all the dimensions for the entire three grades is 0.000 which is less than 0.05; indicating the average well-being levels of the employees categorised as executives, supervisors and workmen of selected four units are statistically different among each grade. The 95% confidence interval shows the upper and lower level estimates for well-being levels of employees' of different organisational grade, where, Physical Well-Being (75), Psychological Well-Being (65), Social Well-Being (65) and Spiritual Well-Being (25). Confidence interval does not contain zero for any of the dimension, thus, there exists significant difference between the test value and the observed mean.

The table 5.18 (in appendix-III) exhibits that the t-test statistics for selected employees working for these 12 evaluated departments. The p-value for most of the departments is 0.000, accept, the department of CP&MW (0.004, 0.001,) and Law

(0.042 & 0.017), which is less than 0.05; such p-value indicates that the average well-being levels of the employees' of these departments are statistically different among the units. The 95% confidence interval shows the upper and lower level estimates for well-being levels of employees' of different departments of selected units, where, Physical Well-Being (75), Psychological Well-Being (65), Social Well-Being (65) and Spiritual Well-Being (25). Further, the test result depicts that the confidence interval does not contain zero for any of the dimension, and thus there is a significant difference between the test value and the observed mean.

The table 5.19 (in appendix-III) exhibits t-test statistics regarding the marital status for employees. The p-value for all the employees is 0.000, which is less than 0.05; such p-value indicates that the average well-being levels of the employees' are statistically different among them. The 95% confidence interval shows the upper and lower level estimates for well-being levels of employees' having different marital status, where, Physical Well-Being (75), Psychological Well-Being (65), Social Well-Being (65) and Spiritual Well-Being (25). Accordingly, it can be said that the confidence interval does not contain zero for any of the dimension, and thus there is a significant difference between the test value and the observed mean.

The table 5.20 (in appendix-III) exhibits that the t-test statistics regarding the number of working years an employee spent within NEEPCO. The p-value for the employees is .000, which is less than 0.05; such p-value indicates that the average well-being levels of the employees' are statistically different among them. The 95% confidence interval shows the upper and lower level estimates for well-being levels of employees' having different years of work experience, where, Physical Well-Being (75), Psychological Well-Being (65), Social Well-Being (65) and Spiritual Well-Being (25). Thus, interpreting the test result seems that the confidence Interval does not contain zero for any of the dimension, and thus there is a significant difference between the test value and the observed mean.

Interpretation from Table(s) 5.13 – 5.20

On having an over view of the above analysis it is found that the result of components of holistic model (2P+2S) and different demographic dimensions as age, gender, grade, department, marital status, and work-experience taken to

measure the employees' perception on subjective well-being emerged as population means are significantly different. Thus, the levels of subjective well-being of the employees of select units are very high irrespective of the demographic factors, therefore null hypothesis H_{01} i.e., *demographic factors related to employees of select units do not associate to levels of subjective well being of the employees*, is accepted. Hence, findings provide the clarity that the employees' of NEEPCO experience high levels of well-being which raises the question whether, the levels of well-being influences the existing antecedent factors within the corporation. Consequently, let's discuss about the well-being factors and its degree of influence on the organisation environment and culture prevailing within NEEPCO.

5.4 Impact of Well-Being Factors upon the Organizational Environment (OE) and Organisational Culture (OC)

(a) Impact of Well-Being upon OE

Table 5.21 Elements of Well-Being Influencing OE of NEEPCO

Sl. No.	OE in NEEPCO	Corresponding Well-Being factors of NEEPCO
1.	Performance Oriented (Deadline Driven)	<ul style="list-style-type: none"> • High Promotional Prospect • Recognition for High Performance • Proper Communication between Head-Office and Production Units
2.	Distant (Isolated production units)	<ul style="list-style-type: none"> • Transportation Allowance
3.	India's North-Eastern States' Economic Environment	<ul style="list-style-type: none"> • North-East Allowance, 12.5% of basic pay • Domestic Help Allowance • Drivers Allowance • Loan Facility (4% subsidised by NEEPCO)
4.	Government Regulated Environment	<ul style="list-style-type: none"> • House Rent Allowance • Safety & Health Care Measure, Workers Welfare Measure, Annual leave & Wage Measures etc.
5.	Adaptive Environment	<ul style="list-style-type: none"> • Professional Up-gradation Allowance • Approved All India Hospitals • Presence of full time Medical Officer
6.	Gifted Natural Resources	<ul style="list-style-type: none"> • Bestowed Huge Hydropower Potential • Availability of Vast Natural Gas
7.	Geographical Hindrances (Thick forest, Shaky Topography, Difficulty Terrain etc.)	<ul style="list-style-type: none"> • Special/Far Flung Allowance • Hotel Subsidy
8.	Peripheral Environment	<ul style="list-style-type: none"> • Corporate Social Responsibility • Sustainable Development • Positive outlook towards Solar Power Development
<i>Source: 37th & 38th Annual Report of NEEPCO & Roy Choudhury & Barman, 2016</i>		

