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# PERCEPTUAL CONCORDANCES ON WELLBEING IN POWER SECTOR ORGANISATION (A Case Based Exploration on North-Eastern Electric Power Corporation Ltd)

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## ABSTRACT

### **Background of the Problem:-**

North-Eastern Electric Power Corporation Limited (NEEPCO) is operating mainly in the north-east India and their units of production have to operate from the hill stations. As they work from the hill station, its employees' perception(s) on well-being are completely different; those are from urban based organisation. At the same time the units of electricity productions are located in different states of North-East India. As many of the organisation of the world focused on wellbeing and happiness, therefore, the researchers are looking a new perceptiveness on wellbeing in the context of power sector organisation.

### **Aim of Study:-**

This study aims to explore the wellbeing as perceived by the employees of NEEPCO especially among the four selected power units as: Agartala Gas Turbine Power Project (AGTP), Tripura, Kopili Hydro Electric Plant (KHEP), Assam, Ranganadi Hydro Electric Plant (RHEP), Arunachal Pradesh, Headquarter (HQ), Shillong, Meghalaya. By this paper the researchers have put forward to examine the agreement and disagreement on wellbeing by assessing what employees of the selected units of NEEPCO feels.

**Objectives of the Study:** The articles aim to achieve two objectives-

1. To assess "what employees of different units of NEEPCO feels about their wellbeing?" and to depict subjective well-being status among employees;
2. To compare and conduct a test on similarities and dissimilarities on employees' opinion regarding subjective wellbeing of NEEPCO.

**Hypothesis:** The employees' perception on wellbeing significantly different based on (a) Age Group; (b) Gender; (c) Grades (d) Designations and (e) Experiences of the employees of selected units of NEEPCO.

**Methodology:** The study adopts the mix method of research partly exploratory and partly empirical in nature. To examine opinion symmetries and asymmetries and to test the hypothesis, the statistical test Kendall's Concordance was applied.

**Implication of Study:** This research is unique for academic and professional relevance. As the research on wellbeing in power sectors and assessment of wellbeing especially in NEEPCO is rare. Hence, this study may be considered as masterpiece because, for the application of the unique methodology a subjective well-being model has been developed in addition with the common literature review on wellbeing.

**KEY WORDS:** Power Sector, Wellbeing, Physical Wellbeing, Psychological Wellbeing, Social Wellbeing, and Spiritual Wellbeing

## INTRODUCTION

The term 'Well-Being' is synonymous to the term 'Happiness' in common, refers to the state of being comfortable, healthy and happy. In other words, well-being is a positive outcome which is meaningful for many people as it tells us how people perceive their lives. Though no universal definition exists for wellbeing, however, some of the most well-known researchers in this field offer the following definition: "Well-being, which we define as people's positive evaluation of their lives, includes positive emotions, engagement, satisfaction and meaning." (Diener and Seligman, 2004). Well-being is self-reports on which people record their own felt levels of life satisfaction, happiness and positive affect. The theory of subjective well-being, thus, essentially tell us why some people are happier and more satisfied than others (Heady & Wearing, 1992).

The concept of well-being embraces many indicators used for monitoring and benchmarking people's daily performance and choices. The study of well-being shows meaningful associations with a range of life circumstances, including the other dimensions explored in better life initiatives (OECD, 2013). Well-being mainly refers to the derivation of enjoyment and fulfilment from number of different factors. Leading a satisfying life which not only involves steady income rather; the scope of well-being includes health, social connections and the ability to contribute to the wider community (Field, 2009). When people list the key characteristics of a good life, they are likely to include happiness, health, and longevity. In this regard it can be said that the study of well-being takes a subjective approach to understand the people's real self (Diener & Chan, 2011). Well-being assumes that an essential ingredient of good life is that person himself likes his life. The multi-disciplinary angle of these researches explores past attempts to define well-being as an over view of main theoretical perspectives from the work of Aristotle to the present day (Dodge, Daly, Huyton & Sanders, 2012). Specifically, reported well-being consists of two distinctive components: an affective part is a hedonic evaluation guided by feelings, while the cognitive part is an information-based appraisal of one's life for which people judge their expectations which resemble, envisioned 'ideal' life (Hoorn, April 2007).

