Publications

List of Publications

Paper Title	Perceptual Concordance on Well-Being in Power Sector Organisation (A Case Based Exploration on North-Eastern Electric Power Corporation Ltd)
Author (s)	Satabdi Roy Choudhury (Research Scholar) & Dr. Arup Barman (Associate Professor), Department of Business Administration, Assam University, Siclhar, India
Name of the Journal	EPRA International Journal of Multidisciplinary Research, Vol. 2 (1)
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Paper Title	Holistic Model of Subjective Well-Being- A Proposed Model And Exploration of Contents
Author (s)	Satabdi Roy Choudhury (Research Scholar) & Dr. Arup Barman (Associate Professor), Department of Business Administration, Assam University, Siclhar, India
Name of the Journal	ZENITH International Journal of Multidisciplinary Research, Vol. 4 (3)
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Paper Title	Organisational Environment, Culture and Subjective Well-Being in Indian Power Sector Organisation: Case for Impact Contrast Analysis
Author (s)	Satabdi Roy Choudhury (Research Scholar) & Dr. Arup Barman (Associate Professor), Department of Business Administration, Assam University, Siclhar, India
Name of the Journal	International Journal of Organisational Behaviour& Management Perspective Pezzottaitte Journals, Vol.3 (3)
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Publication Year	July-September, 2014

Paper Title	Measurement of Subjective Well-Being in Corporate Environment: Development of Scale Based on Holistic Model
Author (s)	Satabdi Roy Choudhury (Research Scholar) & Dr. Arup Barman (Associate Professor), Department of Business Administration, Assam University, Siclhar, India
Name of the Journal	International Journal of Entrepreneurship & Business Perspective Pezzottaitte Journals, Vol.3 (3)
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Publication Year	July-September, 2014

Paper Title	Technology and Well-Being- An Evocative Eassy
Author (s)	Satabdi Roy Choudhury (Research Scholar) & Dr. Arup Barman (Associate Professor), Department of Business Administration, Assam University, Siclhar, India
Name of the Journal	Postmodern Openings, Vol.5 (2)
Publication Year	2014

Paper Title	Positive Intellegence within Subjective Well-Being- Search for Contents' Location
Author (s)	Dr. Arup Barman (Associate Professor) & Satabdi Roy Choudhury (Research Scholar), Department of Business Administration, Assam University, Siclhar, India
Name of the Journal	Acme Intellects International Journal of Research, Social Science & Technology, Vol. 10 (10)
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Paper Title	Well-Being, Organisational Environment and Culture in North-Eastern Electric Power Corporation Ltd
Author (s)	Dr. Arup Barman (Associate Professor) & Satabdi Roy Choudhury (Research Scholar), Department of Business Administration, Assam University, Siclhar, India
Name of the Journal	International Journal of Exclusive Global Research, Vol. 1(3)
Publication Year	March, 2016

Paper Title	Economic and Organisational Wisdom for Asian Century
Author (s)	Dr. Arup Barman (Associate Professor) & Satabdi Roy Choudhury (Research Scholar), Department of Business Administration, Assam University, Siclhar, India
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Paper Title	Shaping Ethical Behaviour through Teaching Business Ethics- How to create Ecology for Ethical Practice
Author (s)	Dr. Arup Barman (Associate Professor) & Satabdi Roy Choudhury (Research Scholar), Department of Business Administration, Assam University, Siclhar, India
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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 perceptive 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 Kendal'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 (33rd 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 (>/= 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 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 Mangers 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 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 (χ^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.

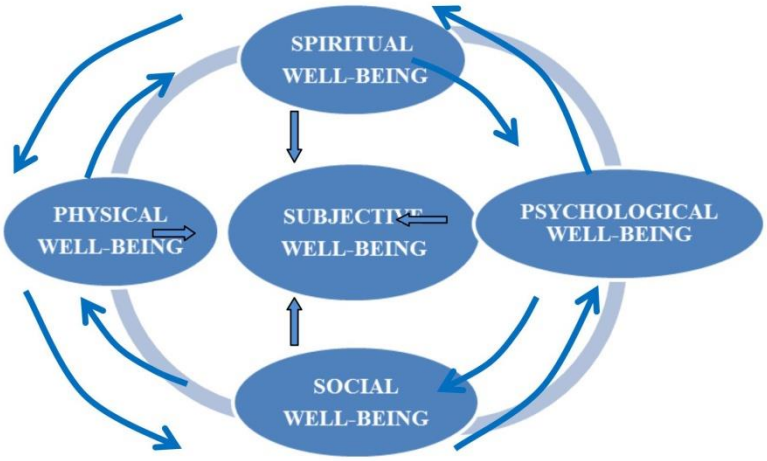
Under the AF, Kcc value mostly ranges within 0.002-0.3, indicating very low level of agreement, p-value ranking is higher than 0.05, implying significant difference among the employees subjective opinion, excluding the employees of RHEP (belonging to the group 12 or more years of experience) implying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

PHYSICAL WELL-BEING:	PSYCHOLOGICAL WELL-BEING:
✓ Physical Distress ✓ Comfort ✓ Ability ✓ Coordination ✓ Safe ✓ Improvement ✓ Useful ✓ Determination ✓ Balance State of Body & Mind ✓ Behaviour ✓ Action ✓ Endurance ✓ Agility ✓ Reaction Time ✓ Enthusiasm	✓ Inspiration ✓ Clear Reasoning ✓ Expression of Thought ✓ Decision ✓ Policies Prepared ✓ Confidentiality ✓ Organisational Strategy ✓ Movement ✓ Recognition ✓ Boosting Own Insight ✓ Calmness ✓ Intellectual & Mental Stimulation ✓ Fresh Attempt
SOCIAL WELL-BEING:	**SPIRITUAL WELL-BEING:**
✓ Social Capital ✓ Stranger ✓ Trust ✓ Participatory Culture ✓ Companion ✓ Hospitable ✓ Friends ✓ Assemblage ✓ Training Programs ✓ Social Functioning ✓ Welfare ✓ Standard of Living ✓ Shared Goals	✓ Proud Employee ✓ Recommend Others ✓ Prospect ✓ Confident with Monthly Expense ✓ Purity
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%)	5.3 (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	χ^2	Sig.	Kcc	χ^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
	50-60	10	.808	24.24	.000	.011	.111	.739
RHEP	18-30	11	.892	29.43	.000	.036	.400	.527
	30-40	22	.920	60.70	.000	.106	2.333	.127
	40-50	41	.836	102.80	.000	.053	2.189	.139
	50-60	16	.849	40.77	.000	.000	.000	1.000
HQ	18-30	18	.746	40.28	.000	.125	2.250	.134
	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, χ^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	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

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	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: *E=Executives, S= Supervisors, W=Workmen ,Kcc=Kendall's W Coefficient of Concordance, χ^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	χ^2	Sig.	Kcc	χ^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
	Sweeper-I	2	1.000	6.000	.112	.000	.000	1.000
HQ	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, χ^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	χ^2	Sig.	Kcc	χ^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, χ^2=Chi-Square, Sig.=Significance, N=Total Size of Data Set, df=Degree of Freedom*

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HOLISTIC MODEL OF SUBJECTIVE WELL-BEING -A PROPOSED MODEL AND EXPLORATION OF CONTENTS

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ABSTRACT

This paper proposes the possibilities of holistic approach of the subjective well-being. In developing approach, a model was developed to evaluate to cognitive judgement of individuals. The proposed model comprises of four parameters which forms the assessment weapon to provide the subjective well-being a scientific angle and a space within the research context. The paper also focuses on how each of the parameter relate itself to the every aspect of lives which people regarded as an important factor to lead a good life and how each of them forms the overall subjective well-being for their existence not only from the professional point of view but also from every aspect of life.

This paper not only to provide the comprehensive framework covering the all possible element of subjective well-being, rather it is intended to serve as a base framework for an society. Theses dimension if bring into play will work as the wonderful guideline for the societal structure, which ultimately will help to understand the subjective well-being of the people living within it.

KEYWORDS: Holistic Approach, Subjective Well-Being, Scientific Angle, Good Life, Framework.

Introduction: Subjective well-being concerns people self-reported assessment of their own wellbeing. The main objective of the subjective well-being is to capture an individual's well-being by measuring how people think and feel about their life satisfaction, happiness and psychological well-being [Lucy Tinkler & Stephen Hicks (2011)]. Well-being is a positive outcome which is meaningful for many people and many sectors of society; because it tells us that people perceive that their lives are going well. Life satisfaction (global judgement of one's life) and satisfaction with specific life domain (e.g. work satisfaction) are considered cognitive components of subjective well-being. The term happiness is also commonly used in regards to subjective well-being and has been defined variously as "satisfaction of desires and goals" [Barman, A. & Roy Choudhury, S. (2013)].Though no universal definition exists for subjective well-being, however, some of the most well known researchers in this field offer the following definition:

"Subjective well-being reflects the extent to which people think and feel that their life is going well. This contrast which is often referred to more colloquially as happiness- plays somewhat of an unusual role within personality psychology [Lucas &Diener].

"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 [....]" [Diener, Suh, Luca and Smith, (1999)].
"Subjective well-being is a heterogeneous category that include diverse phenomenon raging from optimism to low anger to work satisfaction" [Diener& Chan, (2011)].
Creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation [Chartered Institute of Personnel and Development (CIPD)]
When the people are asked to list the key characteristics of a good life, they are likely to include happiness, health and longevity. Similarly, as defined by most of the scholars a good culture is defined where health and happiness flourishes. Nonetheless, a number of study have founded that subjective well-being constructs are strongly associated with a range of personality traits. As the study conducted by the Laura Camfield in four developing countries of Bangladesh, Ethiopia, Peru and Thailand revealed that the people of Bangladesh are happy when all needs are fulfilled and have achievements, Ethiopian men relate their happiness with good health, Peruvian site the happiness with the time spent with family and Thai people are happy when they have high education and good friendship..This gives a notable difference of culture that is whether the individualist culture of western countries are more fascinated towards subjective well-being rather than the collectivist culture of eastern countries [Stocks (South Africa), April (South Africa), Lynton (China), (2012)].

History of Subjective Well-being: Perception of subjective well-being has long tradition and as well as important feature of life. But increasing body of indication over the period of time leads to the fact that the history of subjective well-being is only 36 years old. Most of the Utilitarian as Jeremy Bentham, said that good life can be defined as presence of bliss and absence of soreness. During 1971, the country has rejected gross domestic product as the only way to measure happiness level rather championed the measuring of prosperity through formal principle of gross national happiness that reflect the spiritual, physical, social and environmental health of citizens. Today Gross National Happiness (GNH) severs as a unifying vision of Bhutan's five –year planning and associated with planning document.
During the early 20th century, empirical studies on subjective well-being began to flourish.As studied by Flugel people verify their emotional moments and latter try to summarise the reaction over the moments. At the latter part of the 20th century Flugel's study became the most important survey tool for further research studies on subjective well-being. Research have shown that it is possible to collect meaningful and reliable data on subjective and as well as objective well-being. Subjective well-being encompasses different aspects (as cognitive evaluation of one's life, happiness, satisfaction, positive emotion as joy and pride and negative emotion such as pain and worry) each of them should be measured separately to derive a more comprehensive appreciation of people's lives [Stone (December2012)].
After Second World War most of the researcher began to construct survey questionnaire and started polling the people about their happiness and life satisfaction. Accordingly large number of people were surveyed and latter on they were categorised as representatives of nation. George Gallup, Gerald Gruin and his colleagues and Hadley Cantril are some of the famous utilitarian who did large-scale surveys. They asked simple questions such as: "How safe do you feel in your daily life?", "How happy are you with your life?" where respondent have simple response option ranging from "complete satisfaction" to "not at all satisfied". At 1969 Norman Bradburn showed that pleasant and unpleasant affects are two independent

variable and in order to establish correlation each has to study separately. In 1999 Diener, Shu, Lucas and Smith authored a new review of literature in Psychological Bulletin. A handbook volume of chapters related to hedonic psychological and another book on cross cultural differences in subjective well-being. In short we can conclude that study of subjective well-being budding because of the growing trend towards individualism around the globe.

Making of Holistic Subjective Well Being: The term subjective well-being principally relates from the 'positive psychology'. Here, the presence of positive effect does not mean the absence of negative effect and vice-versa. Psychologists have undertaken the Questionnaire method which takes 5 item satisfaction level [Diener, Emmons Larsen & Griffin, (1985); Pavot&Diener,(1993)] Experience Sampling Method (EMS), where a period say of 6 weeks taken to get the indication of a person's positive and negative effect, A study of the happiest 10% of college students shows that those who are attached to social activities are happier than those who are not [Diener& Seligman, 2002]. Thus, personality appears to be one of the strongest and most consistent predictors of subjective well-being.
From the above discussion, the concept of subjective well-being is divided into three broad categories [Framework adapted and developed from Dolan, Layard and Metcalfe (2011) & Smith (2011)].

Evaluative Measures: This is the most common and well known measure for calculating the intensity of life satisfaction particularly in UK and Europe. The measure takes the cognitive judgement of the people. Here, respondents are asked to stop and make an assessment of his life. Latter, they can score their level of satisfaction on an imaginary ladder where, the bottom (0) for the worst possible life and bottom (10) the best possible life. Other measures include general happiness which correlates with life satisfaction scores? Thus, life evaluations capture a reflective assessment of a person's life or some specific aspect of it, this can be an assessment of "life as a whole" or something more focused on.

Experience Measures: This measure is mainly concerned with people feelings and emotion which is very much affected by the everyday life. Positive affect captures positive emotion as joy, happiness, delight, etc., and negative effect captures unpleasant emotional stage as sadness, grief, depression, etc. It has to be focused here that the positive effect is uni-dimensional in nature as each of the positive state is related to each other very strongly. Thus, experience measure can be represented on single axis of measurement. While the negative effect has the multi-dimensional in nature as it is possible that at a given moment a person might feel anger but not fear or sadness. It is very difficult to gather information from the people about their past affective states, as the response will be affected on the recall basis. Therefore, the better standard to measure the experience is the Experience Sampling Method (EMS). Here, participants are prompted to recorded their feeling over a period of time say 6 months and each and every moment response is capture in an electronic diaries, which latter on are calculated. Other, than EMS the Day Reconstruction Method (DRM) is also used to collect the experience states by questioning the respondents about the previous day and a dairy is maintained to record the data.

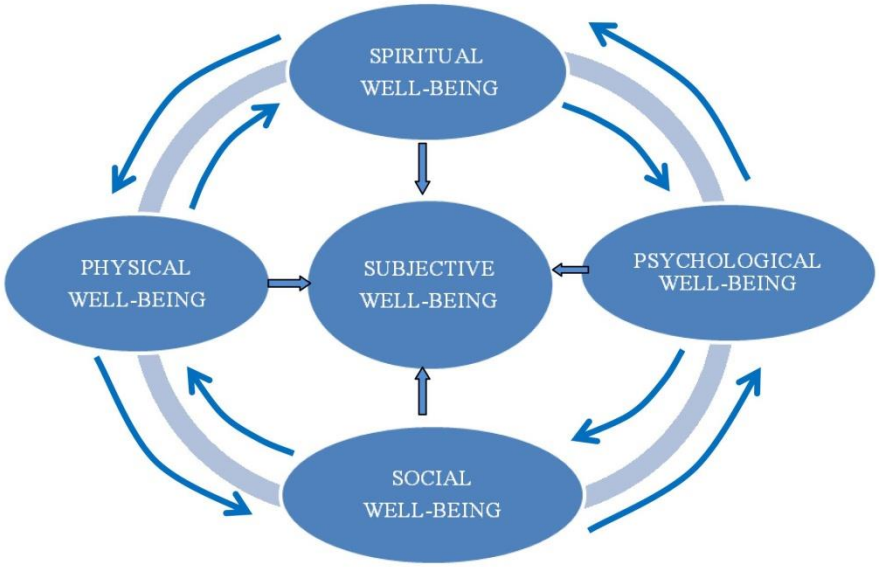
Eudemonic: Eudemonic measures are different from the evaluative and experience measures and goes beyond the respondent's reflective evaluation and emotional state. The eudemonic measures takes into account the other elements which are also more or less consensus that

they are important to include are comprising, autonomy, competence, goal orientation, sense of purpose, social engagement, caring and altruism etc. Eudemonic measures draws both humanistic and psychological approach which identifies both "needs" and "goals" which many people values in life. In the mean time empirical research shows that a very happy individual is one who is having active social life and a network of good social support, who feels fulfilled at work, is religious, enjoy active recreational pursuits, exercise regularly and feels they are good in health and likely to have their basic needs met and enjoy respect.

Shaping the Holistic Subjective Well-Being: A steady and increasing volume of work is underway around the world to try to shift people's attention beyond narrow economic measures of progress towards the broader more holistic goals of improving the well-being. To develop an effective and result oriented holistic approach of subjective well-being a positive state of environment has to created where an individual is able to function at his best level whether measured in terms of physical, mental, emotional and social context with significant implications for individual, their family and community, the organization and the society at large. Even the activities of individual outside the workplace as poor sleep or nutrition, lack of exercise, family pressure, addictive behaviours, sickness of dear once etc, where individuals are unable to compartmentalize the different part of life. According to the UK Young Foundation's new report, the 'State of Happiness' looks at whether the public policy can shape people's resilience and well-being. According to the Carol Graham in her book "Happiness around the World: The Paradox of Happy Peasants and Miserable Millionaires" which is rather different to the UK Young Foundation's new report and give a broad overview of thinking about happiness and its determinants.
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. It should be so planned that our human relations recreational needs, ideals and aspirations- everything could be actualised through that routine. Thus, in order to shape the holistic approach of the subjective well-being, there has been important work, these include for example the childhood poverty research (e.g. the recent EU index of child poverty, the ESRC well-being in developing countries-www.wedev.org.uk; the Young Lives Project-www.younglives.org.uk; or the development of the social indicators (e.g. the UNICEFInnocenti publications, the International Society of Child Indicators etc.) [Scherto Gill (2009)].

Holistic Model of Subjective Well-being (2P+2S Model): The holistic approach of the subjective well-being can be measured by analysing major components which decides the quality of life as a whole. In order to measure the holistic approach of subjective well-being a holistic model has been developed. The model consists of 2P and 2S components (Barman, 2013). The 2P consists of Psychological well-being and Physical Well-being and the 2S consists of Social well-being and Spiritual well-being. The model indicates how single component influence the well-being of an individual and as well as the exchange of energy between these components which ultimately influence each other to be the part of overall subjective well-being of an individual. Additionally the model also indicates how each component of the subjective well-being is affected by the cognitive judgement of an individual. Thus, the main purpose of this model is to provide the comprehensive framework covering the all possible element of subjective well-being.

Nonetheless, from the above model the different parameters can be discussed in terms of the dimension each of the parameter consisting of. Each factor of subjective well-being is unique in itself and comprises of many small inter and external knowhow of life experience.



Source: Barman, 2013

Parameters of Holistic Model

Psychological Well-Being: The psychological well-being refers to how people evaluate their lives. The evaluation are done on mainly two ways- 'cognition evaluation', where an individual gives an conscious judgement about his satisfaction from the life and 'affective evaluation' is guided by feelings and emotions such as frequency with which people experience pleasant and unpleasant happenings in life. For interpreting psychological well-being deeply we need to construct two contemporary theories of psychological need: Optimal Distinctiveness Theory and Self-determination Theory [Sheldon M. Kennon&Bettenourt Ann. B (2002)]. Optimal Distinctiveness Theory: the theory postulate that human derives extended self concepts from their group membership and Self-determination Theory: the theory provides the motivational route by which individual seeks autonomy and self-expression within the context of social relationship. Thus, psychological well-being should not be confused with the concept of mental or emotional disorder rather its relates to the ordinary life where an individual continuously faces the challenges, complexities, setbacks and hardship, psychological well-being concern itself with how an individual survive with these and how an individual doing in response. Indeed, the research appears to confirm that psychological strengths are associated with wide range of desirable behavioural outcome. As the people who used is mentally strong enough experience greater subjective and

psychological well-being. [Biswas, Diener, Kashdan, &Minhas (2011)]. There is off course many studies published on hope, courage, optimism, determination and creativity, psychological well-being is beyond these which include both the internal and external factor of an individual to provide an exhaustive discussion on the research field on the variety of components in existence.

Physical Well-Being: A state of physical well-being is not just the nonappearance of the disease. But the concept also includes proper life style, daily exercising, good nutrition and a balanced state of body, mind and spirit. It is developed through the combination of the healthy eating and physical activity that include muscular, cardiovascular strength and endurance. The physical well-being also involves taking personal responsibility of our own health when we are ill. Researchers and health professionals define physical well-being as the ability to fully engage on a regular basis in all the developmentally appropriate activities.
As defined by *World Health Organisation*(WHO) health/wellness is state of complete physical, mental and social well-being and not merely the absence of disease of infirmity.

According to *C3 Collaboration for Health(a Registered Charity, U.K, June 2011)*, being physically active plays an essential role in ensuring health and well-being and there is a large body of research investigating the benefits of exercise. Much research has focused on adults, but there is evidence that among adolescents increased leisure-time physical activities is significantly associated with fewer depressive symptoms over period of two-years. Some studies also shows that physical activity accelerates learning by increasing cognitive process (e.g. memory functioning).

In the report of *Mental Health Foundation* mentioned that participation in regular physical activity can increase self-esteem and reduce stress and anxiety. Physical activity can play a role in preventing mental health problems and improving the quality of life of those experiencing it. For example, there is an approximately 20-30% lower risk of depression and dementia, for adults participating in daily physical activity [Edmunds, Biggs, Goldie, Cyhlarova, Lawton-Smith, McCulloch, Carson (2013)].

Social Well-Being: The social well-being refers to our ability to interact successfully within the existing social arena or group around us while showing respect for ourselves and others. Social well-being encompasses our interpersonal relationships, social support network and community engagement. Social well-being is the evaluation of the quality of the relationship to the society or the community. Healthy individuals feel that they are the part of the community and can feel the integration to an extent that they have something in common with others who constitute their social reality [Keyes (1998)].

The *Australian Bureau of Statistics (August 2002)* stated that the measurement of social capital may provide insight into social functioning, and how networks and links can be utilised to contribute to positive outcome for the individual, group and community alike. In this way the measurement of social capital may enlarge our understanding of how individuals in the community can work cooperatively to achieve shared goals and to deal with difficulties.

According to *National Institute for Health and Clinical Excellence (NICE), October 2012*, Social and emotional well-being provides a building block for healthy behaviours and educational attainment. It also helps prevent behavioural problems and mental illness. In this

regard social well-being is defined as- "has good relationships with others and does not have behavioural problems, that is, they are not disruptive, violent or bully.

From the above discussion, it can be concluded that social well-being facilitates individual's ability and opportunity to respond successfully to the social challenges of life. Therefore, according to the social researchers, social well-being is an end state in which basic human needs are met and people are able to coexist peacefully with opportunities for advancement.

Spiritual Well-Being: The concept of spiritual well-being was first developed by Ellison and Paloutzian, and then subsequently other successful attempts were made to access "Spiritual Well-Being". Therefore, based on these attempts the spiritual well-being can be described as the inner life and its relationship with the wider world. It includes our relationship with the environment, our relationships with others and with ourselves. In other words it is about the wholeness, which encompasses the physical, emotional, mental and social dimension of an individual.