The table 5.21 presents the multi-dimensional aspect of the holistic model of subjective well-being acts as the active element of positive functions within the organization, irrespective of greater influence of organisational environment. Thus, organizational environment is a complex structure which is ever present within and outside the organization and the organization is trying to survive being as competitive as possible. Every organization is characterized by a designed structure and coordinated activities, and closeness with their environment (Fabac, 2010). NEEPCO not being exceptional is a part of modern company characterized by the many adaptive system such as central government policies, corporate self strategies, state government regulations and commandments etc. Thus, to maintain and to survive with such adaptive system, the well-being approach through various organizational implementation leads to a flourishing corporate success (Pruyne, 2011).

(b) Impact of Well-Being upon OC

Table 5.22 Elements of Well-Being Influencing the OC of NEEPCO

Sl. No.	OC in NEEPCO	Corresponding Well-Being factors in NEEPCO
1.	<u>Core Ideologies:-</u> To become the leading integrated electric power company of the country with strong environment conscience.	Introduction of latest hardware and software technologies as:- Very Small Aperture Terminal (VSAT), Geographic Information System (GIS), Upgraded Open Circuit Cooling System etc.
2.	<u>Rituals and Ceremonies:-</u> Repetitive sequence of activities, reinforcement the organisational values.	(1)Celebration of NEEPCO Day. (2)Prestigious award as Rashtriya Gaurav Award (for contribution to power industry). (3)Academic Award to meritorious Students (only to employees' wards) (4)Memento of Gold Coin after retirement.
3.	<u>Material Culture:-</u> Cultural expression through symbols or unspoken messages.	(1)Club Membership. (2)Magazines and Newspapers Allowance. (3)Post Retirement Medical Benefit Schemes. (5)Vehicle Repair & Maintenance Allowance.
4.	<u>Managerial Decision:-</u> Inbuilt Philosophy within the Organisation	(1)Maintaining workforce competencies. (2)Organising training programmes as: - Transfer of Technology (ToT), Association for Overseas Technical Scholarship (AOTS) Scheme, International Project Management Association (IPMA) etc.
5.	<u>Socialization:-</u> Process that adapts new joiners to be the part of organisational culture	(1)Necessary Documents, Brochures, Reports and Internal Policies are to be given to all the new joiners to enable them to familiarize with company's procedure and practices.
6.	<u>Work-Life Balance:-</u> Balancing the career and lifestyle (health, quality time with family etc.)	(1)Sports Activities. (2)Families get together at luxurious hotel.
<i>Source: Aquinas & Sombala (2006), Roy Choudhury & Barman(2016)& 37th & 38th Annual Report of NEEPCO</i>		

The table 5.22 depicts the existing well-being factors within the working arena supporting to maintain the corporate cultural in NEEPCO. Hence, organizational culture is the everyday activities and celebrations that characterize the organization. In other words Culture is created by means of terminal and instrumental values, heroes, rituals, and communication networks (Lunenburg, 2011). Therefore, while talking of organizational culture in terms of NEEPCO, typically refers to pattern of norms, values, unwritten rules of conduct, management styles, inter-personal behaviour prevailing among the different departments and production units etc. Thus, well-being practices within the organization create a climate that possesses a strong influence on how well employee communicate, plan and make decision (Aquinas & Sombala, 2006).

The above illustration states the powerful impact of well-being factors on the organisational environment and culture which acts as the organisational framework for NEEPCO. Accordingly, as we move deeper and deeper the need of retaining and maintaining the well-being within the organization becomes more important.