At the intuitive level the well-being can be defined as "Doing Well, Feeling Good-Doing Good, Feeling Well", 'Doing well' conveys the material aspect whereas, 'Feeling good' refers to the personal level of satisfaction. From the other end 'Doing good-Feeling well' reveals the research domain of well-being in developing countries (White, April 2008). Subjective well-being can simply be defined as the individual's current evaluation of her happiness. Such an evaluation is often expressed in affective terms; when asked

about subjective well-being, participants will often say, "I feel good" (Kahnemen, Diener, Schwarz 1999). Well-being is a stable state of being well, feeling satisfied and contented. It's a state, consists of positive happenings in an individual's life in relation to his social, spiritual, economic and physiological sphere. Thus, wellbeing is a complex combination of a person's life that is 'how we feel out ourselves and our lives' (Roy Choudhury & Barman, June 2014). Diener, Suh, Luca and Smith, 1999 defined "subjective well-being is a 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 in their own rights, yet the components often correlate substantially [....]"

## STUDIES ON WELLBEING PRACTICES AT WORKPLACE

Pangallo, Antonio & Donaldson-Feilder, Emma, 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. Pruyne, Ellen 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. Harter, K. James, Schmidt, L. Frank, and Keyes, L. M. Corey, 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 Wellbeing". 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 Wellbeing” for the United Kingdom. The study gives additional focus on health & wellbeing 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 “Wellbeing 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 wellbeing 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 & Wellbeing?” 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 Wellbeing 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, J; Marks, N; Cordon, C & Thompson, S, 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 Wellbeing” which highlight key process for communicating the message of wellbeing and implementing it in daily day-to-day routine. 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. The Australian Institute presents a qualitative mode of study “A Manifesto for Wellbeing” 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.

Therefore, in order to measure the employee’s well-being at work place on the context of various dimensions of well-being, a range of ideas and stress reduction methods have been developed whose implication run very deeply indeed. It should be noted that from the organisational management angle a holistic over view on well-being should be given to mainly recognize the subjective nature of each employee.

## **SHAPING THE HOLISTIC SUBJECTIVE WELL-BEING**

It is extremely important to remember that in shaping subjective well-being the greatest help will come from the power of “self-satisfaction”. On the basis of whatever we have thus learnt and determined, we should ourselves plan a simple routine for our existence. This routine should be planned keeping in view that we are seeking daily self-preservation and self-improvement on all levels, physical, mental and spiritual. Thus, in order to shape the holistic approach of the subjective well-being, a holistic

model has been developed consisting of 2P and 2S components. The 2P consists of Psychological well-being, 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 and as well as the exchange of liveliness between these components which ultimately influence each other to be the part of overall subjective well-being of an individual. From the above symposium and literature reviews it can be said to wellbeing within the workplace is the main motto and today power sectors' has become one of the basic supports, which is contributing extensively for the physical and social structural development of the society and the country as a whole (Kalita & Medhi, 2012). Today, Indian power sector has undergone many changes. After 1947, electricity sector in India had an installed capacity of 62670.12 MW within the Northern Region, 81117.99 MW within the Western Region, and 57679.96 MW within the Southern Region and 29475.61MW within the Eastern Region (Central Electricity Authority, 2011). At present there are total more than 100 power sector companies in India and among them; North Eastern Electric Power Corporation Limited (NEEPCO) is one of the largest electricity producer of the NER.

### **NORTH-EASTERN ELECTRIC POWER CORPORATION LIMITED (NEEPCO)**

North Eastern Electric Power Corporation Limited (NEEPCO) is an electricity generation public sector undertaking owned by the Government of India under the Ministry of Power, formed on 2nd April 1976, Headquarters at Shillong, Meghalaya. Company made a modest beginning with 50MW Khandong Power Station which was commissioned in 1984 as a part of 275MW integrated Kopili H.E. Power Station. The company was conferred with 'Schedule A' status by the Government of India in August, 2008, and has submitted a proposal for conferring 'Mini Ratna' Category-I status, which has been awarded at the month of April, 2013 (33<sup>rd</sup> Annual Report, 2008-2009). The department of Human Resource Development make every effort to promote the well-being among the every category of employees. They believe that the heart of any successful enterprise especially in this tough economic competition is the human capital. Therefore, NEEPCO introduces an approach called '*Cafeteria Allowance*' under which Company undertakes a number of well-being activities.