Some scholar such as Pargament, Moodley, Wallston argues that the religion also produces a kind of well-being that is different from the hedonic or eudemonic varieties described by the psychologist. According to them spiritual well-being comprises of two-way relation, firstly the vertical relation that is connection to God or can be termed as religious well-being and secondly, the horizontal relation that is our connection to world around us including sense of purpose and life satisfaction or can be termed as existential well-being. Hence, spiritual well-being as developmental personality characteristics that is associated with a sense of inner peace, compassion for others, reverence for life and appreciation of both unity and diversity [Vollman, LaMontage, Wallston (2009)].

As studied by [Unterrainer, Nelson, Collicutt and Fink,2012],conducted assessment for the measurement of the multidimensional inventory for religion/spiritual well-being by some of the British college student with respect to the German version, 48 items and 6 sub-scale were taken raging from 1("totally disagree') and 6 ("totally Agree"). This scale provides score for spiritual health in terms of Hope, Forgiveness, and Experience of sense of meaning, Transcendent, General Religiosity and connectedness. The participants were dived on gender wise that is 200 male and 200 females between the ages of 18-63 years and investigated. The criterion was taken as- Registered student of Heythrop College, English as their first language, Unmarried, Married, Divorced and belonging to different branch of Christianity. The study reveals that the spirituality is an important predictor of quality of life which leads to maintaining balance within family and outside world.

Spiritual well-being has changed through the ages. 'Spiritual but not religious' is a popular phase which is used as a self-identity that rejects traditional organized religion as the most valuable means of spiritual growth . Today spirituality is often separated from religious activities and connotes the blend of human psychology which aims towards personal well-being and personal development. It embraces the idea of an ultimate or an alleged immaterial reality; rather, it envisions an inner path enabling a person to discover the essence of his or her being.

Literature Review

Sl.No.	AUTHOR	CONTEXT	METHODS	CONTENTS
1.	Hicks Stephen (2011). "The Measurement of Subjective well-being". Paper for Measuring National Well-being Technical Advisory Group.	United Kingdom	Questionnaires were prepared to perform Integrated Household Survey	Development of Conceptual Framework for measuring Subjective well-being, in terms of Evaluative measure, Experience measure and Eudemonic.
2.	Wilson's, W (1967). "Subjective well being: Three Decades of Progress". University of Illinois at Urbana & Champaign	United States-in twin cities-Urbana & Champaign	Survey Sampling Method- large sample of respondent were chosen and hypothesis was drawn for longitudinal studies.	Discussion on Modern Theories of Subjective Well-being that stress dispositional influence, adaptation and goals and evolution in the field of Psychological factors in producing Subjective well-being.
3.	Pangallo,Antonio& Donaldson-Feilder, Emma. "The Business Case for Well-being and Engagement: Literature Review"	United- Kingdom	Review of large academic literature was reviewed and real life practitioners were concerned to gather evidence to support the case.	Focussed on the employee engagement and satisfaction with response to business outcome, which are divided into different elements as Employee turnover, Absenteeism, Presenteeism and productivity, Physical &Mental health.
4.	Diener, Ed; Derrick, Wirtz ; Tov, William; Kim-Prieto, Chu; Choi, Dong-won; Oishi,Shigehrio; Biswas-Diener, R. "New well-being Measures: Short Scales to Assess Flourishing and Positive and Negative Feelings"	United States	Sample of 689 college students were taken. Questionnaire was prepared to Measure: 8item scale to measure Psychological Flourishing and new 12item Scale to calculate negative & positive feelings.	Two measures of well-being were introduced: Psychological Flourishing based on recent theories of psychology and social well-being and Second is the new scale for assessing the negative and positive feelings
5.	Diener, Ed; Lucas, E, Richard; Oishi, Shigehrio - "Subjective Well-Being: The Science of happiness and Life Satisfaction"	United States	Questionnaire is constructed to do a large scale survey where questions simple response option to evaluate the degree of happiness.	History of subjective well-being is discussed in terms of its evolution period, Growth of theories, and their correlation with the existing culture.
6.	Gandhi Kingdon, Geeta and Knight, John (December 2004). "Subjective well-being poverty versus income poverty and capabilities poverty?"	University of Oxford, United Kingdom	Survey Sampling Method is used to collect the data set containing socio-economic information from every household and community	A methodology was developed to use subjective well-being as an criterion for poverty and illustration is given on South African data set
7.	Smith, Conal; Exton, Carrie (2011). OECD "Guidelines for Measuring Subjective Well-being". OECD Publishing.	France	Guidelines are designed under OECD Better Life Initiative project 2011.	The Guidelines aims to measure societies progress depending on elements of well-being as income, health, housing, civic engagement
8.	Harter, K.James; Schmidt, L. Frank; Keyes, M.L.Corey (November 2003) "Well-Being in the Work Pplace and its Relationship to Business Outcome- A review of the Gallup Studies"	USA	Research is undertaken on 5 companies to assess the relation between person-environment fit in context of turn-over, loyalty measures, profitability measures, and productivity measure and customer satisfaction.	The study characterizes the effect of organizational environment on workers quality of life and performance
9.	Kristoffersen, Inga(2010). "The Subjective Well-Being Scale: How Reasonable is the Cardinality Assumption"	The University of Western Australia, Australia	Quantitative mode of study is adopted, where discrete numeric subjective well-being scale is prepared and integers range between two extreme intervals.	The paper provides an empirical investigation into the reasonableness of imposing cardinality on subjective well-being data. The study is based on the Australian data of life satisfaction and mental health.

10.	Dolan, Paul and Metcalfe, Robert. "Measuring Subjective Well-Being: Recommendations on Measures for use by National Governments".	United Kingdom	Questionnaire mode of study is used, where simple questions are asked about their happiness.	The paper aims to provide methodological overview of the measurement of subjective well-being in terms of Objectivelist, Preference satisfaction and Mental state.
11.	Tay, Louis and Diener Ed. (2012). "Personality Process and Individual Difference: Needs and Subjective Well-Being Around the World"	University of Illinois, United States.	Survey Sampling Method-sample of 123 countries were taken to examine the correlation between fulfilment of need and Subjective well-being.	This study provide an examined report of association between the need fulfilment in terms of life satisfaction, negative feeling and positive feeling and Subjective well-being with respect to various country condition
12.	Hoorn van, Andre (May 2009). "Measurement and Public Policy Uses of Subjective Well-Being". Institute for Management Research	Radbound University Nijmegen, Netherland	Various Measurement Scales are developed as- Single item scale, Multi-item scale, Positive and Negative affect Schedule Scale, Satisfaction with Life Scale and in more advance scales as- ESM and DRM to calculate how wellbeing.	The present study introduces various scales to measures the subjective well-being and discover their application. Specific attention is given on the indicators of the questionnaires whether the respondents reply can be taped properly for shaping the public policy.
13.	Schimmack, Ulrich. "The Structure of Subjective Wellbeing"	University of Toronto, Mississauga, Canada	Large sample of 1241 undergraduate students were taken to draw a correlation between Life satisfaction and Domain satisfaction between different personality traits, based on of 'top-down' and 'bottom-up' theories.	Structural relationships between various components of subjective well-being are examined. The components are divided into cognitive components & affective components.
14.	Krueger, B.Alan&Schkade, A. David (1st draft: August 2006, This draft: January 2007). "The Reliability of Subjective Well-Being Measures"	Princeton University & University of California, United State	Questionnaire mode of study is used. A sample of 229 Women filled up DRM questionnaire for two weeks apart in 2005 and compared to global well-being measures to link between life satisfaction and other variables as income	Discussion on measurement instruments ESM, DRM and Satisfaction with Life Scale (SWLS) to measure life satisfaction over an extended period of time.
15.	Samman, Emma (December 2007). "Psychological and Subjective Well-being: A Proposal for Internationally Comparable Indicators"	University of Oxford, United Kingdom	Questionnaire on Self determination was prepared on the 4-point rating scale ranging from 'Not at all true' to 'Completely True', to assess the happiness level.	Anticipated some indicators of psychological well-being, life satisfaction and Happiness. The main initiative of the article is to generate a pathway for further research on the field of subjective well-being.
16.	VanSchuur, H. Wijbrandt; Martine Kruijtbosch (Feb 27th 1995). "Measuring Subjective Well- Being : Unfolding Affect Balance Scale"	University of Groningen, Netherland	Affect Balance Score Scale is developed and both positive and negative item scores are given separately ranging from 0 to 5. Both the positive and negative item scores are added and negative sores are subtracted from up values.	Focused on the independent quality of the Bradburn Affect Balance Scale over the factor analysis method where, positive and negative affect items are unrelated. Despite of which negative affect scores can be subtracted from positive effect score to obtain affect balance scale score.
17.	Page,Kathryn. (October 2005). "Subjective Well-Being in the Workplace".	Deakin University, Melbourn Campus, Australia	Different instrument on measurement of Subjective well-being were studied as Questionnaire mode, Core Affect,Adaptation Level Theory, Homeostasis Theory.	Focused to illustrate how different instruments of subjective well-being can be extended to apply on more specific domain of life such as work. By creating new branch of SWB Workplace Wellbeing (WWB).

18.	Blore, Daniel.Jed (June 2008). "Subjective Wellbeing : An Assessment of Competing Theories"	Deakin University, Melbourn Campus, Australia	Sample of 2,000 Australians were randomly selected to represent geographic distribution aged 18& above. Questionnaires include two dimension- Global Evaluation of Life satisfactions & Personal Wellbeing Index.	An evaluation is presented on three divergent theories- Homeostatic theory, Multi Discrepancies Theory, Affective-Cognitive Theory. The study shows the level of advancement in forming understanding of judgement of subjective well-being.
19.	Durayappah, Adoree (2010). "The 3P Model : A General Theory of Subjective Well-being"	University of Pennsylvania, Philadelphia, USA.	Review on current literatures of existing models as Liking, Wanting & Needing Model, Multi-Discrepancy Theory, Top-Down Bottom-Up factors, Mental Health Continuum etc. are discussed to set a temporal incorporation into 3P model framework.	Discussion on the importance of 3P model, which is build on the basis of temporal states of Past, Present and Prospect (Future). Each temporal state has separate long-term and short-term thoughts as Past (self remembering), Present (gradual diappearence of thought) Prospect (components ranges from anticipation to goals to purpose).
20.	Helliwell, F. John & Barrington-Leigh, P. Christopher (April2010) "Measuring and Understanding Subjective well-being"	University of British Columbia, Canada	Qualitative mode of study was adopted, where understanding is drawn to provide means through subjective well-being for comparable evaluation of diverse features to measures SWB.	Primary purpose of the study is to convince the economist that data collected on the basis of subjective well-being can also be used to examine the economic outcome. Detailed example is given in terms of individuals, communities' provinces, and nation.
21.	Stevenson, Betsey; Wolfers, Justin (August 2008) "Economic Growth and Subjective Well-Being: Reassessing the Easterlin Paradox"	University of Pennsylvania, Philadelphia, USA.	Qualitative mode of study is adopted. Argumentative discussion on measurement of subjective well-being and economic analysis and alternative measurement approaches to examine the link between income and well-being.	Easterlin Paradox suggests that there is no link between society's economic development and its average level of happiness. Discussion is given on the relationship between happiness and income which is taken as an important predictor of individual happiness. Focus is given on maximizing subjective well-being
22.	Galloway, Susan (2005) "Quality of Life and Well-being: Measuring the Benefits of Culture and Sport: Literature Review and Think piece"	University of Glasgow, UK	Huge literature review is undertaken to find the existing gap in the study of QOL in the context of well-being and sports area.	Main aim of the study is to understand Quality of Life in the context of culture, arts and sport and the impact on the subjective well-being.
23.	Kahneman, Daniel; Krueger B. Alan (2006). "Development in Measurement of Subjective Well-Being".	Princeton University, New Jersy.	A new scale is proposed called U-index, which measures the proportion of time that people spend in an unpleasant state and has the virtue of ordinal measure. The data is collected either by ESM or DRM process.	Research discussion is presented on how individual response to subjective well-being questions varies with the varying circumstances and other factors. The paper also elaborates the usefulness of subjective well-being to measure the individual perceptions.
24.	Sacks, W.Daniel; Stevenson, Betsey; Wolfers, Justin (December 2012) "New Stylized Facts about Income and Subjective Well-Being"	United States	Comparative Analysis is done between Cross Country, Within Country and Comparison through time to evaluate whether the rising GDP were associated with the rising average individual well-being.	Review of the evidence to assess the importance of absolute and relative income in determining well-being. The five stylized facts are introduced to clarify the relationship between well-being and income. The facts are mainly based on richer versus poorer and relationship between income and well-being.

25.	Camfield, Laura (December 2006). "The Why and How of understanding 'Subjective' well-being: Exploratory Work By The WeD Group in Four Developing Country". (2006)	University of Bath, United Kingdom	Primarily qualitative methods are used to set up components of subjective well-being in four developing countries-Bangladesh, Ethiopia, Peru and Thailand, based on the assumption that people make conscious judgement about the quality of life experience.	Discussion on participatory research study is given, which was carried out in developing countries and the findings were contrasted with the qualitative data of well-being. The comparison is provided on the happiest episodes of all the four countries to judge the people when and how they are happy or sad
26.	Diener, Ed ; Chan, Y. Micaela (2011). "Happy People Live Longer : Subjective Well-Being Contribute to Health and Longevity"	University of Illinois and Univesity of Texas, United States of America	Qualitative study method is used to study different concepts of subjective well-being and also demarcation was assessed between them through huge meta-analysis reviews.	Reviews of some of the important components of subjective well-being are done such as life satisfaction absence of negative emotion, optimism and positive emotion which causes better health and longevity.
27.	Jivraj, Stephen; Nazroo, James; Vanhoutte Bram; Chandola, Tarani.(1824) "Age, Ageing and Subjective Wellbeing in Later Life"	Manchester University, United Kingdom	Data is collected from five waves of english longitudinal study of ageing, where, sample of adults aged 50 or over is taken, year ranging from 2002-2011. Multi-level linear growth curve model were used to examine the cross sectional effects of subjective well-being .	Examine the age related change in subjective well-being in latter life covering the evaluative, experience and eudemonic dimension of the subjective well-being. It has been discovered that the older people experience high level of subjective well-being than younger people but there is a sharp decline in the satisfaction due the ageing.
28.	Suh, M.Eunkook ;Koo, Jaisun. "A Concise Measure of Subjective Well-being (COMOSWB): Scale Development and Validation"	Yonsie University, South Korea.	A nine item subjective well-being scale is introduced where, 3 positive and negative emotion which shows high, medium and low level of arousal were created.	Measurement of satisfaction is given in three separate domain of life-personal, relational and collective. Comparative study is initiated with compared to the previous measure of subjective well-being.
29.	Hussain,T&Yousaf,I (December 2011) "Organization Culture And Employees' Satisfaction: A Study In Private Sector Of Pakistan"	Pakistan	A sample of 200 private organization selected on random sampling basis.	The research paper is proposed the study of distinctiveness of the work environment existing in the work private sector and employee engagement.
30.	Conceicao, Pedro; Bandura Romina "Measuring Subjective Well Being : A Summary Review of the Literature"	New York	Two dimensions are discussed in order to measure the well-being. (1) Single dimensional well-being, which people well-being increases with increasing consumption. (2) Multi dimensional includes GDP & environment.	The study explores the growing literature on subjective well-being and precisely discussed that happiness can guide the policy makers by studying the determinants as inflation, unemployment and opt for the policy that reduces the loss.
31.	Tesch-Romer, Clemes; Motel-Klingebiel, Andreas; Tomasik,J. Martin. (2007) "Gender Difference in Subjective Well-Being: Comparing Societies with Respect to Gender Equality."	Friedrich-Schiller-University, Germany	Survey sampling method is used, where sample of 57 countries are taken. Hypothesis test is done on both macro and micro level based on societal gender inequality and controlling individual action leads to decrease of gender difference in SWB respectively.	Cross cultural analysis of subjective well-being are focused on the study. Two different perspective are discussed for explaining gender differences in the SWB, (1) Sex difference i.e.; women are greater vulnerable to anxiety and depression and (2) Living condition of both men and women in terms of opportunity structure and action resource.
32.	Helliwell, F.John (2011) "How can Subjective Well-Being Be Improved"	University of British Columbia, Canada	Questionnaire was prepared, where, scales such as SWLS and Cantril's self-anchoring striving scale is developed for mood assessment of the respondents and life evaluation. It has been discovered that life evaluation is much more stable and life circumstances are	The study mainly refers to the take stock that is mainly to refer what is known and what is yet to know. Firstly some policy relevant issues of subjective well being is studied and direct discussion on the policy-issues which finally used by the government to build up an

			closely related to emotion.	improved companies and communities.
33.	Helliwell, F.John (2002) "How's Life? Combining Individual and national Variables To Explain Subjective Well-Being"	University of British Columbia, Canada	Measure of subjective well-being drawn from the three waves. The first-1980-82, second 1990-91, and the third in late 1995-97. Sample of 49 different countries are taken in total three waves, which lead to 87,806 observations.	Detailed discussion is given on the international trends and differences in the subjective well-being over this twentieth century. The data collected internationally permit the combined use of individual and societal variable.
34.	Pruyne, Ellen (December 2011) "Corporate Investment in Employees Well-being the Emerging Strategic Imperative"	United Kingdom	Survey Sampling Method is used to collect the data from various organizations of the U.K	Key trend influencing corporate attention to employee's well-being. Which includes health, emotion, social culture etc.
35.	Chang,Kirk&Lu,Luo (March 2007) "Characteristics of Organizational Culture, Stressors and Well-being- A case of Taiwanese organization"	University of Cumbria, Carlisle, UK, &National TaiwanUniversity,	A qualitative methodology of focus group discussions was adopted	The study tries to explain the characteristics of the organizational culture and the relation with the stress causing elements of the organization
36.	Sarracino, Francesco (2008), "Subjective Well-Being in Low Income Countries: positional, relational and social capital components"	Low Income Countries	Empirical research is taken to develop an holistic approach to evaluate the subjective well-being and economic growth.	The study aims to explore the relationship between the economics and subjective well-being in the context of underdeveloped countries.

Paradigm design for Subjective Well-Being: A range of activities and upcoming activities on subjective well-being like 'Copenhagen Conference about Well-Being at Work' will be held in 26th-28th May 2014 has put subjective well-being in the lime light. It has been argued that though subjective well-being can categorize various components which are the important base of lives but cannot influence the making of public policies. Therefore, unlike the traditional economic measures which takes Gross National Product (GDP), Human Development Index (HDI), and Level of Income etc., to estimate the level of welfare within the state? Alternatively, the subjective well-being measures are based on answers to questions as *how much happy do you feel today?*

The subjective measures typically form the basis for alternative measures for calculating the societal well-being. In this regard economist Wilfred Beckerman in his book 'Two Cheers for the Affluent Society: A Spirited Defence of Economic Growth', support the use of Gross National Product (GNP) as a measure of welfare. According to Beckerman the concept of happiness varies from person to person and even based on cognitive judgement thus there cannot be any scientific objective measure. On the other hand due to enormous research works on psychology and works on happiness, challenges economists on a new dimension as it provides various behavioural model though which one can bring into being same behaviour pattern but with different experiences, for example voluntary versus involuntary unemployment, rational addiction versus limited self control etc. Similarly there are many paradoxical observation made by the economist Richard A. Easterlin that after World War II, real income in several countries has risen sharply, whereas, the self-reported subjective well-being of the population has not been increased. Though outlined by Easterlin paradox the economist view that the subjective well-being approach is still not rational as the base is not at all scientific in nature and question asked can be answered when a particular person is happy and can be sad, so, legal public

welfare policies cannot be based on such indefinite approach. Thus, proper logical system should be designed to measure the subjective social performance of the society. Therefore, some of the benchmark economic indicator which are preferred by the politicians, economists and financial bodies are- Human Development Index (measures long life, education and standard of living), Index of Social Progress (measuring capacity of the nation to manage need of its people), Measure of Economic Welfare Index (measuring real annual consumption of goods and services by the households), Index of Sustainable Economic Welfare and Genuine Progress Indicator (measuring income distribution, net capital growth, resource depletion, value of unpaid labour) etc.

In the respect of above argument, other than the psychologist, many utilitarian's such as Jeremy Bentham, James Mill, John Austin etc., supported the subjective well-being measures as they believe that wellbeing measures offers a fruitful complementary path to study the world. According to utility theory, everybody has their own way of judgement and therefore observed behaviour is the incomplete indicator for the judgement of well-being. So, people are best judged on the overall quality of life and which can be understand by adopting the straightforward strategy of asking to them either single question or group of questions on the level of life satisfaction or happiness based on circumstance and comparison to other person.

Characteristics of 'Good Life' related to the Parameter of Subjective Well-Being

Psychological Well-being
• Self-Acceptance (awareness about own strength and weaknesses) • Purpose in Life (understanding of one's principles and ideas) • Personal Growth (realisation of one's own dream and aspiration) • Autonomy (moral responsibility) • Self- Motivation
Physical Well-being
• Healthy Appearance (overall look) • Healthy Lifestyle (self care) • Appropriate Behaviour (reaction towards situation) • Greater Flexibility (muscular ability + accepting the unknown) • Coordination (integration between mind and body with input of sense)
Social Well-Being
• Trust and Belongingness (connection with others) • Benevolence (act of kindness) • Hospitability (reception and entertaining the guest) • Celebrating holidays, festivals, achievement • Contribution Towards Society (e.g. being good neighbour, giving donation for festivals, Orphanage, Blind School)
Spiritual Well-Being
• Self-Esteem (values/ achievements) • Resilience (survival capacity) • Harmonious • Religious Observance (performing ceremony, cultural rituals within family) • Altruism (selflessness)

Conclusion: Subjective well-being is a broad category of phenomenon that includes people emotional response both positive and negative, engagement and satisfaction. Unlike traditional goals of development such as national economic stability, the process by which well-being achieved is inseparable from the outcome. It is a dynamic and holistic concept that incorporates the material, relational and cognitive/affective dimensions of people's lives [Camfield (2006)].According to the [Arnold B.Bakker and WidoG.M.Oerlemans (2010)] high level of subjective well being leads to optimal job performance and is most likely to produce high activation and high pleasure. Work engagement and happiness at work are more scientific predictors of job performance in the organization.

For many centuries the pursuit of happiness become the basic need to survive on the one hand and pressure to confirm to social conventions and morality on the other. More recently there is a great interest in the study of happiness, various discipline like Economics, Sociology, Psychology, Political Science, History and other social science's provide their own point of view about the measurement of subjective well-being or happiness. The study mainly arise questions as are the happiness levels depends on the personality or effected by the environment? Does happiness is based on high standard of living or depends on the number of people supporting an individual? Does a powerful formation of the government can reduce the sorrow and bring the happiness? Does well-being is the result of socio-cultural laws and taboos decided by the society? Or how happiness is affected by the poverty or economic progress of the state. Therefore, taking these concepts today social researchers is trying to understand the determinants of happiness and the host of phenomenon on human well-being. Subjective well-being is inherent in human being. No well-being comes outside; it is all inside. What we say a man 'knows', should in strict psychological language, be what he 'discovers' or 'unveils'; what a human being 'learns' is really what he 'discovers', by taking the cover of his own self-satisfaction which is mine of infinite subjective well-being. The illuminated souls as Dalai Lama (high lama or 'yellow hat 'school of Tibetan Bhuddhism), Shankaracharya (a Hindu philosopher) and Sri Sri Ravi Shankar (a spiritual leader and founder of Art of Living Foundation), are the greatest once who came to earth and reveal the supernal vision of subjective well-being in terms of man-kind, selflessness, greatest silence and solitude within the process of existence. Thus, studying the holistic approach of the subjective well-being provides a basis to explore what an individual value, aspire and how they remain resilient when reality falls short of their anticipation.