Consequently, to measure the impact of well-being practices upon the two independent categorical groups called as organizational environment and culture. Analysis of Variance is used. Here, both the partitioned options are taken namely 'between groups' and 'within groups' to represent variation of group means around the overall means and variation of individual scores around the respective group means respectively.

5.5 Variances on the Employees' Perception on Subjective Well-Being Based on Demographic Dimensions

(a) Age as the Variable of Perception on Subjective Well-Being

Table 5.23 (in appendix-III) presents the age wise influence of well-being factor, where the significance of the F-test for the unit: **AGTP** is 0.960 and 0.275 for the age group (18-30) and (30-40) respectively. This is greater than the set parameter of 0.05, implying no statistical significance and thus, age wise impact of well-being factors upon OE and OC does not have any significant difference. Whereas, for age group (40-50) showing no significance level. Here, the 0.05 is taken as the complement of the level of confidence in estimation. Thus, implying the existence of statistical significance and hence, high impact of well-being practices upon OE and

OC does have a significant difference for the age group; **KHEP** shows that for all the four age group the significance level is greater than the 0.05 ($< 0.245, 0.246, 0.258, 0.302$), implying no statistical significance and hence age wise impact of well-being practices upon OE and OC does not have any significant difference for this unit; **RHEP** reveals that for the age groups (18-30), (30-40), (50-60), the significance level is greater than 0.05 ($< 0.534, 0.312, 0.760$), which depicts no statistical significance and impact of well-being does not have any significant difference. Whereas, the age group (40-50) have a significance level lower than set parameter ($0.05 > 0.085$) and therefore the age group is influenced by the well-being practices and has a impact over OE and OC; **HQ** shows a mix reaction where the age groups (18-30) and (50-60) reveals greater significance ($0.05 < 0.309, 0.112$) which implies no statistical significance on the other hand the age groups (30-40) and (40-50) has significance value lower than 0.05 ($> 0.055, 0.004$) thus, existence of statistical significance and hence, well-being factors does have impacts OE and OC for the headquarter of NEEPCO.

(b) Gender as the Variable of Perception on Subjective Well-Being

Table-5.24 (in appendix-III), examines the gender wise influence of well-being factors upon the OE and OC. The significance level of the F-test for the unit: **AGTP** is having higher significance level ($0.05 < 0.874$) for the male, depicting no statistical significance and thus impact of well-being factors upon OE and OC does not have any significant difference. Whereas, the female gender shows no significance and thus taking 0.05 as the complementing level of confidence in estimation, can be said that existence of statistical significance and hence well-being factors does have impact over OE and OC; **KHEP**, shows the similar opinion of both the gender where the significance level for both is lower and equal to 0.05 ($> 0.088/ = 0.05$) thus, the unit provides high influence of well-being factors upon the OE and OC; **RHEP** reveals that opposite trend of result than the AGTP, as the significance level of male is lower than the 0.05 (> 0.002) implying existence of statistical significance and has a significant difference. Whereas female shows ($0.05 < 0.745$) suggesting no statistical existence and the influence well-being factors does not have a significant differences. **HQ**, depicts that both male and female genders have significance level ($0.05 > 0.001, 0.064$) respectively. Hence clearly it can be said that influence of well-being factors has high influence upon OE and OC of this unit.

(c) Grade as the Variable of Perception on Subjective Well-Being

Table 5.25 (in appendix-III), examines the influence of well-being factors upon the OE and OC based on different grades of the four selected units of NEEPCO. The significance level of the F-test for the unit: **AGTP**, suggests that for both executive and workmen cadre the level is greater than the 0.05 ($< 0.237, 0.508$) implying no statistical significance and thus impact of well-being factors upon OE and OC does not have much significant difference. Whereas, the supervisor cadre reveals, significance level equal to 0.05 (taken as estimation) implying existence of statistical significance and shows stronger impact upon OE and OC; **KHEP**, suggests that all the three cadres are of same opinion with significance level higher than set parameter ($0.05 < 0.140, 0.638 \text{ \& } 0.412$) implying grade wise impact of well-being factors upon OE and OC does not have any significant difference; **RHEP**, reveals that excluding the executive cadre which is having significance level ($0.05 > 0.046$) lower and implying the statistical significance, both the other cadres that is supervisors ($0.05 < 0.365$) and workmen ($0.05 < 0.117$) is having significance level greater than set parameter and suggesting no statistical significance and thus no significant difference; **HQ** shows opposite pattern of result where all the three cadres are having significance level lower than the set parameter ($0.05 > 0.057, 0.24, 0.036$). This depicts the existence of statistical significance and hence, impact of well-being factors upon OE and OC does have a much significant difference within the HQ of NEEPCO.