→Physical Well-Being (PhWB), the unit RHEP has the extreme affect with maximum positivity of 77.8% and moderate negativity of 1.1%. Whereas, unit KHEP reveals high level of positivity with 64.1% and on the other hand the

perception level of the units AGTP & HQ ranges at very high level with 53.3% and 51% respectively.

- Psychological Well-Being (PsWB), unit HQ has the maximum effect with 48% followed by unit RHEP with 48% ranging at very high level, whereas, unit AGTP has no negativity at all. KHEP provides that employees' having positive PsWB is 67.9% occurring at the level high, while only 29.5% of the employees' agreed for very high level of PsWB.
- Social Well-being (SoWB), all the employees' perception is levelled between moderate to very high, indicating mixed thought process. Among them RHEP has the maximum level of SoWB with 74.4% followed by HQ with 61.1% and KHEP with 50.6%. AGTP shows well-being slightly lower than the other units with 76.7% ranging at level high of the division.
- Spiritual Well-Being (SpWB), the employees of AGTP and HQ provides the well-being level from low to very high that is value ranges from 3.0% to 58%. The KHEP and RHEP indicates moderate to very high level well-being.

### **OPINION(S) UPON SUBJECTIVE WELLBEING OF THE EMPLOYEES OF NEEPCO**

The present subjective well-being profile of employees of NEEPCO is prepared to assess the degree of well-being of employees residing in four different states (Tripura, Assam, Arunachal Pradesh and Meghalaya). The present analysis is based on various Components of Holistic Model (Physical Well-Being, Psychological Well-Being, and Social Well-Being & Spiritual Well-Being) and Antecedent Factors (Organisational Environment & Culture). Purpose of the present study is to highlight the opinion which affects their day-to-day routine and how the mixture of these well-being factors lead to behavioural change and resulted performance. For this purpose Kendall's W Coefficient of Concordance is adopted to measure the similarity or dissimilarities. 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.

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 (.002) and 18-30 of KHEP (.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.

The test conducted 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 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 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.

Under the CHM the Kcc value ranges are very near to one ( $\geq 0.8$ ) indicating very high level of agreement, with female of AGTP shows full agreement. p-value ranking shows 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 smaller level of 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.

**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  $\chi^2$  for Draftsman and Executive Supervisors is lower than the p-value indicating no significant difference, whereas, the  $\chi^2$  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  $\chi^2$  value is lesser than the p-value, therefore no statistical significance. But for the post of Khalasi and Lineman1 the  $\chi^2$  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 Mangers emerged as a top concordant among the group with Kcc value equals to one. Whereas, the  $\chi^2$  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 showing 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, 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.

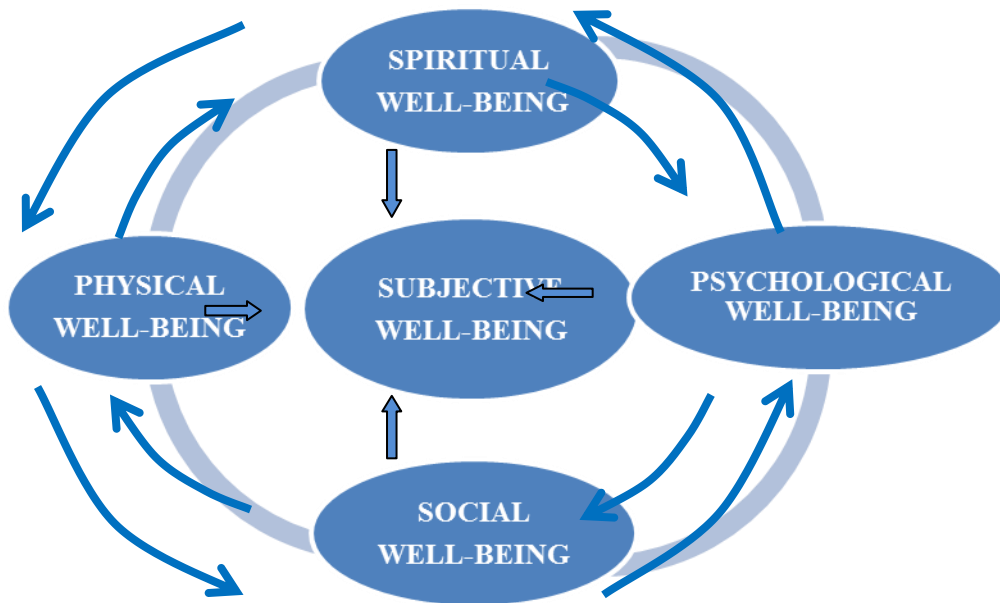
Under the AF, Kcc value mostly ranges within 0.002-0.3, indicating very low level of agreement, p-value ranking is higher than 0.05, implying significant difference among the employees subjective opinion, excluding the employees of RHEP (belonging to the group 12 or more years of experience) implying 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.