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ORGANISATIONAL ENVIRONMENT, CULTURE AND SUBJECTIVE WELL-BEING IN INDIAN POWER SECTOR ORGANISATION: CASE FOR IMPACT CONTRAST ANALYSIS

Satabdi Roy Choudhury[37] Dr. Arup Barman[38]

ABSTRACT

The paper explores the relation between the dependent factors of subjective well-being with the independent antecedents' factors (organizational environment and culture) within the Indian power sector organization. It also illuminates how these antecedents' factors persuade the degree of changes occurring within the organizational rituals, management practices, managerial decision and resulting day-to-day employee behaviour. The paper also provides a practical overview of what actually consists of subjective well-being within the corporate sector and the marked level of influence on each of the parameters of holistic model of subjective well-being. Moreover, the paper also aimed to discover the long-term existing characteristics of antecedent factors and their contrastive impacts on subjective wellbeing and strategies leading towards successful business and healthy organizational life.

KEYWORDS

Subjective Well-Being, Holistic Model, Power Sector Organization, Contrast Analysis etc.

INTRODUCTION

The term subjective well-being is synonymous to the term happiness and comprises the scientific analysis of how people evaluate their lives on both at the everyday life experience and past incidents that already happened. These evaluations includes people's emotional reaction to events, their moods and judgments they form about their life satisfaction, fulfillment and satisfaction with domain such as marriage and work (Diener; Oishi & Lucas, 2013). In today's environment subjective well-being is one of the burning topics with the increasing modern day life styles, in these regard, growth in the field of subjective well-being reflects larger social trends concerning the value of individual; the importance of subjective views in evaluating life, and the recognition that well-being necessarily includes positive elements that transcend economic prosperity (Diener, Suh, Lucas & Smith, 1999).

The particularly notable and well-documented finding within this area of research is that the concept of well-being covers a vast area and which is difficult to define. This is because how people understand well-being is very different in different context. At the intuitive level the well-being can be defined as "Doing Well, Feeling Good-Doing Good, Feeling Well", doing well and feeling food is a common formulation for well-being, which captures the dual aspect of well-being as defined. 'Doing well' conveys the material aspect or the standard of living whereas, 'Feeling good' refers to the subjective aspect that is the personal perception or level of satisfaction as supported by New Economic Foundation (nef). From the other end 'Doing good-Feeling well' reveling the research domain of well-being in developing countries (White, 2008).

The field of subjective well-being has deep roots in survey research due to its nature of complex combination of a person's life that is 'how we feel out ourselves and our lives'. Well-being is strongly linked to happiness and life satisfaction and therefore researchers have found that there are various factors enhancing an individual's well-being as: Network of closed friends, Enjoyable and fulfilling career, Enough money, Regular exercise, Nutritional diet, sufficient sleep, Happy self –esteem, Optimistic outlook, Realistic and achievable goal, Ability to adapt change, etc (Roy Choudhury and Dr. Barman, 2014).

Therefore, the growing evidence from the new science of well-being suggest that, the meaning attach to well-being mainly refers to the derivation of enjoyment and fulfillment from number of different factors. Leading a satisfying life involving steady and adequate income is not the only factor leading to well-being rather; the scope of well-being includes health, social connections (relatives and friends) and the ability to contribute to the wider community. Thus, people gain pleasure form doing a good job and having it recognized by others. They enjoy grappling with, mastering and then using new skills and knowledge. Overall, they value freedom (Field, 2009). Thus, the current study suggests that the subjective wellbeing is a combination of components ranging from simple to complex phenomenon, which can be applied to domains that are more specific as antecedent factors within the organizations to analyze the core affect in particular in relation to subjective well-being. Furthermore, the study also discusses the need for understanding the benefits and resulting growth of various workplace behavioral factors beyond material or financial elements in terms of power sector organizations.

Need of Subjective Well-Being in Indian Power Sector Organization

Power sector is one of the pillars for the infrastructural development of a country. It is seen that all developed countries have adequate power supply so that all the activities are executed efficiently, smoothly in time. On the other hand, all the

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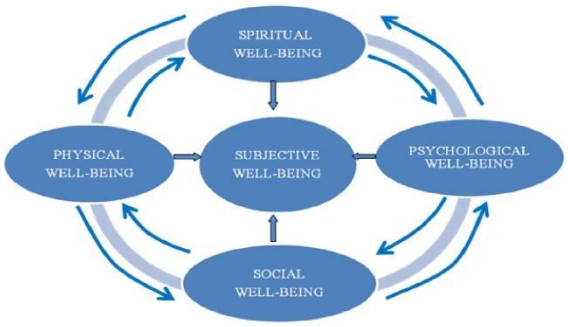
underdeveloped and developing countries have not sufficient supply of power (Kalita & Medhi, 2012). Thus, development of the power sector is the key to the economic development and it has been receiving adequate priority ever since the process of planned development began in 1950. Remarkable growth and progress have led to extensive use of electricity in all the sectors of economy in the successive five years plans. Though India currently has the fifth largest electricity generation capacity in the world pegged at 1, 92,792 MW, the growth of the economy is expected to boost electricity demand in coming years (IBEF, 2013). Thus, in order to maintain this expected boost within the coming year, from an organizational management angle, well-being is a major factor in quality, performance, productivity and therefore business effectiveness and profit. The growth in the well-being factor within the organization helps to cope up with the pressures involving deadlines, responsibilities, task complexities, challenges, relationships (employee-employee & employer- employee), supervisions etc. Therefore, subjective well-being is a hot topic and represents a bold new frontier particularly in the Indian power sectors. Here, the subjective well-being is considered the whole person concept that takes into account all of the influence on an individual is functioning at work (Pruyne, 2011).

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

The model consists of 2P and 2S components. The 2P consists of Psychological well-being and Physical Well-being and the 2S consists of Social well-being and Spiritual well-being.

Figure-1



Sources: "Holistic Model of Subjective Well-Being -A Proposed Model and Exploration of Contents, ZENITH International Journal of Multidisciplinary Research, Vol.4 (3), March (2014)

Parameters of Holistic Model

Physical Well-Being: The state of the physical well-being includes proper life style, daily exercising, good nutrition and a balanced state of body, mind and spirit. The physical well-being also involves taking personal responsibility of our own health when we are ill.

Psychological Well-Being: The Psychological Well-Being is how people evaluate their lives. This evaluation is either in the form of cognition that is giving a conscious judgment about the life experience or in the form of affective evaluation that is the degree emotions with which people experience pleasant and unpleasant happenings in life.

Social Well-Being: The social well-being refers to our ability to interact successfully within the existing social arena or group around us. Social well-being is an end state in which basic human needs are met and people are able to coexist peacefully in communities with opportunities for advancement.

Spiritual Well-Being: The spiritual well-being can be described as, our inner life and its relationship with the wider world. It includes our relationship with the environment, our relationships with others and with ourselves.

SWB in Contrast of Organizational Environment (OE)

Subjective well-being (SWB) is changing in nature according to the changing surroundings. On the other hand, organizational variables are the long-standing factors for any organization, which impacts employee morale, productivity and engagement both positively and negatively. Therefore, subjective well-being depends heavily on the organizational variables that give meaning to organizational membership and are accepted as guides to behaviour (Chang & Lu, 2007). Organizational variables consist of

organizational environment, and which mainly directed towards organizational development. The core of these variables is to improve the functioning of employees, teams, enhance interpersonal trust, planning and implementing the plan. Hence, to understand the impact of organizational variables upon subjective well-being each of the variables need be judged under the components of holistic model of subjective well-being.

Organizational environment (OE) refers to sum total of all the factors that is economic, political, social and cultural, which are external to and beyond the control of the individual business enterprises and their management. The environmental factors are numerous and complex in nature within which an organization operates. Environment may be local, national and international or it can also be categorized as market and non-market environment depending on the market forces of supply and demand. Lastly, the organizational environment also includes economic factors as monetary policies, tax policies, industrial policies and non-economic factors as social customs, religious taboos and historical factors of the country concerned (Mittal, 2007). Hence, it can be said that the organizational environment impacts the employee's performance and productivity level largely both positively and negatively. Therefore, both the positive and negative environmental impact on the employees' organizational environment can be explained in contrast with elements of holistic model of subjective well-being.

(a) **Contrast of OE on Physical Well-Being (PWB):** Organizational environment (OE) is having a high proximity with physical well-being. A healthy organizational environment helps to reduce the rising cost due to illness and improving the healthy circumstances within the working arena, which ultimately leads to high degree of self-efficacy. Today, corporate are giving greater importance to maintain the healthy and safe environment through quality control measures where every product is examined carefully to reduce the accidental deaths or injuries within the factories. The high degree of physical well-being boosts the positive attitude, which influences the job satisfaction and performance level. Here, workers need to know that administration is concerned about their safety, support their efforts and will use information in safety related issues (Lundstrom, Pugliese, Bartley, Cox, Guither, 2002).

(b) **Contrast of OE on Psychological Well-Being (PsWB):** As discussed earlier the psychological well-being mainly refers to assessment of people's life. The psychological factor acts as motivational factor, which helps further mental growth in a positive way. At the organizational front, organizational environment impacts the psychological well-being of its employees through influencing its functioning and thus, sets a peculiar set of circumstances. For example, in the context of power sectors the performance level of the employees are directly evaluated by the productivity level which in turn is related to quality of power generation machines, availability of the natural resources (water and air), amicable relation between management and union and relationships with the regulatory agencies as Central Electricity Regulatory Commission for power sectors of India. All this environmental factors together affects the psychological level of employees based on which employees continuously faces the challenges, complexities, setbacks and hardship, promotions and recognitions within the organization.

(c) **Contrast of OE on Social Well-Being (SoWB):** Social well-being (SoWB) is one of the strongest components as it is directly related to the factors comprising the organizational environment. Organizational environment affects the social well-being to a greater degree in all decisions concerning the way of social life is organized, and which subtly imposes norms that encourage acceptable employee's individual and group behaviour. As organizational environment consists of umbilical cord of suppliers, customers, labours, business partners, competitors, regulatory agencies etc., here, the internal and external environment includes the host of forces, which affect the social well-being in a both constructive and unconstructive ways. The healthy social life will make the employees feel they are the part of the organization and can feel the integration to an extent that they have something in common with others who constitute their social reality. (Keyes, 1998).

(d) **Contrast of OE on Spiritual Well-Being (SpWB):** Spiritual well-being (SpWB) mainly our inner connection to the outer world. Spiritual well-being is highly influenced by the organizational environment as its elements extend far beyond the boundaries of the physical body of the organization. The environmental framework within which an organization function plays a crucial role in its effort to thrive and growth of two-way relation firstly the relation within that is connection to our self or can be said as greater sense of righteousness with everyday task and secondly, the horizontal relation that is our connection to world around us including sense of purpose and life satisfaction, having respect for the organization and building a positive relationship with other. Hence, spiritual well-being as developmental personality characteristics that is associated with a sense of inner peace, compassion for others, reverence for life and appreciation of both unity and diversity.

SWB in the Contrast of Organizational Culture (OC)

The organizational culture is a set of key values, assumptions, understandings and norms that develops within an organization and which guides the behaviour of its members. There always exist clear-cut guidelines about organization functioning and general employee pattern of behaviour that are relatively stable over the time, which helps in coping with the internal and external problems uniformly (Aquinas & Sombala, 2006). Organizational culture involves the transmitting of organizational value system over the years and thus, it is important to recognize its impact on each of the parameters of subjective well-being.

(a) **Cultural Contrast on Physical Well-Being:** Physical well-being comes under the visible level of the organizational culture, which consists of dress codes, office layouts, break times, vacations hygiene facilities, various fringe benefits, well-maintained working equipments and various ceremonies organized monthly or annually within an organization. Hence, organizational culture is a hidden aspect of physical well-being as it is an important source of stability and continuity to the organization and provides a sense of security to the employees. Culture give birth to a definite well-established strategy which is based on the motto of reducing rising costs related employee's illness, absenteeism, presenteeism and increasing the organization capability for higher sales growth, return on assets, quality and employee satisfaction.

(b) **Cultural Contrast on Psychological Well-Being:** Psychological well-being is having a close relationship with the organization culture as it works analogous to the personality and mental health of the employees. Organizational stories, material and cultural symbols, prominent leaders etc., are the elements comprising the organizational culture and thus, sets the building direction of psychological well-being. Various policies, which gradually form the organizational culture, are invested to push the positive outlook among the employees, which in turn guides the managerial discussion, decision and behaviour of people within the organization.

(c) **Cultural contrasts on Social Well-Being:** Social well-being generally referred to as the exposed values of the organizational culture, which undoubtedly reflects the mission, and vision of the organization's founders. Market value, size of the organization, profitability or making a quality product are some of the major factors which forms the basic ideas to maintain the social well-being among the employees of specific organization. Accordingly, it can be said that social well-being is not confined to the physical structure of the organization but it is present beyond in the form of empowerment of staffs, organizational image, patent rights and land location etc. A strong social well-being brings positive work culture and mentally stimulating work environment.

(d) **Cultural Contrast on Spiritual Well-Being:** Organizational culture prescribes the right way to do the things often through the unspoken assumptions. These unspoken assumptions are the sense of purity, which helps to stimulate employee enthusiasm to recognize positive engagement with others, self and environment within. Spiritual well-being appreciates the core ethical values as legality, fairness and effectiveness within the organization. Organizational culture provides a guidelines which ultimately helps the employees to interpret what goes inside the organization by identifying the challenges within the working arena and understanding adaptive corporate cultures and that would otherwise seen confusing.

STATEMENT OF PROBLEM

Subjective wellbeing does not form in an isolate environment of employee but the perception on wellbeing stems in interaction to organizational environment and culture as evidenced by the above analysis. Since, the employees' perception of wellbeing takes shapes in interaction with various components as organizational structure, system, and leadership behaviour and the employee's psychological needs, and employee's life style. Therefore, the impacts of antecedent factors along with life style create a contrastive effect on wellbeing. However, how does the contrastive effect produces effects on wellbeing is an interesting issue need critical analysis. This paper aims to examine contrast effect of organizational environment (OE) and Organizational Culture (OC) on subjective wellbeing of the employees of NEEPCO.

OBJECTIVE OF STUDY

To achieve the main aim of the study the following objectives are framed for this study:

- To assess the levels of subjective wellbeing of employees of the organization;
- To examine the relationship between the underlying factors of subjective well-being and antecedent factors i.e. organizational environment and culture in the context of organization selected here.
- To analyze the contrast of interactions of employees' life style with organizational environment and culture to each parameters of subjective well-being based on holistic model.

HYPOTHESIS OF STUDY

In this study proposes a single hypothesis that:

- H_0 = the employees perception on subjective wellbeing under the parameters of holistic wellbeing among the employees are having significant agreement.

- H_1 = the employees perception on subjective wellbeing under the parameters of holistic wellbeing among the employees are having significant disagreement.

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METHODOLOGY OF RESEARCH

The organization where the study undertaken for the study is NEEPCO (North- Eastern Electric Power Corporation Limited), an electricity generation public sector undertaking owned by the Government of India under the Ministry of Power, formed on 2nd April 1976. The study is conducted at the NEEPCO, Shillong (Headquarter), obviously the total number of employees is 486 constitute as the universe of the study. The sample of the study is in the table-1 is self-explanatory.

Table-1: Sample Size

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

Sources: Authors Compilation

For data analysis for this study deployed univariate analysis to examine the contrast of organizational environment and culture on subjective wellbeing of employees.

LEVELS OF SUBJECTIVE WELL-BEING

The figure-2 indicates the each parameters of subjective well-being based on holistic model. The figure illustrates level of well-being of the employees of NEEPCO as such:

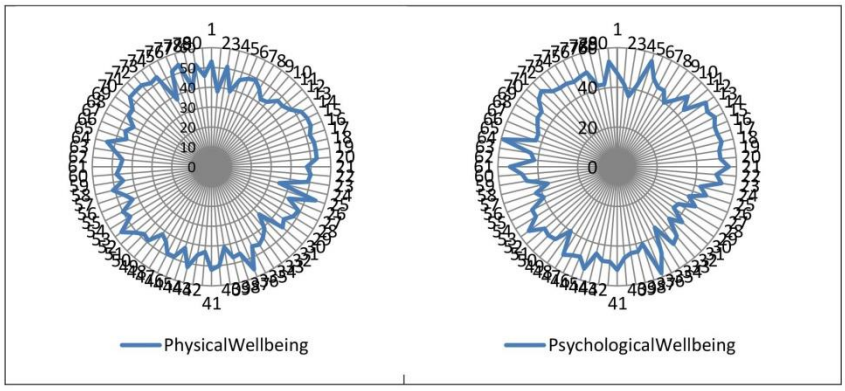
1. Physical well-being ranges between the levels of 30-50. Some of them are having low well-being that ranks between the levels 30-40 whereas some have the higher well-being ranging between the levels 40-50.

2. Psychological well-being ranges above the level of 40 and in some average cases; it touches the boundary line, which reflects high psychological well-being of the employees.

3. Spiritual well-being ranges above the level of 30-40. Some of them are having low spiritual well-being as levels are within the range of 30-40 whereas some have the higher well-being ranging between the levels 40-50. More or less, it can be said that employees are having medium level of spiritualism.

4. Social Well-being ranges between the levels of 20-40 at maximum, which signifies lower level of social well-being. on the other hand in some cases the levels ranges above 50 which indicates some of the rare group of employees have higher levels of social well-being

Figure-2: Componential Contrast of Wellbeing



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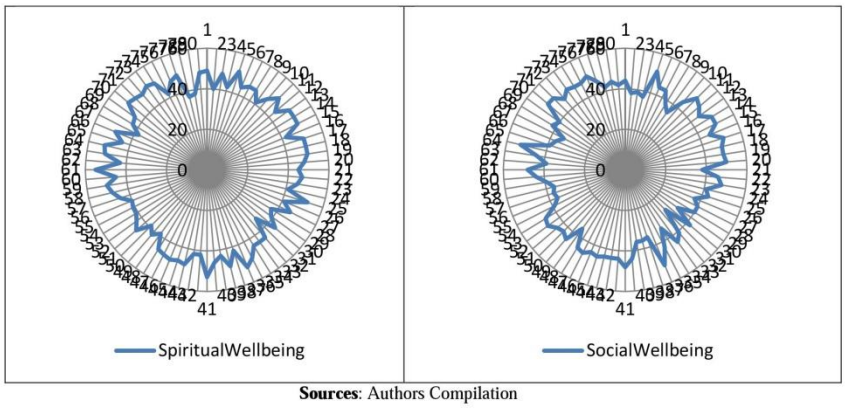
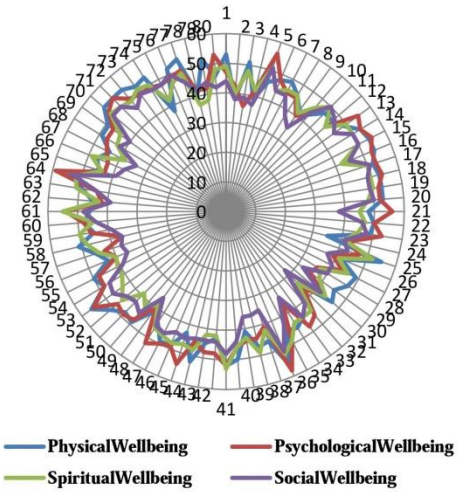


Sources: Authors Compilation

Subjective Wellbeing in Overall Organization

Figure-3 provides a two-dimensional chart which represent overall level of subjective well-being of the employees of NEEPCO. The maximum level of subjective well-being are having ranking up to 50 and only in some average cases the levels of the well-being are equal that is physical, psychological, social and spiritual well-being.

Figure-3



Sources: Authors Compilation

Test in the Level of Agreement of Subjective Wellbeing

Table-2 provides the variation in the level of well being among the employees coefficient of concordance for analyzing the disagreement test was operated and found significant disagreement in the levels of wellbeing where Kendall's W =.331 <1 with chi-square=79.842 with P= .000< Significance =0.05 in the table-2.

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Table-2: Test Opinion Agreement and Disagreement

N	Kendall's W (a)	Chi Square	Degree of Freedom	Asymptotic Significance
80	.331	79.482	3	.000 <.05%

Note: Kendall's Coefficient of Concordance
Sources: Authors Compilation

This exposed disagreement of the levels of SWB of employees has forwards for further inspections of the fact that 'why there are disagreements through the employees are working in the same environment as well as in culture of organization'. Perhaps the individual's life style, embedded hopes, age, education etc. might have impact that needs a rigorous analysis.

Correlation among the Variables

Table-3 represents correlation between the organizational variables (Organizational environment and culture) and the parameters of subjective well-being. The table shows the zero-order correlation among all the 6 dimensions. The correlation gives the complete picture of influence of antecedent factors called organizational environment and culture upon subjective well-being parameters termed physical, psychological, spiritual and social well-being.

Table-3: Correlation Matrix (Partial Correlation)

	Physical Wellbeing	Psychological Wellbeing	Spiritual Wellbeing	Social Wellbeing	Organizational Environment	Organizational Culture
Physical Wellbeing	1.000	.500	.591	.596	.514	.460
Psychological Wellbeing	.500	1.000	.587	.792	.678	.685
Spiritual Wellbeing			1.000	.612	.494	.547
Social Wellbeing				1.000	.711	.748
Organizational Environment					1.000	.697
Organizational Culture						1.000

Note: Degree of Freedom = 78; Significance P= .000
Sources: Authors Compilation

Impact Contrast Analysis

Contrasting Effect of Organizational Environment and Culture

Figure-4

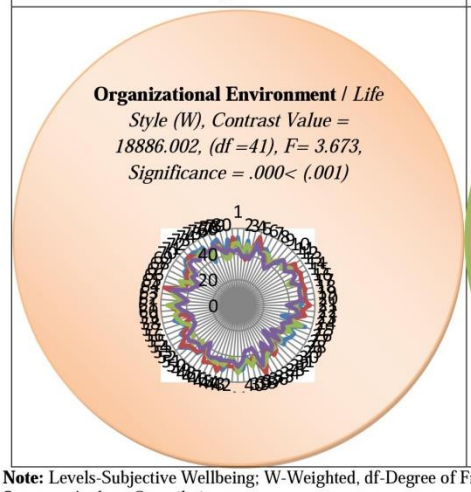
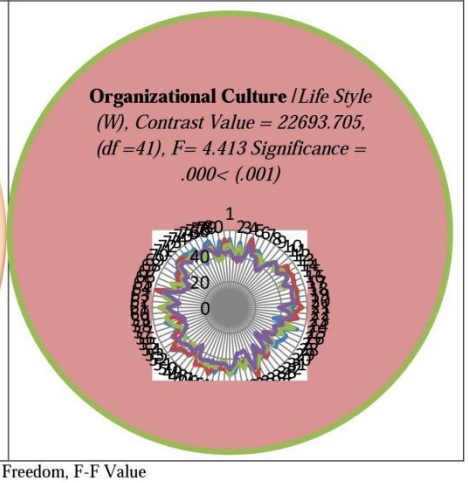


Figure-5



Note: Levels-Subjective Wellbeing; W-Weighted, df-Degree of Freedom, F-F Value
Sources: Authors Compilation

To examine the impact contrast of organizational environment (OE) and culture (OC) with interaction to life style on subjective wellbeing the univariate analysis were deployed. In this analysis, life style is considered as the covariate to OE and OC. The figure-3 and 4 revealed the level of influence of the organizational variables upon the parameters subjective well-being based on holistic model. The figure illustrates that the both environment and culture is weighted under the life style as it reflects an employee's everyday doings. The contrast creating with the value for the environment = 18886.002 &, with F= 3.673, significance P= 0.0000< 0.001; and culture is with 22693.705 with degree of freedom 41, F= 4.413. Thus, it can be said that organizational culture is having more influence upon the subjective well-being of the employees of NEEPCO than the organizational environment.