(d) Department as the Variable of Perception on Subjective Well-Being

Table 5.26 (in appendix-III) presents the result of ANOVA which examines department wise influence of well-being factors upon the organizational environment and culture of NEEPCO. The significance level of the F- test for the unit: - **AGTP**, it is revealed that the significance value for the department of Engineering and Finance is nil. In such case here the 0.05 can be taken as the complement of the level of estimation and hence both critical values come to be equal to 0.05. Thus, existence of statistical significance and it can be said that influence of well-being factors on the OE and OC does have significant difference. Moreover, the department of Human Resource shows the critical value greater than 0.05 (< 0.464) and suggest no statistical significance and as well as no significant

difference; **KHEP** it can be said that the significance level for the department of Engineering, Finance, IT, Medical and V, F&S reveals lesser than or equals to the level of significance usually used for the test ($0.05 \geq 0.05, 0.062, 0.05, 0.05 \& 0.05$) respectively. Such value indicates existence of statistical significance and hence having significant difference among the departments. On the other hand Human Resource, Security and Technical departments, exhibits higher significance value than 0.05 ($< 0.616, 0.150 \& 0.174$) respectively. Such critical value implies the no statistical significance and thus impact of well-being factors upon the OE and OC does not have any significant difference; **RHEP** depicts that the department of Engineering, IR, Security, Technical, V, F&S has the significance level lower than or equals to 0.05 ($=/ > 0.05, 0.05, 0.05, 0.09 \& 0.05$) respectively. Such value indicates existence of statistical significance and hence having significant difference. Whereas, department of Finance and Human Resource reveals higher value of significance ($0.05 < 0.865 \& 0.844$) respectively. Such critical value implies the no statistical significance and thus impact of well-being factors upon the OE and OC does not have any significant difference; **HQ** reveals that the significance level for the department of CP&MW, HR, IR, Law, Medical and Technical has the significance level lower than or equals to 0.05 ($=/ > 0.05, 0.000, 0.05, 0.05, 0.05, 0.05$) respectively. Such value indicates existence of statistical significance and hence having significant difference. Whereas, department of Engineering, Finance and Security reveals higher value of significance ($0.05 < 0.681, 0.712 \& 0.704$) respectively. Such critical value implies the no statistical significance and thus impact of well-being factors upon the OE and OC does not have any significant difference.

(e) Work Experience as the Variable of Perception on Subjective Well-Being

Table 5.27 (in appendix-III), presents the result of ANOVA which examines experience wise influence of well-being factors upon OE and OC. The significance of the F-test for the unit: **AGTP** is 0.992 and 0.418 for the experience group (4-7yrs) and (8-11yrs) respectively. This is greater than the set parameter of 0.05, implying no statistical significance and thus, age wise impact of well-being factors upon OE and OC does not have any significant difference. Whereas, for group (0-3yrs) & (12&more yrs) shows no significance level. Here, the 0.05 is taken as the complement of the level of confidence in estimation. Thus, implying the existence of

statistical significance and hence, high impact of well-being practices upon OE and OC does have a significant difference for the age group; **KHEP** shows that for the experience employees' group (4-7yrs) and (12&more yrs) the significance level is greater than the 0.05 (< 0.196 and 0.303), implying no statistical significance and hence experience wise impact of well-being practices upon OE and OC does not have any significant difference. But the experience group (8-11yrs) has the significance level lower than 0.05 (> 0.085) hence, existence of significant difference due to existence of statistical significance for this unit; **RHEP** reveals that for the groups (0-3yrs), (4-7yrs) and (12&more yrs), the significance level is equals or lower than 0.05 ($= 0.05, 0.05, 0.050$) respectively. Which depicts existence statistical significance and impact of well-being does have much significant difference. Whereas, the experience group (8-11yrs) have a significance level higher than set parameter ($0.05 < 0.282$), leading to no statistical significance and thus impact of well-being factors upon OE and OC does not have any significant difference; **HQ** shows most of the experienced employees and as well as new joiners have given their opinion which reveals lower significance level. The groups (0-3yrs), (8-7yrs) and (12&more yrs) has critical value ($0.05 \neq > 0.05, 0.05$ & 0.000) which implies existence of statistical significance on the other hand the experienced group (4-7yrs) has significance value greater than 0.05 (< 0.262) which describes as there are no existence of statistical significance and hence, well-being factors does not have much significant difference for headquarter of NEEPCO.