## CONCLUSION

The paper examines the eminence and the concordance to draws a comparison between the groups of respondents. Since, selected group of employees are more homogeneous in nature than the total sample thus, the paper presents precise information regarding the existing level of subjective well-being and behavioural similarities and dissimilarities. The paper also confirms the linkage of demographic factors with quality of life among the employees of the four selected units of NEEPCO. From the statistical tests conducted, it has been found that both concordance and discordance among the employees are mainly determined by the long running hidden factors as environment and cultural boundaries as set by the organisational strategies. Other factors operating which are influencing the degree of wellbeing are the social and cultural domain variations of different states of North-Eastern Region, household or the family type an employee is living, his marital status, standard of living, social surroundings etc. Thus, this needs further investigation to unfold the vital reasons for differentiation with the level of subjective wellbeing of the employees of NEEPCO. Thus, employee wellbeing strategies provide choices and flexibility to meet changing needs and can be a right of way for future research.

**FIGURES AND TABLES**

**Figure: Holistic Model of Subjective Well-being (2P+2S Model)**



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

**Table 1: Components of 2P+2S Model:**

<b>PHYSICAL WELL-BEING:</b>		<b>PSYCHOLOGICAL WELL-BEING:</b>	
✓	Physical Distress	✓	Inspiration
✓	Comfort	✓	Clear Reasoning
✓	Ability	✓	Expression of Thought
✓	Coordination	✓	Decision
✓	Safe	✓	Policies Prepared
✓	Improvement	✓	Confidentiality
✓	Useful	✓	Organisational Strategy
✓	Determination	✓	Movement
✓	Balance State of Body & Mind	✓	Recognition
✓	Behaviour	✓	Boosting Own Insight
✓	Action	✓	Calmness
✓	Endurance	✓	Intellectual & Mental Stimulation
✓	Agility	✓	Fresh Attempt
✓	Reaction Time		
✓	Enthusiasm		
<b>SOCIAL WELL-BEING:</b>		<b>SPIRITUAL WELL-BEING:</b>	
✓	Social Capital	✓	Proud Employee
✓	Stranger	✓	Recommend Others
✓	Trust	✓	Prospect
✓	Participatory Culture	✓	Confident with Monthly Expense
✓	Companion	✓	Purity
✓	Hospitable		
✓	Friends		
✓	Assemblage		
✓	Training Programs		
✓	Social Functioning		
✓	Welfare		
✓	Standard of Living		
✓	Shared Goals		

Source: Roy Choudhury & Barman (July-September, 2014) Pezzottaite Journals



**Table 2: Elements Influencing the Subjective Well-Being of the Employees’ of NEEPCO**

PHYSICAL WELL-BEING:	PSYCHOLOGICAL WELL-BEING:
→Medical Facilities →Post retirement medical benefits. →Special allowance to the employees for official tour within the North-Eastern Region. →Life Style Offerings →Consumption Facilities	→Greater sense of individual contribution →Intra-departmental & Inter-power Stations sports activities. →Opportunity to build intellectual resources at work. →Family get together at luxurious hotel or resort.
SOCIAL WELL-BEING:	SPIRITUAL WELL-BEING:
→Commitment towards Corporate Social Responsibility. →Orientation towards Sustainable Development. →Proper Communication about Management Strategies. →Educational Scholarships for Meritorious Students	→Strong foundation as a responsible corporate citizen. →Amazing sense of accomplishment for presence of moral management. →Respect for the organisation and as well as for self.