OBSERVATIONS AND FINDINGS

The study reveals the following facts as the outcomes:

- The study identified two major forms of antecedent factors called organizational environment and organizational culture, which shows to be associated with parameters of subjective well-being based on holistic model.
- The study reveals that there is a high level of variation of subjective well-being among the employees of different departments of NEEPCO. It is also been observed that most of the employees are having positive response for the psychological well-being signifying the high motivational factors within the organization. On the other side the social well-being shows quite low level of response which directs towards lack of warmness among the peers and upper and lower level management. Other than that both physical and spiritual well-being are more or less stands at the parallel level according to the response rate.
- The study also illustrated the influence of organizational variables (organizational environment and organizational culture) on the parameters of subjective well-being weighted by the life style which broadly decide the quality of employees life within the organization and beyond.
- From the correlation matrix it can be identified there is large amount variation among the organizational variables and subjective well-being level with significance level .000, which signifies very high level of relationship among the dimensions. Moreover, if we examine the impact contrast of F value of environment, which is 3.673, and of culture, which is equal to 4.413, clearly shows that the employees are more influenced by the culture in comparison to environment.

CONCLUSION AND IMPLICATION OF STUDY

Despite of the detailed explanation of the study, however, it contains the limitation of samples, which must be more in number. Therefore, the data collected from more number of respondents may be a good start for future replication in other organizations. While in doing so, needed to determine how the findings would work if conducted in any other power sector of India.

The study attempts to provide a crisp explanation of the antecedent factors, which are long term existing factors and its impacts upon the subjective well-being parameters as well as overall perception on wellbeing by the employees of the organization. The study reveals that how life style in interaction with employees are impacting on the forming perception of wellbeing of NEEPCO lead to the creation of atmosphere which made the employee realize to fulfill their responsibility, development and renewal of organizational growth and maintaining a consistency in daily operations. The hypothesis proved through the concordances or the disagreement of the levels wellbeing divulges the fact that though the employees in same work environment and culture but due to their life styles varying the level of wellbeing. This is the uniqueness of among many findings revealing through this paper.

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MEASUREMENT OF SUBJECTIVE WELLBEING IN CORPORATE ENVIRONMENT: DEVELOPMENT OF SCALE BASED ON HOLISTIC MODEL

Satabdi Roy Choudhury[11] Dr. Arup Barman[12]

ABSTRACT

The paper focuses on the correlation between the subjective well-being and corporate environment depending on the flourishing scale describing the holistic approach of the subjective well-being within the Indian context. The paper is based on the four strictures, which describes the important aspects of employee functioning ranging from positive relationship, feeling of competence, to having meaning and purpose in life.

The paper also provides a comprehensive questionnaire, which surveyed few of the power sector organizations, which covers all possible elements of subjective well-being. The paper also focuses on how each person working at corporate concern with what constitute subjective well-being and how much they are satisfied with life not only from professional view points but as well as from other aspect of life.

KEYWORDS

Well-Being, Holistic Approach, Corporate Environment, Scale, Power Sector etc.

INTRODUCTION

Subjective Well-Being at its simplest level is ultimately about the personal happiness, living safely and healthily. In other words not allowing working on the cost of our basic purpose and need of our life and supporting those of our families and relatives during the need of emotional crisis and thus, in this respect subjective well-being is the most significant aspect of our life. However, subjective well-being cannot be defined in a specific term as it depends on the individual life experience and life satisfaction, however, some of the most well known researchers in this field offer the following definition as:

"Subjective well-being reflects the extent to which people think and feel that their life is going well. This contrast which is often referred to more colloquially as happiness- plays somewhat of an unusual role within personality psychology as stated by Lucas & Diener. Thus, it can be said, "Subjective well-being is a broad category of phenomena that includes people emotional responses, domain satisfactions and global judgments of life satisfaction. Each of the specific construct needs to be understood in their own rights, yet the components often correlate substantially [....]" (Diener, Suh, Luca and Smith, 1999).

Moreover, in order to calculate the intensity of life Subjective well-being has to understand in terms of heterogeneous category that include diverse phenomenon raging from optimism to low anger to work satisfaction" (Diener & Chan, 2011). Even, if one is mainly concerned with people feelings and emotion which is very much affected by the everyday life one has to realize that it is extremely important to remember that in shaping subjective well-being the greatest help will come from the power of "self-satisfaction", therefore, well-being is a stable state of being well, feeling satisfied and content22ed. It is a state, consisting of positive happenings in an individual's life in relation to his social, spiritual, economic, psychological and physiological sphere. Thus, well-being is not just the absence of disease or illness. It is a complex combination of a person's life that is 'how we feel out ourselves and our lives" (Roy Choudhury and Dr. Barman, 2014).

In other words, it can be said that well-being is a positive outcome which is meaningful for many people and many sectors of society, because it tells us that people perceive, that their lives are going well. Life satisfaction (global judgment of one's life) and satisfaction with specific life domain (e.g. work satisfaction) are considered cognitive components of subjective well-being. The term happiness is also commonly used in regards to subjective well-being and has been defined variously as "satisfaction of desires and goals" (Roy Choudhury & Barman, 2013). Therefore, the 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 (Kahneman, Diener & Schwartz, 1999).

Although the people's subjective perception are not necessarily equivalent to over all well-being for a number of reasons, here the measure of subjective well-being are unique in nature and here they provide a relatively healthy empirical source of information is given in such preferences. Thus, subjective well-being concerns people self-reported assessment of their own wellbeing. The main objective of the subjective well-being is to capture an individual's well-being by measuring how people think and feel about their life satisfaction, happiness and psychological well-being (Stephen Hicks, 2011).

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Studies on Subjective Well-Being

Wilson's, W. (1967), in the study of "Subjective well being: Three Decades of Progress", at the context of University of Illinois at Urbana & Champaign, provides a discussion on Modern Theories of Subjective Well-being that stress dispositional influence, adaptation and goals and evolution in the field of Psychological factors in producing Subjective well-being, depending on the Survey Sampling Method, where, large sample of respondent were chosen and hypothesis was drawn for longitudinal studies.

Diener, Ed; Derrick, Wirtz; Tov, William; Kim-Prieto, Chu; Choi, Dong-won; Oishi,Shigehrio; Biswas-Diener, R, in their study called "new well-being measures: short scales to assess flourishing and positive and negative feelings", at the context of United States, proposed two measures of well-being that is psychological flourishing based on recent theories of psychology and social well-being and second is the new scale for assessing the negative and positive feelings on the basis of survey sampling method-sample of 689 college students were taken followed by questionnaire to measure: 8item scale to measure psychological flourishing and new 12item scale to calculate negative (6items) & positive (6items) feelings.

Gandhi Kingdon, Geeta and Knight, John (December 2004), studied "Subjective well-being poverty versus income poverty and capabilities poverty?" Global Poverty Research Group, within the context of University of Oxford, United Kingdom, tried to develop a methodology to use subjective well-being as a criterion for poverty and illustration as given on South African data set. The survey sampling method is used to collect the data set containing socio-economic information from every household and community. Sarracino, Francesco (2008), studied "Subjective Well-Being in Low Income Countries: positional, relational and social capital components", at the context of few low income countries, aiming to explore the relationship between the economics and subjective well-being in the context of underdeveloped countries for which the empirical research is taken to develop an holistic approach to evaluate the subjective well-being and economic growth.

Helliwell, F.John (2002), in the study "How's Life? Combining Individual and national Variables to Explain Subjective Well-Being" at the context of University of British Columbia, Canada, provides a Detailed discussion on the international trends and differences in the subjective well-being over this twentieth century. The data collected internationally permit the combined use of individual and societal variable. This in turn will provide the systematic use of well-being data to study the cause and consequences of social capital and thus, has created a widespread interest among policy makers. To support the content measure of subjective well-being are drawn from the three waves of the world value survey, that is the first-1980-82, the second 1990-91 and the third in late 1995-97. Sample of 49 different countries are taken in total three waves, which lead to 87,806 observations.

Stevenson, Betsey; Wolfers, Justin (August 2008) studied "Economic Growth and Subjective Well-Being: Reassessing the Easterlin Paradox", within the context of University of Pennsylvania, Philadelphia, USA, adopted the qualitative mode of study and provided the discussion on measurement of subjective well-being and economic analysis and alternative measurement approaches to examine the link between income and well-being. Argument is also initiated to confirm that whether richer people are happier than their poorer counterpart. The study also explains the easterlin paradox, which suggests that there is no link between society's economic development and its average level of happiness. Discussion is given on the relationship between happiness and income, which is taken as an important predictor of individual happiness, yet apparently irrelevant for average happiness. Focus is given on the two-view point that- focus on economic growth is best demanded for the society or maximizing subjective well-being within the society would increase happiness.

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. The outcome is divided into different elements, such as- employee turnover, absenteeism, presenteeism, and productivity, physical & mental health.

Smith, Conal; Exton, Carrie (2011), conducted one of the major study in the field of subjective well-being under a unique forum named as The Organization for Economic Cooperation and Development (OECD), where the governments of 34 democracies with market economies work with each other, as well as with more than 70 non-member economies to promote economic growth, prosperity, and sustainable development. The study had been called as, "Guidelines for Measuring Subjective Well-being", within the context of France. The guidelines are designed under OECD Better Life Initiative project 2011, which aims to measure societies progress depending on elements of well-being as income, health, housing, civic engagement. Kristoffersen, Inga (2010) in the study, "The Subjective Well-Being Scale: How Reasonable is the Cardinality Assumption", within the context of University of Western Australia, provides an empirical investigation into the reasonableness of imposing cardinality on subjective well-being data. The study is based on quantitative mode o where discrete numeric subjective well-being scale is prepared and integers range between two extreme intervals depending on the Australian data of life satisfaction and mental health to draw inference about the cardinality of subjective well-being scale.

A number of study have founded that subjective well-being constructs are strongly associated with a range of personality traits. As the study conducted by the Camfield, Laura (2006) in four developing countries of Bangladesh, Ethiopia, Peru and Thailand revealed that the people of Bangladesh are happy when all needs are fulfilled and have achievements, Ethiopian men relate their happiness with good health, Peruvian site the happiness with the time spent with family and Thai people are happy when they have high education and good friendship. Depending on the above studies done in the field of subjective well-being, it can be said

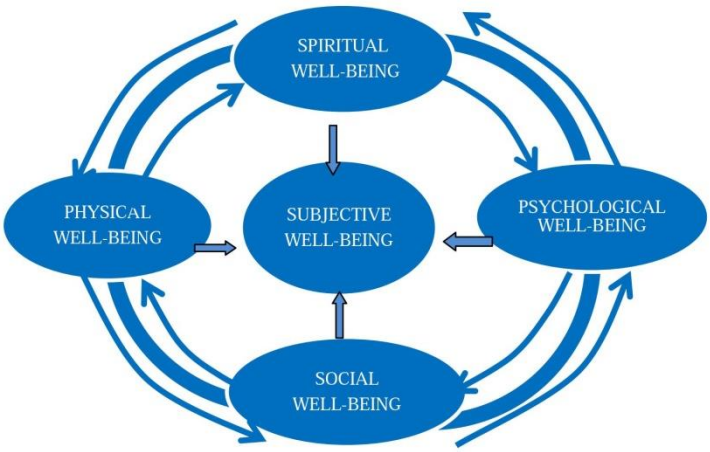
that the well-being factors are not limited to only a single part of an individual's life, rather it is connected to overall life experience which comes day after day. Thus, based on the idea, it can be said that subjective well-being takes into account the holistic approach of life.

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

The holistic approach of the subjective well-being can be measured by analyzing major components, which decides the quality of life as a whole. In order to measure the holistic approach of subjective well-being a holistic model has been developed. The model consists of 2P and 2S components (Barman, 2013).

The 2P consists of Psychological well-being and Physical Well-being and the 2S consists of Social well-being and Spiritual well-being. The model indicates how single component influence the well-being of an individual and as well as the exchange of energy between these components which ultimately influence each other to be the part of overall subjective well-being of an individual. Additionally the model also indicates how each component of the subjective well-being is affected by the cognitive judgment of an individual. Thus, the main purpose of this model is to provide the comprehensive framework covering the all-possible element of subjective well-being (Barman, Dr. A; Roy Choudhury, S, March 2014). Nonetheless, from the above model the different parameters can be discussed in terms of the dimension each of the parameter consisting of. Each factor of subjective well-being is unique in itself and comprises of many small inter and external knowhow of life experience.

Figure-1: 2P+2S Model for Subjective Wellbeing



Sources: Roy Choudhury & Barman; "Holistic Model of Subjective Well-Being -A Proposed Model and Exploration of Contents, Zenith International Journal of Multidisciplinary Research, Vol.4 (3), March (2014)

PARAMETERS OF HOLISTIC MODEL

Social Well-Being
The social well-being refers to our ability to interact successfully within the existing social arena or group around us while showing respect for others and ourselves. Social well-being is an end state in which basic human needs are met and people are able to coexist peacefully in communities with opportunities for advancement. This end state is characterized by equal access to and delivery of basic needs and services as water, food, shelter, and health services, the provision of primary and secondary education etc.

Spiritual Well-Being
The concept of spiritual well-being was first developed by Ellison and Paloutzian, and then subsequently other successful attempts were made to access "Spiritual Well-Being". Therefore, based on these attempts the spiritual well-being can be described as the inner life and its relationship with the wider world. It includes our relationship with the environment, our relationships with others and with ourselves. In other words, it is about the wholeness, which encompasses the physical, emotional, mental and social dimension of an individual.

Psychological Well-Being
The Psychological Well-Being is how people evaluate their lives. The evaluation are done on mainly two ways- 'cognition evaluation', where an individual gives an conscious judgment about his satisfaction from the life and 'affective evaluation' is guided by feelings and emotions such as frequency with which people experience pleasant and unpleasant happenings in life.

Physical Well-Being
The state of the physical well-being includes proper life style, daily exercising, good nutrition and a balanced state of body, mind and spirit. It is developed through the combination of the healthy eating and physical activity that include muscular, cardiovascular strength and endurance. The physical well-being also involves taking personal responsibility of our own health when we are ill.

Chart-1: Items of 2P+2S Model

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

Sources: Authors Compilation

Importance and Significance of Developing Scale

Over the past, several decades various scales have been developed to assess various attitudes, perceptions or opinions of organizational members in order to examine a priori hypothesized relationships with other constructs or behaviour (Hinkin, 1995). Therefore, to develop a scale and which will lead to reliable and valid research is one of the most challenging tasks in the field of research. Several scholars argue that effective measurement is a cornerstone of scientific research and is a central component of good assessment of latent variables and empirical research. Besides that, reliable and valid measures contribute to the legitimacy and development of a research field. Additionally, C. R. Reynolds stated that the ability and skill to measure variables accurately is a cornerstone to progress in science (Slavec & Drnovsek, 2012). The issue of measuring the factors contributing towards the subjective well-being has been categorized by various scholars as revealed within the well-being studies. Thus, depending on the above studies and based on holistic model that is the 2P and 2S model of subjective well-being, the paper aims towards developing a new scale.

The scale development process takes into consideration various specific factors contributing outer and inner perception of each individual contributing towards the level of greater life satisfaction. Additionally, paper also illuminates four junctures: Physical Well-Being, Psychological Well-Being, Social Well-Being and Spiritual Well-Being. These, four components are distinct elements, but when viewed collectively ultimately leads to Subjective Well-Being. The each juncture of well-being deals with particular factors and these factors when studied under the measurement scale will help to brighten the understanding of how individual associate better life with reduced risk of all causes and morality among the surrounding environment. Therefore, development of the measurement scale for the evaluation of the subjective well-being will facilitate future research, which, would benefit from the more co-relational research studies upon subjective wellbeing and specially employees at workplace.

Most of the research shows that employee's health status is directly related to the work-behavior, attendance and on-job performance. Employees having greater subjective well-being provide innovation and manage creativity, which ultimately leads to the development of an organization. However, these intangible contributions are rarely reflected in the financial statements, as if human capital never really belongs to the firm. Thus, in this regard measurement scale can become the basis for examining the sustainable benefits of different wellness programmes as Positive work culture, Communication, Work life balance, Supportive working conditions, Equitable reward etc. Hence, in this regard more continues observation and research activities are needed in this field of subjective well-being, which the measurement scale can provide.

OBJECTIVES OF STUDY

The Main Objectives of the Study are:

- Developing a Scale based on the Holistic Model of Subjective Well-Being.
- To examine Reliability and Validity in the context of Corporate Employees

RESEARCH METHODOLOGY

The survey questionnaire was administered to the sample of 120 employees of two major power sector corporations of the northeast India that is NEEPCO (North-Eastern Electric Power Corporation Limited) and PGCI (Power Grid Corporation of India Limited). A total of 80 usable responses returned and thus the data has been used for final items, reliability check of scale and factor analysis.

ANALYSIS AND INTERPRETATION

Reliability Analysis

The reliability tests conducted on 80 samples for 46 items of the scales. The test result (table-1) revealed single measure intra-class correlation co-efficient (SMICC) and average measure intra-class correlation co-efficient (AMICC) with reliability co-efficient (table-1).

Table-1: Reliability Statistics

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

Sources: Authors Compilation

The value of SMICC provides intra-class correlation co-efficient = .187. The value of AMICC provides intra-class correlation co-efficient = .914= Cronbach's Alpha =0 .914 explains high reliability of total items of the scale for measuring the north-east India power sector corporate employee's subjective well-being, which is consisting of four components called physical well-being, psychological well-being, social well-being and spiritual well-being.

Data obtained through the tested questionnaire mode of survey on subjective well-being in Indian power sector corporations located in North East India were first fitted to factor analysis to identify newly emerged construct structure of subjective well-being items over the four components (physical well-being, psychological well-being, social well-being and spiritual well-being). For analyzing the structure of the four components were made by using principle component analysis with Varimax with Kaiser Normalization rotation method, which converged in 6 iterations. An attempt has been given to keep only those items in a particular component, which are positively loaded, but the components which are simultaneously loaded negatively were not included.

Table-2: Rotated Component Matrix for Subjective Wellbeing (a)

Question No.		**Components**			
	Contents	**Physical Well-Being**	**Psychological Well-Being**	**Social Well-Being**	**Spiritual Well-Being**
	IEV (Total) #	10.079	3.858	2.747	2.435
	IE (% of Variance) #	21.910	8.387	5.972	5.293
	RSSL (% of Variance) #	12.267	12.226	10.459	6.610
1	Physical Distress	.725			
2	Comfort	.714			
3	Ability	.671			
4	Coordination	.668			
5	Safe	.599			
6	Companion	.578			
7	Useful	.551			

8	Determination	.543			
9	Balance State Of Body & Mind	.483			
10	Behaviour	.476			
11	Action	.472			
12	Endurance	.462			
13	Agility	.455			
14	Reaction Time	.342			
15	Enthusiasm	.306			
16	Inspiration		.735		
17	Clear Reasoning		.729		
18	Expression of Thought		.719		
19	Decision		.649		
20	Policies Prepared		.637		
21	Confidentiality		.615		
22	Org. Strategy		.609		
23	Movement		.598		
24	Recognition		.559		
25	Boosting Own Insight		.525		
26	Calmness		.461		
27	Intellectual & Mental Stimulation		.426		
28	Fresh Attempt		.375		
29	Social Capital			.630	
30	Strangers			.578	
31	Trust			.563	
32	Participatory Culture			.553	
33	Improvement			.549	
34	Hospitable			.548	
35	Friends			.534	
36	Assemblage			.435	
37	Training Program			.417	
38	Social Functioning			.398	
39	Welfare			.387	
40	Standard of Living			.349	
41	Shared Goals			.195	
42	Proud Employee				.708
43	Recommend Others				.640
44	Prospect				.551
45	Conf. on Monthly Exp				.509
46	Purity				.451

Note: Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization; (a) Rotation converged in 6 iterations,
Items codes are the label as: IEV= Initial Eigen values, RSSL = Rotation Sums of Squared Loadings
Sources: Authors Compilation

IMPLICATIONS AND FUTURE RESEARCH

The study attempted to explore the holistic model of subjective well-being by providing it a comprehensive framework for analyzing the level of well-being within the northeast India power sector employees. In the study, effort was made to segregate the components of the subjective well-being into four parts as physical well-being, psychological well-being, social well-being and spiritual well-being, which form the overall subjective well-being of an employee.

The paper explores how organizations today are far more open to the benefits of well-being and implementing a vast range of activities to prevent stress and to reduce it when it arises. Until now many of the measures taken by the organization to improve workplace health is categorized under 'perks' but now employee well-being in general has also been found to be an important factor in performance and increased productivity.

When employees are happy, they make an effort towards more output and ultimately enlarging the image of an organization, on the other hand it has been found that an employee is unhappy, when a family member is seriously ill thus indicating that output is linked not just to employee but his family as well. Thus, employee well-being is a subjective state that takes into account of physical, social, emotional, environmental, developmental and occupational consideration and as well as gathering honest feedback from the team that is all within the context of the workplace. Therefore, main aim of the wellbeing programs is to

empower the employees to take ownership of their own health and to reduce incidence of chronic ill health problems within organization. The study has the implication for the researcher of psychologist and human resource professionals, who can play an important role to manage workplace wellness to boost the staff and business performance, as these professional know very well that people or human capital are the heart of any successful enterprise, especially in tough economic times.

The study may form as the basic directive(s) for examining the sustainable benefits of such programmes, which needs continuous observation and research activities on human capital. The study also focuses on an important dimension of the subjective well-being, which, reveals that most of the previous studies are on social based and very few studies are based on corporate arena by taking other factors (both professional & personal) leading towards complete life satisfaction. Therefore, more rigorous study could be done by including more samples from more organizations may open the area for further studies in the field of subjective well-being.

CONCLUSION

This paper states that the subjective well-being is indeed a hot topic in the organizational life, HRM and Human resource development in future. Today costs associated with the employee health and well-being have been steadily rising. More and more companies are overwhelmingly welcoming the concept in one form or another. Even the companies who have already adopted the well-being practices are reporting a wide range of tangible and intangible business benefits. Well-being practices within the workplace are, in part, a function of helping employees to bring the joy within the work; though, behaviors that influence employee engagement and therefore that increase the frequency of positive emotions.