Association of Five Demographic Dimensions Illustrating Employee's Perception on Subjective Wellbeing

The five demographic factors, they are- age, gender, grade, department and work experience were used to evaluate the outcome of the influence of the level of subjective well-being upon organisational environment and culture. The statistical outcome described through the tables 5.23 to 5.27 (in appendix-III), reveals the mixed results of statistical significance. It is evident from the tables that the employees of NEEPCO provide more similarity of opinion among each other of all the selected units. Hence, the present findings from the analysis of variance provide that the degree of association between demographic factors and subjective well being of employees' subjective well-being vis. a vis. the association of antecedent factors (organisational environment and culture) within NEEPCO reveals no

statistical significance. It would be meaningful to know, about, how the subjective behavioural opinions, change the overall concordance level in relation to the antecedent factors.

5.6 Concordance of Well-Being Factors of Employees' Perception in NEEPCO

In general the word concordance refers to the state of being similar to something else. On the other hand in statistics concordance denotes the process of measuring the agreement between the two variables. In order to measure similarity or agreement Kendall's W Coefficient of Concordance is used (*Barman, 2008*). Thus, to examine objectivity or the state of agreement among the employees working in different power units, the analysis is done upon two factors *Components of Holistic Model (CHM) and Antecedent Factors (AF)*. The concordance analysis is used to compute the degree of concordant. To interpret, coefficient (Kcc) value near to zero indicates the existence of little concordance or agreement and value near to one indicate there is high level of concordance among the rater. The tables 5.28 to 5.32 (in appendix-III), evaluate the overall behaviour concordance of the employees' of select units of NEEPCO.

(a) Concordance of Well-Being Factors Based on Age

The table 5.28 (in appendix-III), measure the concordance level based on age. **Under the CHM** the value ranges of coefficient (Kcc) are very near to one (0.7-1.0) indicating moderate to high level of agreement. Whereas, p-value ranking is less than 0.05, finding is deemed to be insignificant implying that the ranking among employees of different units are not consistent. Moreover the chi-square value seems to be greater than the p-value indicating that there is significant difference among employees of the selected units. **Under the AF**, Kcc value mostly ranges within 0.0-0.1, indicating very low level of agreement, expect the age group 18-30 of KHEP (1.000) showing total agreement. P-value ranking is higher than 0.05, implying significant difference among the employees subjective opinion, excluding the employees of age group 40-50 of HQ (0.002) and 18-30 of KHEP (0.046) signifying consistency among these group of employees. Chi-square value of all the units suggests that the age group 30-40 of AGTP, 30-40 of KHEP, 50-60 of RHEP and 50-60 of HQ is smaller than the p-value suggesting no significant

difference of opinion among these employees. Whereas, the chi-square of the age group 18-30, 40-50 of AGTP; 18-30, 40-50, 50-60 of KHEP; 18-30, 30-40, 40-50 of RHEP and 18-30, 30-40, 40-50 of HQ is greater than the p-value suggesting significant difference.