*Source: NEEPCO Portal (2010) & Roy Choudhury & Barman (2014), ZENITH International Journal*

**Table 3: Status of Subjective Wellbeing Factors among Employees’ of NEEPCO**

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 (46.7%)	16 (53.3%)	AGTP	x	x	21 (70.0%)	9 (30%)
KHEP	x	1 (1.3%)	50 (64.1%)	27 (34.6%)	KHEP	x	2 (2.6%)	51 (67.9%)	25 (29.5%)
RHEP	x	1 (1.1%)	19 (21.1%)	70 (77.8%)	RHEP	x	3 (3.3%)	53 (58.9%)	34 (48%)
HQ	x	x	49 (49.0%)	51 (51%)	HQ	x	5 (5.0%)	41 (47%)	48 (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 (3.3%)	23 (76.7%)	6 (20%)	AGTP	2 (6.7%)	7 (23.3%)	17 (43.3%)	8 (26.7%)
KHEP	x	3 (3.9%)	35 (45.5%)	39 (50.6%)	KHEP	3 (3.0%)	7 (7%)	32 (32%)	58 (58%)
RHEP	x	4 (4.4%)	19 (21.2%)	67 (74.4%)	RHEP	x	5 (6.4%)	36 (46.2%)	37 (47.4%)
HQ	x	5 (5.1%)	33 (33.3%)	61 (61.6%)	HQ	x	8 (8.9%)	20 (22.2%)	62 (68.9%)

*Note: L= Low, M= Moderate, H=High, VH= Very High*

**Table 4: Age Wise Concordance of Subjective Wellbeing Factors**

Unit	Age	N	Component of Holistic Model (CHM) df=3			Antecedent Factors (AF) df=1		
			Kcc	$\chi^2$	Sig.	Kcc	$\chi^2$	Sig.
AGTP	18-30	4	.929	11.15	.011	.083	.333	.564
	30-40	23	.824	56.85	.000	.002	.053	.819
	40-50	3	1.000	9.000	.029	.111	.333	.564
KHEP	18-30	4	.925	11.10	.011	1.000	4.000	.046
	30-40	33	.785	77.71	.000	.024	.806	.369
	40-50	30	.838	75.42	.000	.055	1.690	.194
RHEP	50-60	10	.808	24.24	.000	.011	.111	.739
	18-30	11	.892	29.43	.000	.036	.400	.527
	30-40	22	.920	60.70	.000	.106	2.333	.127
HQ	40-50	41	.836	102.80	.000	.053	2.189	.139
	50-60	16	.849	40.77	.000	.000	.000	1.000
	18-30	18	.746	40.28	.000	.125	2.250	.134
HQ	30-40	21	.821	51.70	.000	.009	.200	.655
	40-50	40	.842	101.07	.000	.231	9.256	.002
	50-60	20	.921	55.28	.000	.026	.529	.467

**Note:** Kcc=Kendall’s W Coefficient of Concordance,  $\chi^2$ =Chi-Square, Sig.=Significance, N=Total Size of Data Set, df=Degree of Freedom

**Table 5: Gender Wise Concordance of Subjective Wellbeing Factors**

Unit	Gender	N	Component of Holistic Model (CHM) df=3			Antecedent Factors (AF) df=1		
			Kcc	$\chi^2$	Sig.	Kcc	$\chi^2$	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,  $\chi^2$  = Chi-Square, Sig. =Significance, N= Total Size of Data Set, df= Degree of Freedom*

**Table 6: Grade Wise Concordance of Subjective Wellbeing Factors**

Unit	Grade	N	Component of Holistic Model (CHM) df=3			Antecedent Factors (AF) df=1		
			Kcc	$\chi^2$	Sig.	Kcc	$\chi^2$	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: E=Executives, S= Supervisors, W=Workmen, Kcc=Kendall's W Coefficient of Concordance,  $\chi^2$  =Chi-Square, Sig.=Significance, N=Total Size of Data Set, df=Degree of Freedom*