Alternatively, behaviors that increase the frequency of positive emotion lead to increasing clarity of expectations, understanding and use of resources that is congruent with organization's goals, individual satisfaction in work, a bonding of individuals through a sense of caring, ownership for the altruistic and tangible impact of the organization, and learning that it is in line with this shared mission.

Therefore, in order to understand which work goals individuals are likely to derive satisfaction from; several researcher have turn to the study of values. From the subjective well-being view, satisfaction derived from the daily work values can be used to predict the types of activities or goals an employee would enjoy most within his workplace.

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Technology and Well-Being- An Evocative Essay

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Abstract

The paper explores the objective behind the progressive technologies and societal subjective judgement towards well-being. The association of both the variables (technology and well-being) illuminates the impact of technology upon the well-being and its interconnected dimensions which consists of people health, community, happiness, prosperity, welfare and nation as a whole. The paper also focuses on the question- does these developing technologies leads towards positive well-being in general or does also leads to increasing negative effects upon the society.

The paper provides a practical overview on the complementary relationship on how scientific advancement and technological innovations are important drivers to increase the ease of human life and how the societal demand to lead a comfortable life, directs the origin of new technologies. In this paper presents a brief empirical evidence delineating the implication of technology in our value system, culture and attitude in common and as well as the emerging known and unknown issues coming in the near future.

Keywords:

Technology, Well-Being, Scientific Advancement, Innovation, Societal Demand, Value System.

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CHOUDHURY, S., R., BARMAN, A. (2014). Technology and Well-Being- An Evocative Essay. Postmodern Openings, Volume 5, Issue 2, June, Year 2014, 15-37.

Understanding Technology: The word technology comes from the two Greek words, transliterated 'techne' and 'logos'. Techne means art, skills, craft or the manner by which a thing can be achieved and Logos means a word, a saying or an expression by which inward thought is expressed. Thus, literally, technology means skill to convey an idea in order to reach the goal. But nowadays the term technology mainly signifies the knowledge of tools, machines, techniques, crafts, systems, and methods of organization, in order to solve a problem. Today, technological advancement has provided to human race with an ability to control and adapt to their natural environment.

According to Merriam-Webster, dictionary technology is an "application of knowledge to the practical aims of human life or to changing and manipulating the human environment. Technology includes the use of materials, tools, techniques, and sources of power to make life easier or more pleasant and work more productive. Whereas science is concerned with how and why things happen, technology focuses on making things happen".

A broad definition of technology can be illustrated in three aspects: Cultural aspect consisting of goals, value ethical codes, belief in progress, awareness and creativity; Organizational aspect consisting of economic and industrial activity, professional activity, users, consumers and trade unions and Technical aspect consisting of knowledge, skills, technique, tools, machines, chemicals, resources, products, wastes etc. This definition of technology is referred to as the "Technology Triangle" which has three interdependent and interacting components namely: People, Technical Knowledge and Physical Tools. The effectiveness of the technology utilization depends largely on interaction between these three components. For instance the language of knowledge being used by the country might differ from one another in terms of CD ROM drives with internet updates versus stores with records on papers and confusing registries. People involved also play an important role in terms of their level of education, technological skill to utilise the technology. Lastly the physical tools are referred to as physical machinery or hardware is the important component of technology as it directly affects the technology (University of Pretoria).

Understanding Well-Being: Well-being is a stable state of being well, feeling satisfied and contented. It's a state, consisting of positive happenings in an individual's life in relation to his social,

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spiritual, economic, psychological and physiological sphere. Thus, well-being is not just the absence of disease or illness. It is a complex combination of a person's life that is 'how we feel out ourselves and our lives'. Well-being is strongly linked to happiness and life satisfaction and therefore researchers have found that there are various factors enhancing an individual's well-being as: Network of closed friends, Enjoyable and fulfilling career, Enough money, Regular exercise, Nutritional diet, sufficient sleep, Happy self –esteem, Optimistic outlook, Realistic and achievable goal, Ability to adapt change, etc. Thus, Wellbeing is can simply defined as feeling good and functioning well. This includes having a fair share of material resources, influence and control, a sense of meaning, belonging and connection with people and place and the capability to manage problems and change. There is abundant evidence to demonstrate that the skills and attributes associated with wellbeing are a core asset, protecting and enhancing the lives of individuals and communities.

The concept of well-being covers a vast area and which is difficult to define. This is because how people understand well-being is very different in different context. At the intuitive level the well-being can be defined as "Doing Well, Feeling Good-Doing Good, Feeling Well", doing well and feeling food is a fairly common formulation for well-being which captures the dual aspect of well-being as defined. 'Doing well' conveys the material aspect or the standard of living whereas, 'Feeling good' refers to the subjective aspect that is the personal perception or level of satisfaction as supported by New Economic Foundation (nef). From the other end 'Doing good-Feeling Well' revealing the research domain of well-being in developing countries (White, 2008).

Growing evidence from the new science of well-being suggest that, the meaning attach to well-being mainly refers to the derivation of enjoyment and fulfilment from number of different factors. Leading a satisfying life involving steady and adequate income is not the only factor leading to well-being rather; the scope of well-being includes health, social connections (relatives and friends) and the ability to contribute to the wider community. Thus, people gain pleasure form doing a good job and having it recognised by others. They enjoy grappling with, mastering and then using new skills and knowledge. All in all, they value freedom (Field, 2009).

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Well-being is about children being confident, happy and healthy. It has two elements psychological well-being (includes feeling and thinking) and physical well-being. Children's relationships and interactions with families and communities contribute significantly to their sense of well-being. Children need to feel respected, valued and empowered. Expressing themselves creatively and experiencing a spiritual dimension in life enhances children's sense of well-being. Physical well-being is important for learning and development as this enables children to explore, to investigate, and to challenge themselves in the environment. A growing awareness of their bodies and abilities is also part of this. Here, adult's can supports children's psychological and physical well-being by helping them to make healthy choices about nutrition, hygiene and exercise (Aistear, 2014).

For many centuries the pursuit of happiness become the basic need to survive on the one hand and pressure to confirm to social conventions and morality on the other. Thus, from the above discussion, it can be concluded that the well-being is a broad concept which embrace the entire human race and therefore understanding well-being will provide base to explore the various domains of human life. The importance of well-being comes to play when Humans change over time through the influence of life events and shifting priorities. With change comes natural alterations in the needs and desires necessary to feel 'well'.

How Technology Shapes Well-Being? The innovation and development in the field of technology has changed our lives in many ways. It has given us the power to transform our environment, extend our life span, create vast, interconnected societies and even explore the universe. Today, we use technology from dawn to dusk from the simplest wooden hammer to personal computers. Technology has touched our lives in almost all respect, say it the use of mobile phones, kitchen micro-wave, electric cooker, kettle, television, remote control, water heaters, air-conditioners and other larger communication system as internet facilities, air-routes, railways and so on. Therefore, technology plays an important role in our lives and we face a number of key issues surrounding through the technology:

- **Bridging the Gap:** As significant part of the world still does not have essential sources to continue a proper life as safe drinking water, adequate electricity, road constructions, communication huddles, quality health care units, technology can improve these

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conditions worldwide by providing better communication, business process and developing education system, building industry and factories to trigger the employment and thus ensuring no one is left behind.

- **Fostering Global Trade:** With the help of technology, today global trade has increased exceptionally compared to past decade. Due to the coming of internet facilities people now can purchase goods and services from worldwide simply by clicking, rather, travelling on road, facing the traffic and suffering with pollution. With the introduction of various online shopping sites as Homeshop.18, Naaptol, Myntra, Flipcart.com etc., has made the products available at much cheaper price.
- **Escalating Nations Economy:** Recent OECD analysis shows that science, technology and innovation play a significant role in economic performance. In recent years, multifactor productivity (MFP) has increased in several OECD countries (e.g. Australia, Denmark, Finland, Ireland, Norway, the United States) reflecting greater efficiency in the use of labour and capital. Due to the increasing efficiency has resulted in improved information and communication technology (ICT) and also helps in rising the quality and skills of the workers (OECD, September-2000).
- **Ensuring Safety to Critical Systems:** Today, almost all the nation's economy depend much on the internet or the computerised security systems to maintain the confidentiality within the country. With the increase of the large scale multinational business and individual interconnectedness via various social networking sites, protection of global economy as became essential. The fresh memory of September 2011 incident, along with the widely published incidents of web site hacking horror as Injection Threats to security system, Tipping the user ID, The Extortion Attack Case of Oracle Database etc. Here, with the help of internet system both government and safety officials can fight with such unsocial elements.
- **Increasing Online Community:** With the increasing use of social networking sites the social relation among the people of different communities belonging to different counties are also increasing. The birth of online community sites as Facebook, You Tube, Linkedln, Hi5, Twitter, Google +, Instagram and so

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on are the sites that helps people to create public profiles and list of users to share interests, activities and improve the background of real life connections. In short we can say that these online communities made it possible to connect and interact without having to fly thousands of miles to communicate with each other.

- **Easing the Domestic Life:** One of the most important contributions of technology to the well-being is the comfort provided within the domestic front. With the use of electronic home appliances as microwave oven, electric kettle, refrigerators, washing machines, Vacuum cleaner, Mixer, Garden tools, Telephone etc., has made the household task very comfortable. It is one of the important area where technology is used every day and these has changed the position of women as they can create a domestic haven for their families and raise the standard of living and ultimately release housewives from the shackles of household chores.

From the above points we can say that the technology arises to satisfy our wants and ease our day to day problems. But, question also arises does these wants further lead to innovation of technologies....

How Well-Being Shapes Technology? We have a long recognised technology as a driving force behind much historical and cultural change. But if the question is to be turned around to examine how the need to be 'well' shapes technology, illuminates the complex, often fascinating interplay between well-being and technology. Technological innovation does not happen in vacuum; rather the decision is based on the calculation of costs and benefits. This assemblage of ideas focuses on the interconnections of technology, human well-being and values. This line of thinking stresses our capacity to shape technologies in reaction to the once fashionable thesis that technological determinism trumps, overrides all other forms of causation – a thesis known as the "autonomy of technology", that is our choices are always already incorporated within the technological process and we believe that we can decide whereas in effect Technique decides for us (Dupuy, 2012).

There are various on-demand factors which prompt the technology from time to time, to transform further:

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- **Need for Rapid Industrialization:** To face the challenge of changing social and economic system and to walk hand in hand with the globalization process, the demand for rapid industrialization starts echoing in almost every nation. The demand for rapid industrialization act as the part of the wider modernisation process which lead to technological innovation with large scale energy and metallurgy production. The process also directed the innovation of various technologies as Steam engine, Internal Combustion engine, Construction of Canals, Roads, Railways & Electric-power lines.
- **Need for Agricultural Advancement:** Agriculture is one of the primary and important pillars of the nation's economy. It provides raw material to many industries for its final product, support international trade through export of eatable goods and ultimately support nation's economy to develop. Thus, realising significance, the demand for its advancement began to increase which trigger the technology transfer initiatives in the form of high-yielding varieties of cereal grains, expansion of irrigation infrastructure, modernization of management techniques, distribution of hybridized seeds, synthetic fertilizers, and pesticides to farmers.
- **Need for Household Technology:** The household is the base of well-being or can be state that the well-being begins from a happy family. Therefore, household activities need to be properly organised so that each and every member gets enough time to be together. Accordingly, raises the demand for household technology and lead to generate the various household appliances, home automations and other devices such as Washing machines, Air-conditioners, Food storage, Multipurpose Tool kit and so on commonly used within the home. Domestic technology recognizes the use of applied science to achieve a particular goal of energy efficiency and self sufficiency, in short 'under industrialization the family is much less important. The household is no longer the focus of production; production for the marketplace and production for sustenance have been removed to other locations. Families are smaller and they are urban rather than rural' (Cowan,1976).

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- **Need for Communication Up-Gradation:** Communication is the base of social life within the society. Communication serves as a foundation for human interaction, strengthening the relationship and base for planning, organising and socialisation process. So, being the base of the social life, the need for up-gradation of communication technology started to be felt and humanity experimented with varying forms of technology that from Edison's inventions of the Phonograph and Telegraph, Alexander's invention of Telephone and over the decades coming of Mobile phones, Fax, E-mails, Text messages, Blogs, Social networking sites, Video conferencing and so on.
- **Need for More Secured Financial Institution:** The health of any economy is closely related to the soundness of its financial institution. Though these institutions create no new wealth but their borrowing, lending and related activities facilitates the economic process of production, distribution, exchange and consumption of wealth. Thus, these process need more secured system regulation and these need lead to the origin of E-banking, Mobile banking, ATM machines, Credit and Debit cards, Locker facilities, Online fund transfer etc.

From the above discussion, the raising questions as 'how technology shapes well-being?' and 'how well-being shapes technology?' originate two diverse entities that is, technology on one side and well-being on the other side. Here, the relationship between both the entities can be said as a complementary relationship or a relation shaped by a common set of factors, both having a contributory role to play. Therefore, the relationship can be best explained under the four parameters of well-being.

Changes within the Overall Sphere of Well-Being due to Technology:

Psychological Well-being
- Enhanced Human Intelligence (our thought process+ internet availability) - Positive Outlook (budding confidence ,'I Can' for advance technology) - Greater Life Satisfaction (amazing sense of accomplishment for presence of sophisticated technologies)
Physical Well-being
- Mobile Phones (a light and portable device can be carried out easily)

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- ATM Machines (offers convenience due to multiple location & cash can be withdrawn any time) - Online Shopping Sites (purchase of goods and services via computer click rather than travelling)
Social Well-Being
- Social Networking Sites (a platform to build social relation) - Videoconferencing (connect people of different places through audio & video communication over broadband network) - Video-Sharing Sites (provides a fast and easy way to interact with business partners or audience) - Better Quality of Life (improved medical technology lead to less occurrence of disease)
Spiritual Well-Being
- Stronger Relational Bond (more attachment among people for advance communication methods) - Revisit to the Past Action (digital reflection through recording technology made it possible to flood back the past activities) - Ability to Enjoy Life (feeling of quick fulfilment of work) - Compliance to Human Welfare

(Source: Barman. A. and Roy Choudhury, 2014)

Synergy of Technology and Well-Being within Society: Technology and well-being refers to the cyclical co-production of one upon the other. This synergistic relationship occurred from the dawn of humankind, with the invention of simple tools and continues with the more and more invention of modern technologies. Some recent technologies are now encouraging people to reflect on these previously captured experiences by returning the recordings after time has passed. These systems make it possible to revisit veridical accounts of our pasts in ways that were not previously possible' (Isaacs et al., 2013). Since, from its origin technology has emerged as a powerful tool as it directs the persuasive technique rather than one –way communication. In this field the most important contribution came from the media technology which lead to a significant change within the society by focusing on many issues which are always have been ignored before. Media technology has helped in facilitating the delivery of persuasive messages to purchase, donate, vote, concede, or act – from megaphones to billboards to television (Ijsselsteijn et al., 2006). Another form of media that exist today is the Social Networking Sites, which forms the main

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communication base for the existing time and young generation is the most avid user of this new technology. With the 'widespread adoption of social media, people are increasingly capturing their daily activities and sharing them with others by posting photos and status updates to social networking websites. This may be due to the opportunities provided by this networking sites to have a control over the own created profile and can be presented in a very charming way to the others. Over the last decade it has been observed by the various surveying organisation that the online communication stimulate young generation social connectedness and well-being. In simple terms technology will never stop from moving forward. The introduction of internet had changed the life of common man a lot. Today, people can use home computers and internet in many different ways and to fulfil varied purpose as entertainment, education, information, communication, email, chatting etc., which reduces the difficulty of co-ordinating and interaction and as well as helps to strengthen the relational bond with large number of friends and relatives (Kraut et al., 1998).

Furthermore, if we start going into deeper thought process to evaluate the sociological changes due to the technological advancement we can see how technological reflection has coloured the image of well-being in its own way. At present human well-being rests on the three pillars which constitute the core of societal foundation: Economic conditions and processes consisting of production employment, income, trade and the supporting technologies that facilitates all of this; Socio-political conditions and processes consisting of national and personal security, liberty, justice, education, rule of law, health care and pursuit of science and arts; Environmental conditions and processes consisting of planet, air water soil, mineral resources and the technologies to exploit these environmental conditions for the development of the human race (Holdren, 2008). Therefore, with the technical transformation of human well-being it seems that society at some point of time are moving away a face-to-face interaction, instead moving towards a more technology-driven way of life. Due to this technical transformation, Neuroscience is now providing a new source of insight into understanding human behaviour, with its novel methods of generating images of how our brains are functioning. These methods and images are invaluable tools with which to understand ourselves, including how we interact with technology, but they can also be a source of popular misunderstanding.

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For example, headlines that the internet is 'rewiring' our brains might appear alarming – as if the internet is hanging the connectivity of our otherwise 'hard-wired' brains (Jones, 2011). Currently, both well-being and technology came so close to each other that they became the two sides of same coin. Today our life is technologically diffused in each and every respect. The usage of technology has increased so much that it helps us to fulfil our daily routine work such as online payment of electric bill, mobile bill, making tickets for vacations or other business purpose, tickets to watch movie with seat selection criteria, obtaining daily news information etc. In simple term the technology has became mainstreamed into the society (Cotton, 2008).

Even in the area of medical science technology has contributed to the great height. Early practitioners have to rely primarily on patient description of symptoms and their personal observation. This sometimes seems to be wrong diagnosis and death of the patient. Now, with the technological evolution various machines are in existence. Medical science today uses varied modern technologies as High Power Microscope with colour enhancement, CT scanner, Telemetry Device to check patients' vital sign, Ultrasound machines to monitor the health of a fetus, etc. The content and context of medical technology in education is a growing field of study. Yet, there are many who remain unaware and uninformed about it (Miranda, Doggett, & Evans, 2005). In general technology has transformed the society dramatically. Not surprisingly, this "transformation" has serious implications for us in the space of education. Nearly all institutions– business, industry, medicine, science and government – have harnessed aspects of these technologies for decades. Games and simulations have been a key component of training doctors and military personnel, but even businesses like PricewaterhouseCoopers used a game about a mining company in outer space to teach its employees about derivatives (Klopfer, 2009).

Virtually every dilemma that confronts people and governments in contemporary societies demands significant engagement with science and technology. It is permeate every aspect of our lives, from the most private decisions to the most public choices. Therefore, it can be concluded that, the modern world rests on a foundation of science and technology.

Types of Technology: Technology has permeated every industry and created a new world. There are many areas that have been

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greatly influenced by the use of technology. A lot of enhancement and productivity has been realized as a result. To understand how technology has filtered through each and every aspect of life, its type can be categorised as:

- **Medical Technology:** Medical technology can also be termed as health technology. It embraces a wide range of healthcare products and is more than just procedural methods used to treat patients during surgery or for life support. Medical technology consists of various clinical application as Chemistry, Genetics, Haematology, immunohematology (blood banking), immunology, microbiology etc., and various medical devices as tongue depressors, medical thermometers, disposable gloves and advance devices as computers which helps to conduct many medical testing. Thus, Medical technology is considered a significant, if not the most significant, driver of increased healthcare expenditure. There are concerns that these trends will continue, even accelerate, with the anticipated rapid increase in the average age of the population and with emerging advances in medical technology, based on knowledge of the human genome, offering the potential to revolutionise treatments of major diseases (Australian Productivity Commission,31st August 2005).
- **Assistive Technology:** Assistive technology includes various automatic and semi-automatic devices for the people with disabilities. In other words 'assistive technology devices are any item, piece of equipment, or product system (software) used to increase, maintain or improve the functional capabilities of a student with disabilities' [Montana Office of Public Instruction (February 2004)]. This type of technologies uses specialised equipments as Hearing aid, Battery powered chair, Eye gaze communication board, Sip-and –Puff device etc., enables the disable persons to live an utmost possible normal life with the others surrounding them.
- **Information Technology (IT):** Information technology is an umbrella term for various types of tools and electronic devices such as the computers and different software's which manages information. This technology mainly helps in storing information, protecting information, processing the information, transmitting the information as necessary, and later retrieving

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information as necessary. Several industries are associated with IT which includes Computer hardware, software, Electronics, Semiconductors, Internet, Telecom equipments, E-commerce etc. In India, Information technology is mainly associated with two major components: IT Services and Business Process Outsourcing (BPO).

- **Biotechnology:** As the name suggest, biotechnology is the technology which is based on biology. The biotechnology industry is based on living organisms. The cell is the basic unit of life. All living organisms consist of one or more cells. Some organisms are unicellular, such as bacteria and yeast. Others, such as humans, are multi cellular, consisting of trillions of cells. All cells have common processes they perform in order to survive. Biotechnology harnesses these processes to make products to treat illness and improve health. [Amgen (February 2007)]. Modern biotechnology provides breakthrough technologies as Tissue culture, Organic agriculture, Genetic engineering, Recombinant DNA techniques, Antibiotics, Hybridization, Food preservation technique, Bio fuels, etc., which lead to the advancement of medical science, agricultural sector, natural resource preservation etc. Therefore, biotechnology.
- **Nanotechnology:** Nanotechnology or nanotech is an emerging arena that provides a new dimension to the spectrum of technology with new technological development. Nanotechnology is the art and science of manipulating matter at the nanoscale (down to 1/100,000 the width of a human hair) to create new and unique materials and products...with enormous potential to change society (Krause, 2014). Some of the engineered nano-gadgets that will make the trend soon are: Duo Infuser, Ava Bluetooth Phone, Self-Energy Converting Sunglasses, Morph (a flexible mobile device), Colour Shifting Contact Lances etc.
- **Robotics:** Robotics is an extraordinary branch of technology that design, construction, operation, and application of robots. Robotics is a rapidly growing field, as technological advancement continues the research, design, and building new robots serve various practical purposes, whether domestically, commercially, or militarily. Many robots do jobs that are hazardous to people

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such as defusing bombs, mines and exploring shipwrecks. In simple terms robotics can be defined as: a system that contains sensors, control systems manipulators, power supplies and software all working together to perform a task. Some of the burning example of the robotics unmanned aerial vehicle (IAI Pioneer & RQ-1 Predator), DRDO Daksh, Goalkeeper CIWS, PackBot, MARCbot, Samsung SGR-A1, TALON etc. Therefore, Robots are particularly useful in wide variety of business application, such as material handling, painting, welding, inspection, and assembly. Current research efforts focus on creating a "smart" robot that can "see", "hear", "touch", and make decisions (Koren, 1985).

- **Artificial Intelligence (AI):** Artificial intelligence is the branch of computer science which is develops machines and software with human like intelligence. The term was coined in 1956 by John McCarthy at the Massachusetts Institute of Technology. Artificial intelligence includes the following areas of specialization: games playing: programming computers to play games against human opponents, expert systems: programming computers to make decisions in real-life situations (for example, some expert systems help doctors diagnose diseases based on symptoms) natural language: programming computers to understand natural human languages, neural networks: Systems that simulate intelligence by attempting to reproduce the types of physical connections that occur in animal brains and robotics: programming computers to ***see*** and ***hear*** and react to other sensory stimuli. Hence, AI is one of the newest fields in science and engineering. It tries to understand *how we think*, that is how a mere handful of matter can perceive, understand, predict, and manipulate a world far larger and more complicated than itself. The field of artificial intelligence, or Al, goes further still: it attempts not just to understand but also to build intelligent entities (Russell & Norvig,2010).
- **Administrative Technology:** administrative technology basically refers to the tools and machines used to support everyday task within the office and academic institutes and helps in organising, planning and controlling the business activities. This machine includes Printers, Scanners, Desktop, laptop,

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Photocopiers, Fax machines, Internet Modems, External Hard drives, Projectors, Smart Boards, Courier Services, Telephones, Industrial Vacuum Cleaners and other software to acquire skills and competences necessary to carry out the daily programs.