(b) Concordance of Well-Being Factors Based on Gender

Table 5.29: Gender-Wise Concordance of Subjective Well-being Factors

Unit(s)	Gender	N	Component of Holistic Model (CHM) df=3			Antecedent Factors (AF) df=1		
			Kcc	χ^2	Sig.	Kcc	χ^2	Sig.
AGTP	Male	28	.841	70.66	.000	.000	.000	1.000
	Female	2	1.000	6.000	.112	.500	1.000	.317
KHEP	Male	72	.813	175.56	.000	.007	.529	.467
	Female	5	.744	11.16	.011	.040	.200	.655
RHEP	Male	66	.883	174.86	.000	.035	2.323	.128
	Female	24	.809	58.23	.000	.008	.182	.670
HQ	Male	77	.853	197.03	.000	.065	5.08	.024
	Female	22	.759	50.06	.000	.054	1.190	.275

Note: Kcc = Kendall's W Coefficient of Concordance, χ^2 = Chi-Square, Sig. =Significance, N= Total Size of Data Set, df = Degree of Freedom

The table 5.29 examine the effect of gender difference upon the concordance level of the employee's. **Under the CHM** the Kcc value ranges nearer to one (0.8) indicating very high level of agreement, with female of AGTP shows full agreement. P-value ranking less than 0.05, finding is deemed to be insignificant implying that the ranking among employees of different units are not consistent. Moreover the chi-square value seems to be greater than the p-value indicating that there is significant difference among male and female employees of the selected units. **Under the AF**, Kcc value mostly ranges within 0.0-0.6, indicating little agreement. P-value ranking is higher than 0.05, implying significant difference among the employees subjective opinion, excluding the male employees of HQ (0.024) signifying consistency among them. Chi-square value of male employees of AGTP is smaller than the p-value suggesting no significant difference of opinion among them. Whereas, the chi-square value of both genders of all the units is greater than the p-value suggesting significant difference among the male and female employees of four units.

(c) Concordance of Well-Being Factors Based on Organisational Grade

Below the table 5.30 conducts a test for testing the concordance level of NEEPCO employees according to grading system, which is divided into three categories- Executives (E), Supervisors (S) and Workmen (W). Under the **Components of**

Holistic Model (CHM) the value ranges of coefficient (Kcc) are very near to one (0.7- 0.9) indicating high to very high level of agreement, whereas, p-value ranking is less than 0.05 (the level of significance usually used for the test). Such p-value indicates that the average well-being level of the sample population is statistically insignificant. Moreover the chi-square value seems to be greater than the p-value indicating that there is significant difference among different grades of the four selected units. **Under the Antecedent Factors (AF)**, Kcc value mostly ranges within 0.002 -0.2, indicating lower level of agreement, expect the age group 18-30 of KHEP (1.000) showing total agreement. P-value ranking is higher than 0.05, implying significant difference among the employees subjective opinion of different grades. Chi-square value for the:-

- Executive grade reveals test value greater than the p-value indicating significant differences.
- Supervisor grade shows greater test value than p-value suggesting significant differences between the employees expect the unit of RHEP ($0.6 < 0.4$) indicating there is no significant difference.
- Workmen grade as seen above the test value greater than the p-value for both the units of AGTP & HQ indicating significant differences, whereas, the test value for KHEP & RHEP (0.091 & 0.0692) lesser than critical value (0.763 & 0.405) respectively, suggesting no significant difference.

Table 5.30: Grade -Wise Concordance of Subjective Well-being Factors

Unit(s)	Grades	N	Component of Holistic Model (CHM) df=3			Antecedent Factors (AF) df=1		
			Kcc	χ^2	Sig.	Kcc	χ^2	Sig.
AGTP	E	10	.904	27.12	.000	.200	2.000	.157
	S	6	.833	15.00	.002	.167	1.000	.317
	W	14	.817	34.32	.000	.137	1.923	.317
KHEP	E	20	.861	51.63	.000	.090	1.800	.180
	S	11	.877	28.92	.000	.083	1.000	.317
	W	46	.773	106.62	.000	.002	.091	.763
RHEP	E	22	.940	62.07	.000	.060	1.316	.251
	S	15	.817	36.74	.000	.046	.692	.405
	W	53	.851	135.31	.000	.013	.692	.405
HQ	E	50	.822	123.24	.000	.042	2.083	.149
	S	25	.855	64.12	.000	.116	2.909	.088
	W	24	.817	58.82	.000	.065	1.636	.201

Note: Kcc =Kendall's W Coefficient of Concordance, χ^2 =Chi-Square, Sig.=Significance, N= Total Size of Data Set, df =Degree of Freedom, E=Executives, S=Supervisors & W = Workmen

(d) Concordance of Well-Being Factors Based on Designation (s)