**Table 7: Designation Wise Concordance of Subjective Wellbeing Factors**

Unit	Designation	N	Components of Holistic Model df=3			Antecedent Factors df=1		
			Kcc	$\chi^2$	Sig.	Kcc	$\chi^2$	Sig.
AGTP	Draftsman	3	.911	8.200	.042	.000	.000	1.000
	Executive Supervisor	2	.900	5.400	.145	x	x	x
	Manager	2	1.000	6.000	.112	1.000	2.000	.157
	Senior Accountant	2	.900	5.400	.145	1.000	2.000	.157
KHEP	Assistant Manager	6	.833	15.000	.002	.111	.667	.414
	Deputy Manager	2	1.000	6.000	.112	.000	.000	1.000
	Havildar	2	.900	5.400	.145	.000	.000	1.000
	Khalasi	2	.900	5.400	.145	1.000	2.000	.157
	Manager	4	.825	9.900	.019	.000	.000	1.000
RHEP	Assistant Accountant	3	1.000	9.000	.029	.000	.000	1.000
	Assistant Manager	4	.925	11.10	.011	.000	.000	1.000
	Attendant	2	.974	5.84	.120	.000	.000	1.000
	Fitter	3	.733	6.600	.086	.111	.333	.564
	Khalasi	2	.658	3.947	.267	.000	.000	1.000
	Lineman	4	.865	10.38	.016	.000	.000	1.000
	Manager	2	.900	5.400	.145	1.000	2.000	.157
	Messenger	2	1.000	6.000	.112	.000	.000	1.000
	Senior Manager	3	.911	8.200	.042	.000	.000	1.000
	Senior Plumber	2	1.000	6.000	.112	.000	.000	1.000
HQ	Sweeper-I	2	1.000	6.000	.112	.000	.000	1.000
	Assistant Accounts Officer	3	1.000	9.000	.029	1.000	3.000	.083
	Accountant	2	.974	5.842	.120	.500	1.000	.317
	Assistant Accountant	2	1.000	6.000	.113	.000	.000	1.000
	Assistant	2	.900	5.400	.145	.667	2.000	.157

Assistant Manager	3	.724	6.51	.089	1.000	3.000	.083
Chowkidar	2	.875	5.250	.154	.000	.000	1.000
Deputy General Manager	4	.865	10.38	.016	.250	1.000	.317
Deputy Manager	3	1.000	9.000	.029	.111	.333	.564
General Manager	3	1.000	9.000	.029	1.000	3.000	.083
Havildar	2	.900	5.400	.145	.000	.000	1.000
Hindi Officer	2	1.000	6.000	.112	.000	.000	1.000
Junior Engineer	2	.816	4.895	.180	.000	.000	1.000
Junior Executive Supervisor	2	1.000	6.000	.112	1.000	2.000	.157
Manager	10	.856	25.68	.000	.160	1.600	.206
Senior Accountant	4	.891	10.69	.014	.000	.000	1.000
Senior Executive Supervisor	2	1.000	6.000	.112	1.000	2.000	.157
Senior Hindi Translator	2	1.000	6.000	.112	.000	.000	1.000
Senior Manager	7	.918	19.28	.000	.095	.667	.414
Trainee Accounts Officer	2	.900	5.400	.145	1.000	2.000	.157
Trainee Personal Officer	2	.900	5.400	.145	.500	1.000	.317

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

**Table 8: Experience Wise Concordance of Subjective Wellbeing Factors**

Unit	Experience (In Yrs)	N	Component of Holistic Model (CHM) df=3			Antecedent Factors (AF) df=1		
			Kcc	$\chi^2$	Sig.	Kcc	$\chi^2$	Sig.
AGTP	0-3	3	.911	8.200	.042	.333	1.000	.317
	4-7	11	.867	28.61	.000	.036	.400	.527
	8-11	12	.803	28.91	.000	.008	.091	.763
	12& More	4	.900	10.80	.013	.083	.333	.564
KHEP	4-7	9	.911	24.60	.000	.111	1.000	.317
	8-11	29	.774	67.31	.000	.020	.571	.450
	12& More	38	.809	92.22	.000	.007	.257	.612
	0-3	3	1.000	9.000	.029	.111	.333	.564
RHEP	4-7	7	.973	20.42	.000	.381	2.667	.102
	8-11	25	.907	68.03	.000	.002	.043	.835
	12& More	55	.825	136.08	.000	.050	2.769	.096
	0-3	9	.731	19.73	.000	.222	2.000	.157
HQ	4-7	12	.749	26.94	.000	.063	.818	.366
	8-11	15	.829	37.30	.000	.111	1.667	.197
	12& More	63	.864	163.22	.000	.039	2.483	.115

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

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