Each of the technology discussed above are used either in isolation or in combination and each technology has its own complexities and significant implication upon the society and towards scientific development. But from the other point of view with bless of scientific development the society also suffers with various negative side effects with each forwarded steps of technology, which, are leading to decreasing status of well-being.

Technological Afflictions versus Well-Being: Today with the proliferation of the more and more advance technologies we are able to overcome various obstacles of time and space. Technology has provided number of tools and machines which can be used to gain an understanding of many unknown entities, meeting people over the world, maintain and strengthening family relation, effective communication and also help us to speed up the socialization process. But, if the impact of technology are to be examined from other point of view, technological advancement has cause people distracted, overly stressed and increasingly isolated. Today, technological affliction has challenged the real meaning of well-being. It has its impact on all the spheres of human existence. On the negative sight technological advancement leads to:

Social isolation- as people are now characterised by lack of normal day-to-day communication as most of them busy listing songs from the iPods and staring at the screens of latest mobile devices even if we are surrounded by the people.

Depression- which comes due to lack of human contact, overeating and lack of exercise and seating hour-to hour and getting involved with the internet surfing and not at all bothering about the family relation and friends, ultimately leading to conflict and anxiety giving pathway to depression.

Unemployment- is one of the most dangerous effects of the technological development. With the evolution of sophisticated software's and rapid mechanization process the labour-displacement has became a major criteria in today's scenario. For instance due to

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introduction of computers in the banking sector of India, many employees lost their jobs and even taken voluntary retirement due to lack of knowledge and computer skills.

Social Networking Horror activities have increased a lot such as stealing of identity, hacking of social profiles, and threat to personal privacy that is Venerable to personal information which can go to the wrong hands and can lead to embracing moments, social engineering attacks, etc. All this basically proves challenge for well-being created by the technological development.

Social disputes the dispute comes in the form of social predicament especially for the young generation because as people do the job not only to earn money but also for a specific purpose and maintain a social decorum. But today, most of the task is done by the computer which has lead to the computerization of manual labour, which raises the question what humans are going to do. This computerization of labour has lead to the situation of income inequality which threatens social stability. In short technological development is characterised by rise of production and fall of employment and stagnated household income.

Increasing Elevated Exasperation among the children because of too much indulge in the internet games and texting. These activities have affected their psyche negatively, consequently leading to increased frustration. Now they get frustrated whenever they are asked to do anything while playing games or using internet. For instance, when they are asked to take the part in household activities they get furious instantly. This behaviour has shattered many parent-children relationships.

Deteriorated Patience- Patience is a very precious virtue and its scarcity could deteriorate a person's Will. Determination is a necessity that comes with patience and without it no individual can survive the hardships of life. According to studies, tolerance among the people is vanishing. For example, often frustration occurs while surfing the net and the page takes time to load for slow connectivity.

Declining Writing Skills- due to the excessive usage of online chatting and shortcuts, the writing skills of today's young generation have declined quite tremendously. These days, communication is characterised more or less as digital communication and which had affected our writing and thinking ability negatively. Many of the young

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children don't know the spelling of different words, how to use grammar properly or how to do cursive writing.

Amplification of Pollution, today, one of the most serious problem that has been created with the technological invention like vehicles, industrialisation, agricultural chemicals for pest control, and noise pollution through musical instruments and low flying aircrafts, radiation through mobile phones which are causing various types of disease and making people to suffer almost all the time.

Therefore, modern technologies can very well said as a double-edged sword, from safety to connectedness. They do have their advantages, but as with many revolutionary inventions, they can radically change our lives, for better or worse. However, believe it or not we are just getting started. Technology will be more and more revolutionised and will be getting even better in the future.

Future of Technology for Human Wellbeing: Future is an unknown reality, which is even beyond science and technology. Though from the past decades there is a great leap in the field of technology in the form of smart phones, cloud computing, multi-touch tablets etc. Future technology emphasises human expectations or unforeseen wishes and likewise it will be completely and essentially be different with high-tech and cutting-edge technology. Here, the main thought process is about the future aspect of technology that is how the future technology will look like? But off course future technology is not inseparable from the present life and thus, it largely focuses on implementing the solution solving the real-time issues. Therefore, in order to understand the many ways in which technology will impact international development in the future, we must first broaden and deepen our individual and collective understanding of the range of possibilities (Rockefeller Foundation & Global Business Network,May 2010).

Today, computers are taking over the works of human and it does appear that we are entering into a new phase of industrial revolution. This revolutionary phase can be termed as origin of disruptive technologies that displace older technologies and enable radically new generations of existing products and processes to take over. They can also enable whole new classes of products not previously feasible (Arnall ,July 2013). With this new phase of technology revolution one of the most burning truth is that we are far better off than we were centuries ago, which was characterised as no or less electricity, low level

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of medical instruments, low life expectancy rate etc. Slowly, however, progress was made and time has come when computers are like human doing half of the day-to-day task. Though, there is nearly universal agreement among modern Artificial Intelligence (AI) professionals that AI falls short of human capabilities in some critical sense, even though AI algorithms have beaten humans in many specific domains like chess which is considered epitome of intelligence until Deep Blue won the world championship from Kasparov-but even these researchers agree that something important is missing from the modern AI (Bostrom. & Yudkowsky. 2011). Even according to Professor Stephen Hawkins, the technological inventions are the need of the era. He suggested that it was almost certain that a disaster such as nuclear war or global warming would obliterate the planet earth within thousand years, so it is essential we colonise the space. He stressed on the believe that over the next 100 years with the increasing technological innovation it is not far away that we will eventually establish self-sustaining colonies on Mars. He also claimed that finding intelligent life elsewhere in the universe would be the biggest scientific discovery ever.

Ongoing futuristic predictions in the field of technology can dish out some exciting or scary visions for the future of machines and science that either enhance or replace the products and activities that is near and dear to us. Forecasting the future of technology, computer companies are now encouraging the development of Zero-size Intelligence (a tiny sized computing chip in a small package), Space Exploration (Moon, Mars and more), Neurohacking (reading people's mind through machines), and Universal Translators (putting the end of global language confusion by reuniting them with one language) etc. So, the answer to our technological dilemma about what will be the future technological upcoming innovation should not be more surprising. While the past favoured those who could retain and process information efficiently, the future belongs to those who can imagine a better world and work with others to make it happen.

Conclusion: It is apparent form the above rationalization that technology has come a long way and yet to be more revolutionised for achieving the ultimate aim of human well being. May be it is good or maybe it is bad, but just as the benefits are real so as the potential cost. Therefore, designing technology and avoiding negative outcome depend mainly on the complete understanding of the limit and pattern of usage

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though which the technology influence the social interaction and psychological well-being. Technological filtration within the social system has lead to evolvement of various luxury and comfort products which has played an important role to enrich our sense of execution of specific job. With the changes developed within the technology, the factors leading towards greater well-being has also changed, therefore the diffusion of technology with the circle of well-being can contribute towards a better social system. Various futuristic prediction are discussed to over view and understand the current benchmark activities going within the technological field that can lead to change of human life over the time.

The above discussion also highlighted the issue of concern occurred due to the technology and its growing size. These concerning issues are very much rising questions on whether the technology really leads to well-being with the increased rate of frustration, stress and anger due to the feeling of isolation from the social surrounding and thus, proving an obstacle for achieving the ultimate happiness. However, within the base line it can be generalised that technology given us a new direction and accordingly has positive influence around the world.

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Positive Intelligence within Subjective Well-being- Search for Contents' Location

Dr. Arup Barman[a] & Satabdi Roy Chowdhury[b]

Abstract

The term positive intelligence is an indication of how well our (human) minds act in our best interest. If our thoughts are positive, optimistic and confident, our life in general will be happy and successful. If, however, we believe that we are not capable of coping with life or that we are lazy, that is how we will lead our life. How does the positive intelligence links to subjective well being. Main objective of this paper is to identify the linkages between positive intelligence with subjective well-being. In addition, this paper has narrates the ocation of position of intelligence in subjective well-being of human being. The authors examines the review based content analysis and to examine content locations positive intelligence in the subjective well-being. The paper states the position of positive intelligence in the concept of subjective well-being with the help of picto-graph.

***Key Words**: Sage Mode, Saboteur Mode, Happiness, Emotions, Emotional Fusions, Behaviour, Neuro Science*

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1. Introduction

The field of subjective well-being comprises the scientific analysis of how people evaluate their lives both at the moment and for the longer period such as for the past years. These evaluations includes people's emotional reaction to events, their mood and judgement they form about their life satisfaction, fulfilment and satisfaction with domain such as marriage and work (Kulshrestha & Sen, 2006). Due to the this constant analysis of life's pleasant and unpleasant happenings, people sometimes experience high level stress, extreme guilt feelings and pointing blame over what had gone wrong. They worried about the impact on themselves, on thousands of others working for them and on their families. They are thinking and working impossibly long hours to turn the ongoing situation to feel more pleasurable. Here, comes the point when people made a sustainable turn around to raise the positive intelligence level for himself and as well as for the people around them to gain the true potential. This is the typical reaction, as the increase in positive intelligence impacts both performance and success on one hand and happiness and peace on other (Chamine, 2012).

2. Literature Review

Happiness has been a topic of interest for many centuries, starting with Ancient Greek philosophy, post-Enlightenment Western-European moral philosophy (especially Utilitarianism) to current quality-of-life and well-being research in social, political and economic sciences (Boniwell). The relationship between income and well-being has long been an area of interest to thinkers and philosophers, from Epicurus who believed that wealth and joy were not compatible, to modern economists, who often see income and consumption as being synonymous with happiness. Researchers have now studied this topic scientifically, using definitions of well-being with an empirical basis (Davis). Dodge (2012) debated on the need of definition and overviews of well being based on the **person's** physical health, psychological state, **personal** beliefs, social. Ryff (1989) stated that measures of psychological well-being have little theoretical grounding, despite an extensive literature on the contours of positive functioning. Ryff. Studied the aspects of well-being derived from this literature (i.e., self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth) were operational zed. Liang, J. (1984) studied various dimensions of the life satisfaction index and made a structural formulation. Shamin. S (2012) in his/her book titled Positive Intelligence stated exhaustively on what is positive intelligence, where and how to increase positive intelligence.

3. Research Gaps

From the literature review found that study on happiness is very old and literatures are also rich in many folds than that emerging and ever changing concept of well being. The literature on positive intelligence is very young and rare in the form of research. At the same time, study on content location in old literature on happiness, positive intelligence in wellbeing is rare. In this backdrop the search for location or positions of the contents of positive intelligence is understood as am importance knowledge exploration exercise.

4. Objectives and Methodology

The main objective of this paper is to identify the linkages between positive intelligence with subjective well-being. In addition, this paper has narrates the location or position of positive intelligence in subjective well-being of human being. To achieve the main objective, author of this study have made review based content analysis and to examine content locations of positive intelligence in the subjective well-being. The paper states the position of positive intelligence in the concept of subjective well-being with the help of picto-graph

5. Subjective Well-Being (SWB)

The concept of 'subjective well-being' is considered as a synonym to the word 'happiness', generally referred to an evaluation of one's own life considered as a whole. Sarracino (2008) stated well-being is a positive outcome which is meaningful for many people and many sectors of society; because it tells us that people perceive that their lives are going well. Life satisfaction (global judgement of one's life) and satisfaction with specific life domain (e.g. work satisfaction) are considered cognitive components of subjective well-being. Psychologist measures subjective well-being on how people think and feel about their lives. Here, the presence of positive effect does not mean the absence of negative effect and

vice-versa. Though no universal definition exists for subjective well-being, 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).

"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 [....]" (Diener, Suh, Luca and Smith, 1999).

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).

Depending upon the above definition, when the people are asked to list the key characteristics of a good life, they are likely to include happiness, health and longevity. Similarly, as defined by most of the scholars a good culture is defined where health and happiness flourishes. Nonetheless, a number of study have founded that subjective well-being constructs are strongly associated with a range of personality traits. As the study conducted by the Laura Camfield in four developing countries of Bangladesh, Ethiopia, Peru and Thailand revealed that the people of Bangladesh are happy when all needs are fulfilled and have achievements, Ethiopian men relate their happiness with good health, Peruvian site the happiness with the time spent with family and Thai people are happy when they have high education and good friendship. This gives a notable difference of culture that is whether the individualist culture of western countries are more fascinated towards subjective well-being rather than the collectivist culture of eastern countries (Stocks, April & Lynton, 2012).

In summary, the concept of well-being covers a vast area and is difficult to define. This is because how people understand well-being is very different in different context. At the intuitive level the well-being can be defined as "Doing Well, Feeling Good-Doing Good, Feeling Well", doing well and feeling food is a fairly common connotation for well-being which captures the dual aspects of well-being as defined. 'Doing well' conveys the material aspect or the standard of living whereas, 'Feeling good' refers to the subjective aspect that is the personal perception or level of satisfaction as supported by New Economic Foundation (nef), whereas, from the other end 'Doing good-Feeling well' revealing the research domain of well-being in developing countries (White, 2008).

Shaping the Holistic Subjective Well-Being

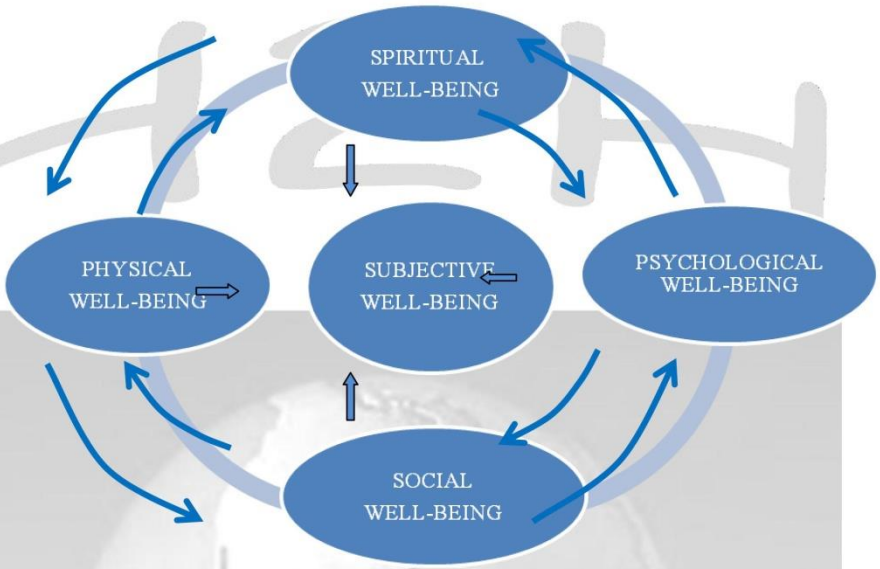
A steady and increasing volume of work is underway around the world with an attempt to get a shift in the people's attention beyond the narrow economic measures of progress to transform broader and more holistic goals of improving the well-being. To develop an effective and result oriented holistic approach of subjective well-being a positive state of environment has to created where an individual is able to function at his best level whether measured in terms of physical, mental, emotional and social context with significant implications for individual, their family and community, the organization and the society at large. Even the activities of individual outside the workplace as poor sleep or nutrition, lack of exercise, family pressure, addictive behaviours, sickness of dear once etc, where individuals are unable to compartmentalize the different part of life. According to the UK

Young Foundation's new report, the 'State of Happiness' looks at whether the public policy can shape people's resilience and well-being. According to the Carol Graham in her book "Happiness around the World: The Paradox of Happy Peasants and Miserable Millionaires" which is rather different to the UK Young Foundation's new report and give a broad overview of thinking about happiness and its determinants. 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. It should be so planned that our human relations recreational needs, ideals and aspirations- everything could be actualised through that routine. Thus, in order to shape the holistic approach of the subjective well-being, there has been important work, these include for example the childhood poverty research e.g. the recent EU index of child poverty, the ESRC well-being in developing countries-www.wedev.org.uk; the Young Lives Project-www.younglives.org.uk; or the development of the social indicators for example the UNICEF Innocenti publications, the International Society of Child Indicators etc (Scherto, 2009).

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

The holistic approach of the subjective well-being can be measured by analysing major components which decides the quality of life as a whole. In order to measure the holistic approach of subjective well-being a holistic model has been developed. The model consists of 2P and 2S components. The 2P consists of Psychological well-being and Physical Well-being and the 2S consists of Social well-being and Spiritual well-being. The model indicates how single component influence the well-being of an individual and as well as the exchange of energy between these components which ultimately influence each other to be the part of overall subjective well-being of an individual. Additionally the model also indicates how each component of the subjective well-being is affected by the cognitive judgement of an individual. Thus, the main purpose of this model is to provide the comprehensive framework covering the all possible factors which are unique in it and comprises of many small inter and external knowhow of life experience.

Acme Intellects



Source: Roy Choudhury. S & Barman. A. (2014), ZENITH International Journal of Multidisciplinary Research, ISSN 2231-5780

Parameters of Holistic SWB-Model

The author Roy C.S. and Barman in explains the whole-man model of subjective well being can be explained with the following few components,

Psychological Well-Being

The Psychological Well-Being is how people evaluate their lives. The evaluation is done on mainly two ways- "cognition evaluation", where an individual gives a conscious judgment about his satisfaction from the life and "affective evaluation", guided by feelings and emotions such as frequency with which people experience pleasant and unpleasant happenings in life.

Physical Well-Being

The state of the physical well-being includes proper life style, daily exercising, good nutrition and a balanced state of body, mind and spirit. It is developed through the combination of the healthy eating and physical activity that include muscular, cardiovascular strength and endurance. The physical well-being also involves taking personal responsibility of our own health when we are ill.

Social Well-Being

The social well-being refers to our ability to interact successfully within the existing social arena or group around us while showing respect for others and ourselves. Social well-being is an end state in which basic human needs are met and people are able to coexist peacefully in communities with opportunities for advancement. This end state is characterized by equal access to and delivery of basic needs and services as water, food, shelter, and health services, the provision of primary and secondary education etc.

Spiritual Well-Being

The concept of spiritual well-being was first developed by Ellison and Paloutzian, and then subsequently other successful attempts were made to access "Spiritual Well-Being". Therefore, based on these attempts the spiritual well-being can be described as the inner life and its relationship with the wider world. It includes our relationship with the environment, our relationships with others and with ourselves. In other words, it is about the wholeness, which encompasses the physical, emotional, mental and social dimension of an individual.

Components of 2P+2S Model

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

Source: Roy Choudhury & Barman (July-September, 2014), Pezzottaite Journals, ISSN (Print): 2279-0918, Online: 2279-0926

Hence, the scope of subjective well-being is huge and complex. The above table tries to focus on certain general aspect of subjective well-being and its effect on the individual as well as his own personality. Table categories certain elements under each well-being

parameter to define the degree of satisfaction which plays an important role for an individual. Various empirical research shows that a very happy individual is one who is having active social life and a network of good social support, who feels fulfilled at work, is religious, enjoy active recreational pursuits, exercise regularly and feels they are good in health and likely to have their basic needs met and enjoy respect.

Positive Intelligence (PI)

The term Positive Intelligence Quotient (PQ) is created by Stanford University lecturer and author and CEO of one of the largest training coaching programme in the world, Shirzad Chamine (Chamine, 2012). The term positive intelligence is an indication of how well our (human) minds act in your best interest. This the only state where positive emotions as compassion, kindness, empathy and love dominates and one can become non-judgemental, caring, not harming others in any way and can once drop the mask to see the real latent person residing within us. Our society trains us to be acquisitive, to accumulate, insure, protect and hoard. We tend to grasp and hold on to everything we come across- house, vehicles, valuables, mates, children, pets, educational qualification, skills, careers, experiences and travels. And there we miss the point. For spiritual living is not about accumulating but about giving up, letting go. But it is our ego that conceals our natural kindness and one way to wear to down is through strengthening our PQ brain. Therefore, the main motive of positive intelligence is to reclaim the power of once mind by disarming the negative thoughts. Chamine states that the reason why only 20% of the people reach their goal is because our mind is held hostage by the negative thinking. Thus, positive intelligence is a programme to learn to reframe one's thoughts and harness one's highest potential (Sharmaa, 2014).

The evolution of human consciousness extends and occasionally transcends its biological limits. Each body's energy is balanced by its dual polarities that are negative and positive. Human beings are born with unlimited potential yet most people live far below their true potential and are unhappy, unhealthy and impoverished. Why it is so? When God created all of us equal, why is it that some people achieve towering success and happiness, while others struggle all their lives? Here, positive intelligence acts as a degree of measuring the individual's life that is, only we are responsible for whatever the result is good, bad or ugly or any other happening within our life. In other words our thoughts are very powerful. The dominant thoughts in our minds convert into real-life experiences. For instance if our thoughts are positive, optimistic and confident, our life in general will be happy and successful. If, however, we believe that we are not capable of coping with life or that we are lazy, that is how we will lead our life. Hence, the general principles which are critical for success and happiness can be listed as:

- Principle One- Take 100 per cent responsibility of life
- Principle Two- Control the thought process
- Principle Three- Believe in yourself

From the above discussion it can be concluded that raising the level of positive intelligence quotient is the smartest thing to do, which can convert our thought process in reality. The positive mind will always direct our inner power to help us to achieve well-being. But if we keep thoughts of our misfortune in our mind, unfortunately, the same thing will

happen over and over again (Parekh, 2014). Thus, Positive Intelligence can be strengthened to increase one's resilience and shift the focus of our mind towards positive and affirming thought pattern. There are three inter-related strategies to improve the PQ score.

Saboteur as the Contrast Makers in Positive Intelligence

1. Weaken Saboteurs: Saboteurs are the fear based aspect of mind that prevents us from reaching our goals. Saboteurs are tricky parts of us that are often hard to recognize. Saboteurs show up one of ten forms such as-

- Judge- Fault finding with self, others or circumstances.
- Victim- Focus on painful feeling as way of earning empathy and attention.
- Pleaser- Pleasing, flattering, rescuing others, to gain acceptance.
- Avoider- Procrastinate or avoid difficult tasks or conflict, focus on the pleasant.
- Stickler- Need for perfection, order and organisation taken too far.
- Restless- Never with rest or content or content with what is, needing perpetual busyness.
- Controller- Anxiety based need to control situations and bend others to own will.
- Hyper-Achiever- Dependent on achievement for self acceptance and self-love
- Hyper-Rational- Rational Processing of everything including relationships.
- Hyper-Vigilant-Vigilance that can never rest, seeing danger in every corner.

2. Strengthen Sage: Sage represents a positive mental pattern that serves us. It is our deeper wiser self, the voice of authenticity, calm and positive emotion. The sage perspective focuses that all problems and mistakes are gifts and opportunities. The sage relies on 5 core powers to accomplish this:

- Empathize- Empathizing with self and others, that listening to ourselves and connecting with others feelings.
- Explore- Exploring everything what is happening around us.
- Innovate- Innovating, creative solutions out even out of problems.
- Navigate- Navigating among the available option from the present situation and choosing the solution wisely.
- Activate- Taking decision and act accordingly without Saboteur interference.