Table 5.31 (in appendix-III) conducts a test for testing the concordance level of NEEPCO employees according to designation of employees of four power units. **For unit AGTP, CHM** have very high concordance with the Kcc ranges 0.9 to 1.0. Among them the employees holding the designation of Manager depicts complete agreement. Moreover the chi-square value seems to be greater than the p-value indicating that there is significant difference among different grades of the four selected units. **AF as the concordant**, the Kcc value for the Managers and Senior Accountant equals 1.0, suggesting the total acceptance. Whereas, employees designated as Draftsman reveals (Kcc = 0.000) complete disagreement. Moreover the test value of χ^2 for Draftsman and Executive Supervisors is lower than the p-value indicating no significant difference, whereas, the χ^2 value for Manager and Senior Accountant is greater than the p-value suggesting significant difference among the employees.

The level of concordance for KHEP, CHM shows that the coefficient of concordance (Kcc) is within the range 0.8 to 1.0, depicting higher agreement. However, Kcc for Deputy Manager (=1.000) stating complete agreement. Moreover the chi-square value seems to be greater than the p-value indicating that there is significant difference among different grades of the four selected units. On the other hand **AF as the concordant** reveals much un-uniform pattern, the Kcc value illustrates much smaller (= 0 to 0.1) except Khalasi and Lineman1 who provides total agreement with Kcc value equals to one. Employees designated as Assistant Manager, Deputy Manager, Havildar & Manager suggests that χ^2 value is lesser than the p-value, therefore no statistical significance. But for the post of Khalasi and Lineman1 the χ^2 value is greater than the p-value states significant differences

The unit RHEP reveals that, under CHM values ranges from 0.6 to 1.0 that is having moderate to very high level of agreement. Among them employees designated as Assistant Accountant, Messenger, Senior Plumber and Sweeper1 gives complete agreement with Kcc = 1.000. Moreover the chi-square value seems to be greater than the p-value indicating that there is significant difference among different grades of the four selected units. **AF as the concordant** provides complete disagreement among the group with Kcc equals to zero, except the employees

holding the position as Managers emerged as a top concordant among the group with Kcc value equals to one. Whereas, the χ^2 value seems to be lesser than the p-value suggesting no statistical significance, excluding the employees designated as Manager indicating significant differences among them.

The unit HQ depicts that, under CHM the value ranges within 0.6 to 1.0 which suggest moderate to high level of agreement. Among them Assistant Accounts Officer, Deputy Manager, General Manager, Hindi Officer, Junior Executive Supervisor, Senior Executive Supervisor and Senior Hindi Translator gives complete agreement with (Kcc= 1). Moreover the chi-square value seems to be greater than the p-value indicating that there is significant difference among different grades. **AF as the concordant** shows that, value are not uniform (Kcc = 0 - 1.0). The employees holding the position of Assistant Accountant, Chowkidar, Havildar, Hindi Officer, Junior Engineer, Senior Accountant and Senior Hindi Translator gives complete disagreement (Kcc= 0). Whereas, the employees designated as Assistant Accounts Officer, Assistant Manager, Fireman, General Manager, Junior Executive Supervisor, Senior Executive Supervisor and Trainee Accounts Officer gives complete agreement with (Kcc=1). While looking at the Chi-square and significance level, suggests existence of statistical significance ($\chi^2 > p$ -value) excluding the employees designated as Assistant Accountant, Chowkidar, Havildar, Hindi Officer, Junior Engineer, Senior Accountant, and Senior Hindi Translator, seems to be lesser than the p-value suggesting no statistical significance.

(e) Concordance of Well-Being Factors Based on Work Experience

Within the table 5.32 (in appendix-III), **under the CHM** the value ranges of Kcc are very near to one (0.7-1.0) indicating moderate to high level of agreement. Whereas, p-value ranking is less than 0.05, finding is deemed to be insignificant implying that the ranking among employees of different units are not consistent. Moreover the chi-square value seems to be greater than the p-value indicating that there is significant difference among employees of the selected units. **Under the AF**, Kcc value mostly ranges within 0.002-0.3, indicating very low level of agreement, p-value ranking is higher than 0.05, implying significant difference among the employees subjective opinion, excluding the employees of RHEP (belonging to the group 12 or more years of experience) implying statistical

insignificance. On the other side chi-square value for most of the work experience group in compared to p-value is lower in nature suggesting no significant difference among them. Whereas, the employees having the work experience of 0-3 years of AGTP; 4-7 years for KHEP; 4-7 years, 12 & more years of RHEP & 0-3 years, 12 & more years of HQ having chi-square greater than the p-value suggesting significant difference within the employees of four units.