3. Strengthen PQ Brain Muscles: The Saboteurs and the Sage are controlled by different areas of the brain. The Saboteurs are fuelled by the parts of our brain that were developed for our physical and emotional survival, which is called the Survival Brain. The Sage, on the other hand, is fuelled by other areas of the brain that can be called our PQ Brain. The PQ Brain consists of three components: the middle prefrontal cortex (MPFC), the Empathy Circuitry, and the right brain. The PQ Brain releases endorphins that counter Saboteur-related stress hormones.

(Source: Chamine, & Katayama, 2012)

Saboteur and Sage are considered as pusher and puller. Saboteurs pushes one into action based on these emotions: anger, regret, fear, guilt, anxiety, shame, obligation, self-doubt, impatience, despair, resentment, restlessness etc; whereas, the Sage pulls one into action through compassion, curiosity, creativity, the joy of self-expression, a desire to contribute and create meaning, and the excitement of action. Saboteurs are negative thought and sages are positive thought.

Relational Paradoxes between Positive Intelligence and SWB

Feeling well is not being oblivious to navigate situation in our environment; it is about developing the mental toughness to find ways to do something about them. Therefore, positive intelligence is ultimately about actions and results produced through those actions. The person with high positive intelligence sees the potential in every life situation regardless of the existing circumstances. Theorist form many schools of personality and psychotherapy have discussed the importance of positive intelligence which leads to open awareness and attention in the optimisation of self-regulation and well-being (Brown & Ryan, 2003). According to the Stanford centre for Professional Development, PQ (Positive Intelligence Quotient) is more important than the IQ (Intelligence Quotient) and EQ (Emotional Intelligence). A person's potential is determined by many factors, including the cognitive intelligence (IQ), EQ and skills, knowledge, experience and social network. But it is the PQ which mainly determines about what percentage of potential is actually used to achieve the level of success. If discussed in simpler form it can be emphasised, that, our mind works on two modes – 'best friend' and the 'worst enemy' and PQ works as the relative strength between these two modes of mind. High PQ means mind works as best friend which calls for authenticity, calm, rationality etc. whereas, if PQ is less mind works as worst enemy and calls for the judge, the victim, the avoiders, the hyper achievers and others which triggers form anger, anxiety, shame, regret etc (Chamine & Katayama, 2012).

Thus, exploring the given thoughts, it can be said that the true beauty of positive intelligence however, lies in making unconscious habitual mind patterns which are otherwise indistinguishable from the self identity into instantly recognizable and easy to understand forms. Indeed, there is little chance of winning the mind if you do not even know the tricks it pulls off against you. Thus, idea of Positive Intelligence have value that together they are a useful frame work to identify, analyze and eliminate negative thinking and hone our best advisor (our mind) to help us to be successful and happy. It can be concluded that the positive intelligence bring about great changes in one's life and it is through this the persons differ from one another in a variety of ways.

Therefore, in order to understand the deep association between the positive intelligence and well-being, it is necessary to associate with the existing complementary relationship between them. That is when an individual changes over time does these natural alteration are influenced due to existence of PI with well-being or vice-versa.

Paradox-I, No Positive Intelligence and No Well Being

Making a wise decision; consciously resisting the negativities of life like fear, arguments, worry, blame, criticism, jealousy; setting up the realistic goals, turning challenges into opportunities etc., are some of the positive attitudes which naturally leads to well-being.

Positive intelligence demands for drawing of strengths and capacities and working through the situation more optimistically than pessimistically and thus guiding people out of their comfort zone and trying to deny the negative unproductive thoughts. A person with high positive intelligence leads to confident action and produces fruitful results which provide them with greater satisfaction, which leads to mentally and physically healthier life style. Such person has higher level of goal attainment capacity, interpreting every bad thing as a positive experience and has control over his feelings (ABC Health & Wellbeing, 2014). There are number of inter-related issues which can be drawn to explore, how positive intelligence lead to well-being:

Relax from the fear of Unknown: Presence of high degree of positivity in life not only feels good, but it is the best. By examining the life situation an individual often response to the crisis, be it a personal trauma like failed marriages, financial disaster or job loss. People normally try to find some stability, however fragile the situation may seem we desperately cling to the proverbial straws. This desperation is due to unfulfilling job, relationships and desire to be well because all of us fear the unknown. In such a situation, PQ brain helps us to acknowledge the impermanence and change and accepting the uncertainty of the situation and to continue to believe that there will be something to hold on to until we try till death to get lasting security (Dubey, 2014).

Turnover Intentions Vs Relax into the moment: Feeling dark and troubled while struggling with the various professional and personal life situations, has become very common. It sometimes feels as if hopelessness is hunting and it seems no exit in front of the eye sight and we desperately long for silver lining to guide us through the trying times (Dubey, 2014). Therefore, understanding what underlies the lack of positive anticipation found in some individuals is therefore important, both in terms of understanding the processes involved and providing clues about possible interventions to enhance well-being and reduce psychological distress. Thus, a positive view of the situation is an important element of the well-being (MacLeod & Conway, 2007).

Everything Happens in our World Happens Twice: One of the important formulas in life is like attracts like that is what we think and the feeling we generate together determine the vibrations we emanate. And whatever vibrations we send out are what we will receive multiplied. Negative vibrations bring us more of the same. Positive vibrations will attract more positivity. Thus, the formula for unstoppable success is to think the right thoughts, feel the right feelings and create right vibrations. The highest positive vibration arises from the feelings of gratitude, love and appreciation (Parekh, 2014). The above synergistic relationship can be explained as People who think negatively do not expect things to go as planned therefore anticipating bad outcomes. Their coping with daily stressors becomes dysfunctional and they develop psychological and physical health problems. Whereas, the influence of positive thinking leads to exploration of our limitless potential increment and leads to life satisfaction, higher quality of life and healthy outcome (Naseem & Khalid,2010).

Joy of Peace Ever Possible: Our heart has the capacity to see the positive, even in someone whom the mind can see only the monster. That is because the heart doesn't compare and doesn't have ideals. It doesn't have dreams or hopes but simply sees the present reality, without judging (Anando, 2014). Hence, we constantly face an inner war between the intellect and mind. The intellect is full of admonitions on what should one do or do not and

mind is always disobeying these edicts (Varughese, 2014). At this stage, strengthening the Sage mode an individual can increase the positive attitude, which will motivate to take the full responsibility of their life with no complaining, no blaming and no justification. Therefore, such an attitude helps to discover the purpose of life and certainly brings the greatest joy of peace ever possible, the ultimate ecstasy and acceptance (Yes Osho, 2014).

Act as Motivator: Positive intelligence is the ability to recognize positivity, to assess and disintegrate the negativity so as to assist thought, to understand the core value of the given situation and to reflectively regulate the mind so as to promote intellectual growth. Thus, positive intelligence helps us to be acquainted with our own feelings and those of others to motivate ourselves and for managing emotions (Alam & Lone, 2011).

From the above symposium it can be conclude that the positive intelligence influences well-being up to great extent. As it clarifies that what actually we think that what we actually sees and feels around us. But a question also arises does these thought processes are influenced by the existing degree of well-being present around us....

Paradox II- No Well Being, No Positive Intelligence

We all have recognised and it has a general acceptance that how positive intelligence act as a driving force to get a clarity on exactly what we wanted out of life and thus setting the balanced and achievable goal. But if we try to look to this idea from a different angle how well-being affects outcomes of interest such as physical fitness, social behaviour, and spiritual peace or ultimately a happy life. The assemblage of above ideas focuses on the inter-connections of positive intelligence, well-being and dynamic relationship between the two elements. Although high positive intelligence tends to help people function better, but the influence of well-being does not come from a single entity, rather the well-being is heterogeneous in nature that includes diverse phenomena ranging from optimism to low anger to life satisfaction. There are various cases which explain the need of well-being to develop positive intelligence.

Positivity Comes Naturally to a Happy Person: Happiness is a combined effect of all different changes in the life circumstances on individual perceptions of their well-being. And well-being is the greater good that is firmly grounded in people's experience which is an important component which influences the overall way of thought process. For example people having strong and broad social relationships, close attachment with family and friends, has satisfied working ambience, a respected position within the society and feeling of security essentially lead to positive thinking. Therefore, comparing the magnitude of the impact of well-being upon thought process gives the way of quantifying the relative importance which gives us the capacity to live the life fullest (OECD, 2013).

Feeling 'Well'- The highest Expression of Positivity: Being well is much more than the random selection of individual perception or preferences. A person, who is healthy enough to carry out the day-to-day activities, feels enthusiastic and joyous and a desire to help others is invariably practicing self-realisation, kindness, generosity etc. Therefore, the relational dimensions of well-being include intimate relations of love and care as well as the classic 'social capital' components of social networks and interaction with organs of state-policing and the law, local or national politics, social and welfare services. The above mentioned factors has a significant influence upon the positive intelligence as the exclusion

of such factors lead to low quality of life leading to personal isolation and high quality of life with social connectedness (White, 2008).

Positive Intelligence - A Gift of Well-Being: Well-being provides a space for peace, happiness and tranquillity and from which one can explore the greatest gift called positive intelligence. In Diener et al.'s definition, well-being is seen as the product of an overall appraisal of life that balances the good (Sage mode) and bad (Saboteurs). This conceptualisation does explains that the well-being is not restrict itself to specific feelings rather it tries to set the variables of the life circumstances which are much more closely related to life evaluations than are emotions. This difference helps to validate both PI and well-being, as theory would suggest that cognitively based evaluations of life would pay more heed to the main circumstances of life than would reports of positive thought process. Thus, it can be said that, the modest increase of well-being in one's life also increases the degree of positive intelligence (Helliwell, 2011).

Visualizing PI in the Light of Well-Being: Well-being is a main ingredient of life and positive intelligence being the part of the life acts as the guideline, which helps us to from the cognitive judgement about the overall life. Thus, the effect of PI and well-being is synergistic, interchangeable, or relatively independent. It is synergistic because the higher the degree of PI the greater is the chances of acceptance of fact and would have greater force in affecting well-being. It is interchangeable, because more one indulge in pleasant experiences of life has higher PI and on the contrariwise more one indulge in unpleasant experiences of life has lower PI. And finally it is independent because both have a relatively consistent impact on each other as both capable us to fight against the uncertainties by inculcating awareness and consciousness in our life (Tay & Diener, 2011).

Thus, from the above discussion, questions can be raised as 'does PI influences Well-Being?' or 'does Well-Being influences PI?' though originates two diverse entities that is PI on one side and Well-Being on other side, but both represents more or less same set of values. PI is just the other pole of the well-being and well-being is the other pole of PI. Visible PI is the well-being due to presence of which an individual becomes happy and invisible well-being is the PI due to presence of which an individual chooses the given option wisely. In other words both PI and well-being are psychosomatic in nature (Yes Osho, 2014).

Fusions of Intelligence Modes and Subjective Well-Being

Modes of human behaviour are the pedestal of intelligence and well-being. Sage Mode and Saboteur Modes both are two collective modes create constant fusions in human brain transform to the well-being via intelligence as appeared in the figure bellow.

Acme Intellects

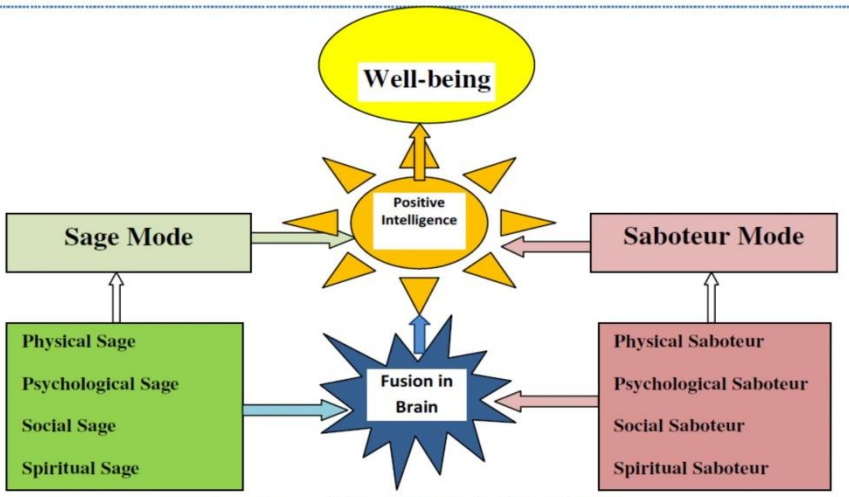


Figure: Sage and Saboteur Mode Fusion & Transformation
(Source: Dr. Arup Barman, Date: 05th April 2015)

The fusions of the thinking modes are context specific; hence the positive intelligence can also be context specific. The figure- 3 in appendix explains the well-being as an outcome of fusion between physical sages mode and physical saboteur modes transforms the fusion to intelligence thus to physical well-being. The figure-4 in appendix explains psychological well-being is the fusion between psychological sage mode and psychological saboteur mode, transmits through positive intelligence to well being. Figure-5 in appendix the similar way explains the fusion in the brain between social sage modes with social saboteur mode that transform to social positive intelligence to social well being of individual. Thus, the figure-6 in appendix dictates the same fusions based phenomenon in the context of spiritual based psychological wellbeing. Combining these fusions within physical, psychological, social, spiritual well-being transforms positive intelligence to holistic subjective well-being of mankind.

6. Conclusion

Positive intelligence occupies central and mediating positions in the context of subjective well-being. Positive intelligence are mostly dependent on positive or negative emotions. One's intelligences are controlled either by positive emotions or negative emotions. If one's emotions are strongly negatives he may acquire or suffers from negative intelligence and if his positive emotion is stronger, his intelligence will be positive one. Positive intelligences are connecting to perceptions and thus connect to subjective well-being. The logic supports that the subjective well-being is dependent on either positive or negative emotions of individuals. Positive emotions transforms to positive intelligence, thus, emotion maximises the subjective well being in the context in the three areas, Psychological, Social, Spiritual Well-being. The neuro-scientists, psychologists, behaviourists, and economists may further explore over the issues of connections between emotions and well being. Positive intelligence is a mediating factor of human happiness and well-being. The place of positive

intelligence in subjective well-being and happiness is located at the centre. Happiness and well being is an outcome of fusion of positive and negative emotions of human mind.

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Appendix
Figure-4

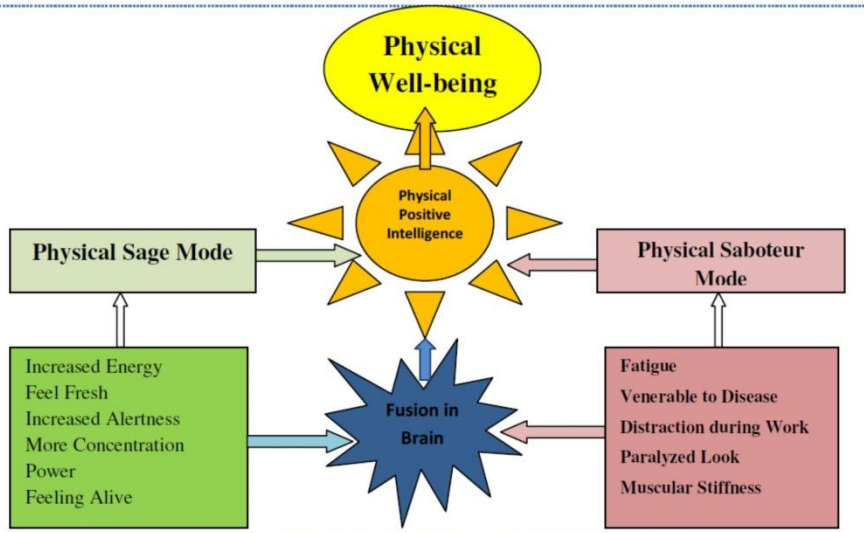

Figure: Fusion of Physical Sage and Saboteur Mode & Transformation
(Source: Dr. Arup Barman, Date: 05th April 2015)

Figure-5

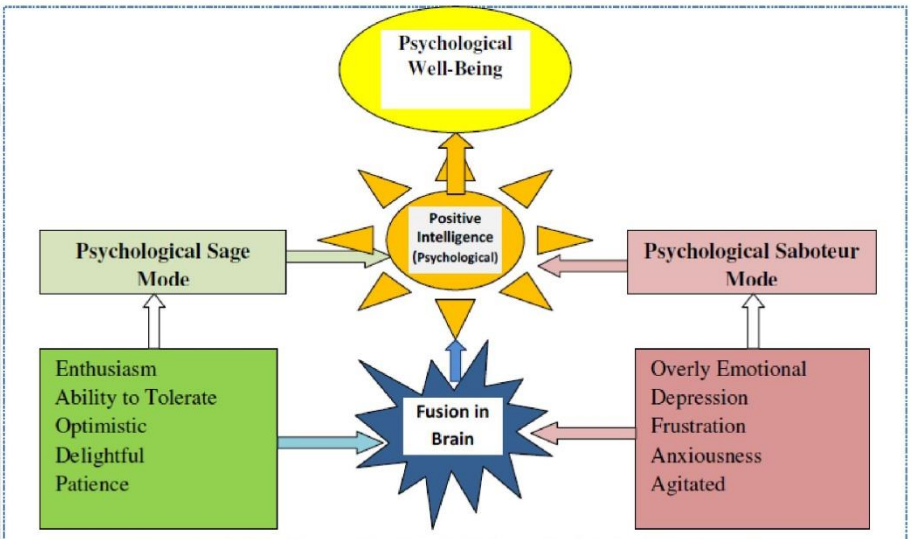

Figure: Psychological Sage and Psychological Saboteur Mode Fusion & Transformation
(Source: Dr. Arup Barman, Date: 05th April 2015)

Figure-6

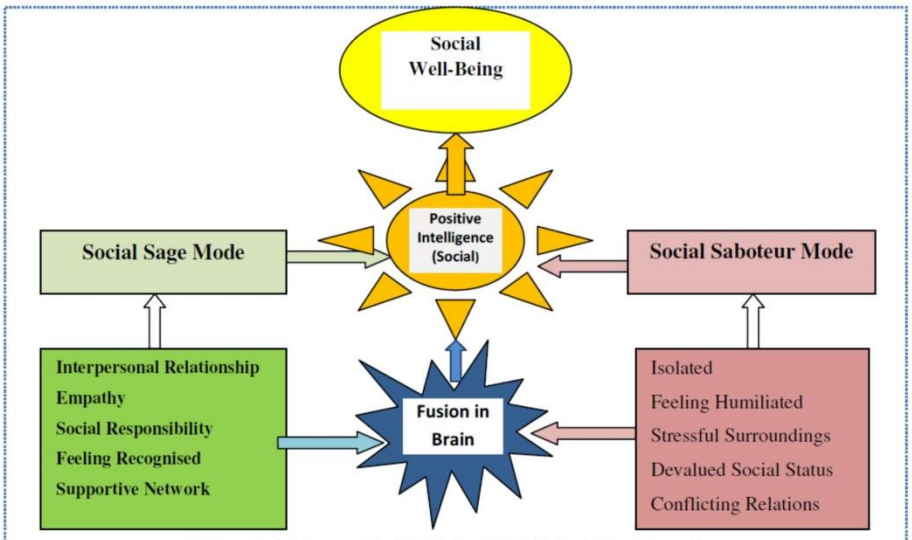

Figure: Social Sage and Social Saboteur Mode Fusion & Transformation
(Source: Dr. Arup Barman, Date: 05th April 2015)

Figure-7

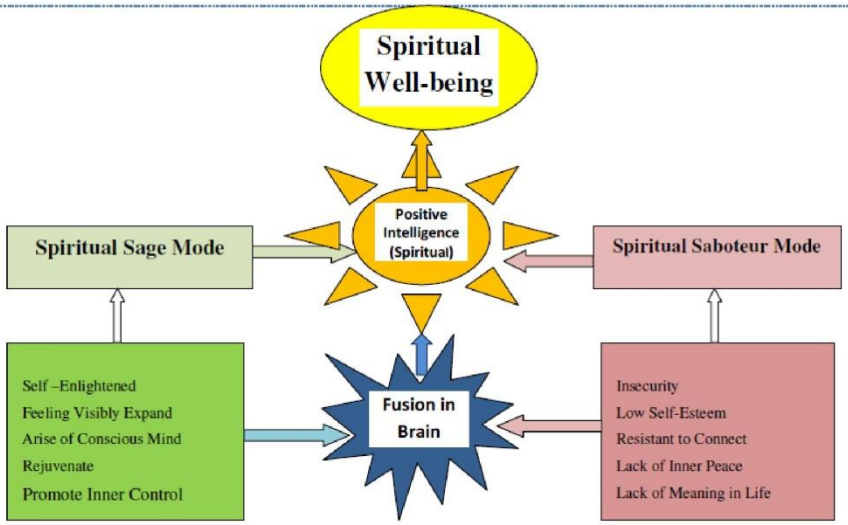

Figure: Fusion of Spiritual Sage and Spiritual Saboteur Mode & Transformation
(Source: Dr. Arup Barman, Date: 05th April 2015)

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ECONOMIC AND ORGANISATIONAL WISDOM FOR ASIAN CENTURY

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Economic and Organisational Wisdom for Asian Century

Arup BARMAN[1]
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Abstract

The Asian Century is rich and already 14 years old. Today, Asia is in the middle of a historic transformation which has brought both challenges and opportunities. To meet these challenges, Asian leaders need to devise bold and innovative national policies for pursuing avenues for regional and global cooperation. In the similar way organisation and business in Asia will transform. This transformative whirlpool calls the Asian private sector and public sector organisations for absorption of new wisdom, values and principles in place of 20th century's management. Overall, the capacity to respond to the changing global economic landscape through flexibility and adaptivness will carry a high premium.

This paper delve the issues how Asian Organisations have already been used the wisdom during the global chaos. Deriving from the examples of Asia in the midst of global chaos in many points of time, this present paper attempts to re-focus on organisational wisdom of commitment and ability for Asian organisation, modernization, governance and helping to retool institutions, for enhancing transparency, and finally to develop accountability for organisational resilience and survival.

Keywords: *Organisation, Resilience, Adoption and Absorption, Ethics.*

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The Asian Century

The word Asian century originated during 1988 with the meeting of People's Republic of China (PRC) leader Deng Xiaoping and Indian Prime Minister Rajiv Gandhi. Today, it is popularly used term in media and political arena which amalgamate an overview of the Asian politics, culture, economical and demographical trends. The Asian century consists of 48 countries two of them (Russia and Turkey) having part of their land in Europe. It features different kinds of cultural heritage of many nationalities, societies, and ethnic groups in the region, The region or "continent" is more commonly divided into more natural geographic and cultural sub-regions, including Central Asia, East Asia, North Asia, South Asia, Southeast Asia and West Asia. Geographically Asia is not a distinct continent; culturally, Asian art, music, and cuisine, as well as literature, are important parts of Asian culture. Even eastern philosophy and religion also plays a major role, with Hinduism, Taoism, Confucianism, Buddhism, Judaism and Islamism. One of the most complex parts of Asian culture is the relationship between traditional cultures and the Western world.