Concordance of Well-Being Factor Based Upon Five Demographic Dimensions

The analysis in the table(s) 5.28-5.32 depicted the concordance or behavioural similarities among the selected employees' of diverse power units of NEEPCO, situated at four different states of North-Eastern Region (NER), of India. The analysis on concordance of well-being factor reveals that there exists both significant behavioural agreement and disagreement among the employee's. This agreement and disagreement within the employee's are due to various on-going socio-political and cultural variations of the NER. The result of the tests on the effect of employees' perception on SWB and its influence upon organisational environment and culture is illustrated below the table 5.33.

Table 5.33 Summary of Tests Outcome on Employees' Perception upon SWB

Tests	Outcome / Results
One-Sample T-Test	The perception levels on SWB of selected employees' within the four different units of NEEPCO is very high, irrespective of demographic factors as age, gender, grade, designation, department, marital status, work experience. Thus, Null Hypothesis (H_{01}) – <i>Demographic factors related to employees of select units do not associate to levels of subjective well being of the employees</i> , is accepted.
Analysis of Variance	There is no statistical significance among the perception levels of subjective well-being of employees of four selected units in relation to the perceptions on organisational environment and organisational culture within NEEPCO.
Kendall's W Coefficient of Concordance	The analysis is executed based upon CHM (PhWB, PsyWB, SoWB, SpWB) and AF (OE and OC). It has been found that, there exists both significant agreement and disagreement of the opinion(s) culture, environment, and four dimensions of subjective well-being among the employees of four selected units of NEEPCO.

5.7 Summary of Findings

The statistical results provide a series of favourable outcomes based on the perception levels on well-being status of selected employees' of NEEPCO.

Therefore, the following findings are revealed:-

- Employees' are experiencing very high level of physical, psychological, social and spiritual well-being. Such high level of well-being experiences signifies the effective managerial system which combines socialization,

norms, behaviour and revitalisation of ideas in context of North East India. Thus, the existence of high degree of well-being within the organisation facilitates through the corresponding welfare measures. These measures are the pillar of cultural paradigm representing the NEEPCO's relationship with the business environment.

- It is also evident that the employees' levels of subjective well-being do not correspond with the demographic factors (as age, gender, grade, years of work-experience and the location of the power units). This implies the existence of strong regulatory mechanism which includes self-regulation through inculcating potency of human needs, prioritization of twin goals (employees' self and organisational goal), role specification, responsibility and proper distribution & delegation of authority.
- Besides, the strong regulatory mechanism, NEEPCO aims to build motivation, confidence for future challenge, business knowledge and competencies required to adopt change.
- From the tests the mixed degree of influence reflects the dynamic environmental issues which are uncertain and sometime forces the employees' to survive. With the added benefits as transportation allowance, far flung allowance, hotel subsidy, free medical checkups, adoption of latest technologies etc., are some of the well-being factors provided by NEEPCO to tackle the often arising dynamism within the business world.
- There exists both significant behavioural agreement and disagreement within employees of NEEPCO. Certain outcome reveals the code of moral principle and values which govern the behaviour of an employee. Moreover, due to the presence of various employees' benefits and welfare measure, the employees are supportive, loyal and committed to the organisation. On the other hand the slow economic development; lack of primary facilities as transportation, medication, education; unfavourable political situation etc., are some of the turbulence factors influencing employees behavioural disagreement whatever exist in the study.

In this chapter it is revealed that the employees' of NEEPCO experience, very high level of well-being irrespective of age, gender, department, organisational grade, marital status and work experience. Though some of them reported very low level of disagreement but, overall the subjective well-being of the selected employees' rests at maximum level. Therefore, the first objective i.e., *'to assess the perceived level of subjective well-being among the employees of NEEPCO'* is thus, achieved and the null hypothesis (H_{01}) i.e., *'demographic factors related to employees of select units do not associate to the levels of subjective well-being of the employees'* is thus, accepted.