Thus, the vast cultural diversity made the Asian century more susceptible and also unsusceptible for the existing national and multi-national organisation. Hence, the present paper tries to explore what would be the next practice of HR in Asia. That is, how the future economy being driven by HR leaders who put growth at the heart of the way they think about the business and who demonstrate commercial acumen, combined with a deep knowledge of the culture and performance of their own organisations, to develop breakthrough solutions (McCartney, 2014).

The beginning of 21st century has been unfolding, fundamental changes in technology, innovation are sweeping across Asia and in Western counterpart. Emerging talent, governments, technologies and sectors in many innovation hubs across Asia posing opportunities and threats to investors and corporation's worldwide (AAMO). Excerpts from a riveting conversation of Mehbubani with *Asian Management Review's* George Skaria dictates the reader to think "what is the implication of an Asian Century for Global and Asian Corporations? The thing that amazes me is how corporate leaders are ahead of government leaders in preparing for the Asian Century. No major global corporation knows they can survive if they do not have an Asian strategy".

Barman, A., Choudhury, S. R. (2015). Economic and Organisational Wisdom for Asian Century. Postmodern Openings, 6(1), 11-34.

It would be appropriate to give a few thoughts on the organisational wisdom of the Asian century both at the macro level and as well as at the micro level. Therefore, analysing how the organisations operating within the Asian continent faces different conditions and competitions but still manages to keep the coordination and cooperation regardless of the vast diversity.

Organisational Wisdom

The term organisational wisdom is a pathway to achieve the picture perfect collaboration by linking a bridge between organisation, industry and society. Organisational wisdom plays a key role in capability development which is critical for achieving a competitive but stable business environment. This involves a greater emphasis on wise thinking and wise actions to help businesses achieve their goals. Business wisdom is built on the principles and practices of organisational learning and knowledge management. It is usually associated with knowledge, intelligence and experience. However wisdom is greater than these attributes which many organisations already have in abundance. It is how they are linked and leveraged and how they work together to promote learning and wisdom that makes the difference. It involves common sense, insight and ability to discern what is true, right or lasting. To improve our understanding of the impact of wisdom on competitive advantage, one need to understand constructs of data, information and knowledge. Each of these constructs is then associated with a different type of learning. Moreover, it can also be seen that wisdom is an important, albeit missing, construct in the knowledge-based theory of the firm. A key to organizational wisdom is judgement and decision making, which requires an understanding of the complexity of a situation, but also requires the ability to make sense and simplify so that action can be taken. Three important drivers for the development of organizational wisdom are experience, a passion to learn, and spirituality. Processes for acquiring organizational wisdom such as transformational leadership, organizational culture and knowledge transfer are also need of the era (Bierly et al., 2000).

From the above discussion, it appears in the recent years in order to avoid uncertainty and turbulence that there is an increasing focus on areas such as wisdom in organisations. Today, as our world becomes more frenzied and capricious, the need for organisational wisdom is

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higher than ever, but less and less available (McKenna et.al., 2009). Therefore, according to Hays Wisdom is greater than knowledge, intelligence, and experience, three attributes popularly held to comprise wisdom. From last decade of 20th century and early phase of the 21st century the primary concern of the organisation became more concern as to how to become a learning organisation, exploit intellectual capital, best value development and to get the most out of our human resource. Thus, Organisational wisdom transcends organisational learning in its commitment to doing the right thing over doing things right (Hays).

Managing wisely can be defined as the capability to know; what is right thing to do, for the right people, in the right context, to archive the greatest common good. To manage wisely is to foster wiser actions in team members which contribute to the wisdom of the organisations. And organisational wisdom represents the highest possible economic and social benefits for the planet. Hence, wisdom is more than scientific knowledge. Science can tell us how to do things but not whether any specific thing that can be done, ought to be done. Wisdom is in fact learned or developed. If wisdom involves an interaction between the self and the environment, then a greater knowledge of the environment makes wiser action possible (Bierly et.al., 2000).

Organisational wisdom helps to keep the stability in the situation of crisis and as well as also growing curiosity, fascination and imagination which open the gateway for future development of the organisation and organisational members. Organisational wisdom acts as organizational support system for making wise decisions in the face of ethical dilemmas which consists in the form of clear norms, as in the case of Johnson & Johnson's credo, or in the form of rules and regulations, as in the case of Nike (Conger & Hooijberg). Thus, from the above explanations it can be concluded that the organisational wisdom constitute an ethical decision system, sculptured by humanity along thousands of years of written history.

Wisdoms from Asian Macro Situations

Asia is the largest and fastest growing economy in the world in terms of Gross Domestic Product (GDP) and Purchasing Power Parity (PPP). The global crisis is a wakeup call for the Asia's, and thus its ongoing economic transformation beginning from 90s to the recent era of 2000 has captured the world's imagination. Asia, with the exception of

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Japan, South Korea, Taiwan, Hong Kong and Singapore, is currently undergoing rapid growth and industrialization spearheaded by China and India, the two fastest growing major economies in the world. While East Asian and Southeast Asian countries generally rely on manufacturing and trade for growth, countries in the Middle East depend more on the production of commodities, principally oil, for economic growth. Therefore, organisational wisdom has always acted as the protective shield for the Asian countries. For instance *China committed to invest $20 billion in India* over the next five years even as Prime Minister Narendra Modi conveyed to visiting Chinese President Xi Jinping New Delhi's concerns over growing imbalance in trade between the two countries. The meeting between Modi and Xi in New Delhi was followed by signing of 12 documents, including a five-year Trade and Economic Development Plan, which laid down a medium term roadmap for promoting "balanced and sustainable" development of economic and trade relations between China and India "on the principle of equality (Deccan, 2014).

Revision of the *Treaty of Peace and Friendship* between India and Nepal during the two day visit of Indian Prime Minister Narendra Modi at the invitation of Nepal Prime Minister Sushil Koirala conveyed a hope to promote a good will that exist between Nepal and India. The meeting between Modi and Sushil was followed by Indian Funding of Hydroelectricity Project for the Nepal, which sent a positive message, and suggested that he would accomplish a great deal by assuring Nepal that "irritations in the development framework" would be removed (The Hindu, 3rd August, 2014).

Special Strategic Global Partnership between Indian Prime Minister Narendra Modi and Japan's Prime Minister Shinzo Abe pledged to realize the full potential of India - Japan strategic and global partnership for continuing progress and prosperity for their people and for advancing peace, stability and prosperity in Asia and the world. The pledge between the India and Japan elevated the already established strategic partnership which leads to the commitment of US$33.5 billion Japanese investment in India in the next five year from 2014 onwards. India is in the process of importing Shinkansen technology from Japan as part of Modi's Diamond Quadrilateral Project for introducing High-speed rail in India (Times of India, 1st September 2014).

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Liberalised Visa Agreement between Indian Home Minister Sri Sushilkumar Shinde and Mr. A. Rehman Malik, Pakistan Interior Minister on 14th December, 2012 at New Delhi, marked a great symbol of friendship between the two countries. The agreement came into effect from 15th January, 2013 and Group Tourist Visa from 15th March, 2013 made the entry and exit for the visitors at ease. The pact benefited both the countries as it become easier now to facilitate multiple-entry and reporting free visas for businessmen, allowing them to visit five cities instead of three at present (Press Information Bureau, 14th December, 2012).

Look East Policy of India which was enacted during the government of Prime Minister P.V. Narasimha Rao (1991-1996) and rigorously followed by his successive administrations of Atal Bihari Vajpayeee (1998-2004) and Manmohan Singh. The policy represents its efforts to cultivate extensive economic and strategic relations with the nations of Southeast Asia. Prime Minister Manmohan Singh's three-nation visit to Malaysia, Vietnam and Japan marks a reassertion of India's resolve to pursue its "Look East Policy" to achieve its strategic, geopolitical and economic goals. The signing of a commitment to expand trade with Malaysia next week, a number of pacts with Vietnam and an understanding with Japan on nuclear energy are the highlights of his tour (Manipur Online, 30th December, 2010). Recently, the External affairs minister Sushma Swarajon Tuesday chaired a brain storming session of 15 Indian 'heads of mission' in South East and East Asia here and directed them to 'act east' and not just 'look east' (The Times of India, 26th August, 2014).

Signing of the *Treaty of Mutual Respect, Friendship and Cooperation* between the foreign ministers of Indonesia and Papua New Guinea in 1986 represent an important milestone in terms of regional cooperation. The treaty as said by Papua New Guinea Prime Minister and Foreign Affairs Secretary the treaty would give direction for the future and inspire confidence in Papua New Guinea and its regional neighbours. The treaty is an attempt to throw some light on these conflicting viewpoints, and to promote a better understanding of the nature of relations between Papua New Guinea and Indonesia (Bulletin of concerned Asian Scholars, 1987).

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Korea-Vietnam Extradition Treaty between South Korean Minister of Foreign Affairs Yoon Young-kwan and Nguyen Sinh Hung Minister of Finance of Vietnam was signed to provide for more effective cooperation between the two countries in the prevention and suppression of crime, and to facilitate relations between the two countries in the area of extradition by concluding a treaty for the extradition of offenders. The Treaty was signed in the presence of Prime Minister Goh Kun and the Vietnamese Prime Minister, Phan Van Khal on Monday afternoon of September 15, 2003 (OECD, September, 2007).

Japan's Economic Miracle (1950-1990) which was the result of Post World War- II, is one of the most distinguishing characteristics of the Japanese economy during the "*economic miracle*" years included: the cooperation of manufacturers, suppliers, distributors, and banks in closely knit groups called Keiretsu that is the powerful enterprise unions between the set of companies and good relations with government bureaucrats, and the guarantee of lifetime employment in big corporations and highly unionized blue-collar factories. This economic miracle was spurred mainly by Japanese economic policy, in particular through the Ministry of International Trade and Industry.

South Korean's Miracle of Han River (1961-1996) which refers to rapid industrialisation, educational advancement, rise in standard of living, technological modernisation, successful hosting of 1988 Summer Olympics and co-hosting of 2002 FIFA World Cup. The growth was accompanied by the democratization and globalisation that transformed the country from the destruction of the Korean War to a wealthy and developed country with a globally influential economy and prominent multinational conglomerates such as Samsung, LG, and Hyundai-Kia.

During 1980s and 1990s South Korea, Taiwan, Hong Kong and Singapore emerged as the Four Asian Tigers with their GDPs growing well above 7% per year. The South Korean economy is mainly driven by the growing exports of semiconductors, wireless telecommunications equipments, motor vehicles, computers, steel ships, petrochemicals and import of machinery, electronics and electronic equipment, oil, steel, transport equipment, organic chemicals, plastics. This raises the total volume of 884.2 billion in 2010. The figure makes the 7th largest exporter and 10th largest importer in the world. The primary export partners consist of China, Japan and Hong Kong (Economy Watch, 2010).

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During the period 2003, one of the major organisational wisdom instrument used by these countries are the integration of Asian economies with the international financial system which paved the way for evolution of financial structure of the region. Which ultimately lead to the rising ratio of net capital flows to GDP in almost all of these countries after 2003. Moreover, Asian countries continue with the open-door policies which encourages cross border inflows of capital. Even governments in the region have adopted more liberal rules with regard to the functioning of different kinds of markets and institutions, provided greater space for new instruments such as derivatives, and shown a willingness to shift to globally accepted rules for regulation (Chandrasekhar, Ghosh, 2012).

A second element of organisational wisdom in these countries appears to be a growth process associated with a large expansion of bank credit. Bank credit growth has overshot GDP growth in almost all countries, resulting in a sharp increase in the bank credit to GDP ratio. As is well known, banks, given their dependence on deposits for their capital, would prefer to avoid exposure to illiquid assets with lower resale value, such as industrial capital equipment, because it would expose them to the risks associated with liquidity mismatches. The net result has been a substantial increase in credit to the household sector or in retail credit/personal loans for housing, for purchases of automobiles and durables and for consumption. In 2004, consumer lending accounted for 53 per cent of total bank lending in Malaysia, 49 per cent in Korea, 30 per cent in Indonesia, 17 per cent in Thailand, 15 per cent in China, and 10 per cent in the Philippines (Chandrasekhar, Ghosh, 2012).

Regional cooperation became one of the important elements of organisational wisdom which became the highest potential for the Asian century to be an important bridge between the interactions of individual Asian countries and the rest of the world. With the establishment of South Asian Association of Regional Cooperation (SAARC) during 8th December 1985, Asian countries put the benchmark of regional cooperation. The SAARC policies aimed to promote the welfare economics, collective self-reliance among the countries of South Asia and to accelerate the socio-cultural development in the region.

In the recent years East Asia has seen the emergence of a number of new partnerships trade agreements which has attracted much global attention. Huge amount of Foreign Direct Investment (FDI) came

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into play which becomes the corner stone for the removal of tariff and non-tariff barriers among the member countries. Japan-Singapore Economic Partnership Agreement (JSEPA) signed in November 2002, establishment of Association of Southeast Asian Nations (ASEAN) in 1992 between six Asian countries and become active members of Free Trade Area (FTA), China's joining of World Trade Organisation (WTO) in 2001 has not only secured access to the world market but also started to develop regional trade etc (Urata, 2004).

The doyens on Asian Century views differently. Brezinski (2013) predicted the Asian century would be "the far more likely reality is Nobody's Century, and—even worse—probably a very much contested century of considerable international instability". Larosiere (2013) opined that the Asian are suffering from disease of "lack of unity and commonality" which does not alter the main trends at work towards what you rightly call a "dramatic global power shift."

From the above discussion it can be said that the organisational wisdom presents a growing momentum behind initiative to measure progress in terms of nation's financial status, standard of living, productivity, sustainability and social justice. In other words organisational wisdom can be viewed as an instrument rather than an inner sense or what people understand by wisdom in a context-specific. Organisational wisdom can very much increasingly contribute as ultimate goal of community and development programmes and public policy. In short main aim of the organisational wisdom aims for managerial wisdom or the wisdom management, which discusses about the potential to provide a valuable contextualisation for knowledge management theory and practice, and other aspects of organisational behaviour that can support business performance and success.

Ways Forward - Growth in Asian Century:

The continuous growth and stability of the Asian economies depend mainly on harnessing the full potential of the member countries. Recently, East Asian countries continue to grow by 7.1 percent which become the fastest growing region in the world. Despite the slight slowdown by 8.0 percent during 2009-2013, Chinese economy continues to grow by 7.6 percent. The smaller economies are expected to grow steadily with some overheating risk that could require further monetary tightening. Lately, the economic growth rate of Cambodia, Myanmar and

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Vietnam expected to grow by 5.5 percent. Therefore, Asian century follows the wisdom of steady progress through the structural development in banking sectors, enhancing a series of reform in finance, market access, labour mobility and fiscal policy to boost the domestic demand. Other than these, depending on the regional co-operation together government of the member countries also announced certain initiatives as tax reform and lowering barriers to private investments etc (The World Bank, 2014).

Role of trade integration among the Asian counties is an important mechanism which provides a glaring example to the world about the stability of Asian century in spite of adverse condition. Greater trade linkages provide more conduits that, the Asian counties during the time of crisis act as the channel of transmission for the changing demand conditions of one country to spill over to others, potentially with a complex series of amplifying feedback loops. Another, growth of vertical trade relation between the Japan and Korea and between China and Japan came into existence. The growth of vertical trade lead to the development of down-stream (assembling of engineering goods) and up-stream (production of various intermediate goods as input) as trade specialisation activities (IMF, 2014)

Asia made further progress in 2013 in its seemingly inexorable rise to the top of the global economic standings. Malaysia is on the track to achieve the goal of high income and develop nation status by the year 2020. The country is achieving forecast growth of around 5 percent mainly on export activities. Today, Malaysia's fiscal reform has and leverage to the electronic cycle capture market share from rival exporter Thailand (The Diplomat, January 2014).

Japan and Korea are also relocating more of their manufacturing and customer service sites to low-cost nations in their backyards. In one of the most ambitious examples, Japan's Nissan plans to produce the next generation version of its super-mini, the March, in Thailand in 2010. This will be the first major mass-sales Japanese car to be manufactured completely outside Japan, which will result in reducing costs for the vehicle by as much as 30 percent (Cainey, Sengupta, Veldhoen, and Ogawa).

The CLMV countries (Cambodia, Lao PDR, Myanmar and Viet Nam) are projected to grow at a robust pace over the medium term, led by Lao PDR at 7.7% per annum. Real GDP growth in Cambodia and

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Myanmar is projected to be the average of 7 percent between 2014 to 2018 underscoring the significant improvement in these countries' investment appeal as they would open up to foreign investment. As for Vietnam, while its real GDP is projected to remain robust in the medium term, growth will be slower than prior to the global financial crisis because of slower external demand from advanced economies and weak macroeconomic management policies which could (OECD, 2014). In the same report stated that to sustain long-term growth beyond the middle-income trap, emerging Asian economies must develop institutional capacities and keep pace with changing economic needs. OECD ushered with the precaution for economic and industrial development in Asia as whole. OECD in the report stated that the institutional reforms is a pre-condition for strengthening the enabling conditions that will support properly functioning markets, business capacity, and the environment for business development and investment will be especially critical to the success of industrial development in middle-income Emerging Asian countries.

Establishment of Association of South East Asian Nations in short ASEAN on 8th August 1967, started a new era of economic development marching ahead toward the Asian century (ASEAN Secretariat, 2008). The ASEAN Economic Community Blueprint a document of association's strategic roadmap stated the ways to transform ASEAN into a stable, prosperous, and highly competitive region with equitable economic development, and reduced poverty and socio-economic disparities. The community attempts to establish the ASEAN as single market and thus making the region more dynamic and competitive with new mechanisms and measures to strengthen the implementation of its existing economic initiatives; accelerating regional integration in the priority sectors; facilitating movement of business persons, skilled labour and talents; and strengthening the institutional mechanisms of ASEAN (ASEAN Secretariat, 2008).

Thus, an inference can be made that the Asian model is basically based on neo-classical welfare economics. It has been seen that there is excessive investment in structures and equipment, especially in luxurious real estate development and infrastructure projects skewed in certain areas, as seen in recent years will ultimately lead to greater development. Enhancing the efficiency and quality of investment, raising the levels of private sector are some of the steps towards financial stability. Asian

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century are investing towards the infrastructure projects that reduce bottlenecks and benefit the on a wider scale, especially water supply and sanitation and electricity and public spending on education and health will surely go a long way in improving long-term productivity and nation's competitiveness. Therefore, backed by the common wisdom, rapid rise of Asia over the past 4-5 decades has been one of the most successful stories of economic development in recent times. Today, as Asia leads the world out of recession, the global economy's centre of gravity is once again shifting toward the region (Asian Development Bank, 2011). Again, 2011 study by the Asian Development Bank forecast that Asia's per capita income could raise six fold in purchasing power parity (PPP) terms to reach Europe's levels by 2050. It stated: By nearly doubling its share of global gross domestic product (GDP) to 52 percent by 2050, Asia would regain the dominant economic position it held some 300 years ago, before the industrial revolution.

Organisational Wisdom at Micro Level:

Aditya Birla Group is an Indian multinational business conglomerate named after Aditya Bikram Birla headquartered in the Aditya Birla Centre in Worli, Mumbai, India. It operates in 40 countries with more than 120000 employees worldwide. The group was founded by Seth Shiv Narayan Birla in 1857. The core ideology which inspires the Birla Group are building critical infrastructure on human resource to encourage the leadership quality in the global business arena integrity, commitment, passion, high level of team work, and speed in the sense of urgency and ensuring completion of work within deadline. Today Birla Group is known for various HR schemes as multi-pronged recruitment approach, appreciating ground realities in various geographies includes complying with local laws, understanding business practices and customs, as well as respecting social norms. Other than that Birla Group also have a key position for building learning institutes as Gyanodaya, Virtual Campus, Knowledge Integration Programme (KIP), E-360 degree Instrument- Pratibimb etc, for ensuring online MBA degree for managers, online feedback tool for heighten self-awareness, mid-career education for management staff etc (Mukherjee, 2014).

The *Tata Group* is the Indian Multinational Conglomerate headquartered in Mumbai India. Tata Group was founded in 1868 by Jamsetji Tata as a trading company. It has operations in more than 80

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countries across six continents. Tata group success mainly depends on congenial and healthy work atmosphere at the company's plants and corporate offices. Talent development mechanism, review towards changing business requirements, Total Productive Maintenance (TPM) etc. Moreover, the ethical norm which rests upon the Tata group is the creation of a strong Performance Management System (PMS), which basically stems from various policy process and training methods. The main objective of the PMS is to build a strong performance oriented culture, building employee development, motivate and reward superior performance, fostering competition among the members, performance coaching involving guiding a clear action plan and mentoring etc (Chopra & Mishra, April-2013).

Sinopec Limited or the Chinese Petroleum and Chemical Corporation is a Chinese oil and gas based company established on 1983 is one of the major state owned petroleum energy and chemicals companies in China, headquartered in Chaoyang District, Beijing. Sinopec Ltd., views its staff as the corner stone for the sustainable development. The company firmly establishes the philosophy that talent resources are the best resources and sets maximum corporate value and promoting staff comprehensive development as the ultimate goal. The Sinopec group also attaches importance for external development of the company through merger and acquisition (e.g., acquiring the assets of Shengli Petroleum), signing deals irrespective of national boundaries (e.g., deal with Gabon, Exxon etc.), practicing a general management system, guiding during the crisis and introduction of high-level of holistic development plan (Sinopec Corp., 2000-2014).

State Grid Corporation of China established in 2002 is the largest state-owned electric utilities company in the world. The power distributor is headquartered in Xicheng District of Beijing. The company's basic norm is to serve for country, customers, generators and as well as contributing for the social and economic development to bring the ultimate sustainable development. The company strive for maximizing the performance oriented service for integrated social and environmental value creation. The organisations main purpose is to maintain loyalty among the members, easy and healthy environment and quality technical service, flexible working hours and planning objectives of green development with usage of ultra-high voltage network (State Grid Corporation of China).

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Honda Motors is a Japanese Public Multinational Corporation primarily known as a manufacturer of automobiles, motorcycles and power equipment. The company was founded by Soichiro Honda at 1950. The pre-determined goals which are followed and which brought the company at the top most position within the globe are localised action instead of global thinking, analysing the paradox in a healthy manner, to be the labour intensive than robots, putting the engineers at the hot seat and common innovation technique around the globe. The company is committed towards establishing safety initiatives, decision-making flexibility to Honda subsidiaries, opportunities for education and growth outside the work place, providing opportunities to develop abilities, leadership training programmes and inter-industry exchange etc (Rothfeder, 2014, 2014).

Capital Maharaja Organisation Limited established in 1967 is one of the largest conglomerates headquartered in Colombo, Sri Lanka founded by Subramaniam Mahadevan and Sinnathamby Rajandram. The core motto of the company is to be courage's and different. The company welcomes the opportunity to assess employee's capability, reviewing existing policies and practices to make positive improvements, emphasis restructuring of management system through motivating leadership and team building. The basic managerial system revolves around giving proper training to all staff to possess necessary skills, promoting safe and healthy environment to members and reviewing working practices in order to identify areas for improvement. The organisation attaches importance to good and harmonious relationships amongst the people working in our Group. This is mainly achieve through good employee relation practices such as effective communication, networking, consultation, being pro-active in identifying and resolving problems, counselling, etc (The Capital Maharaja Organisation Limited, 2014).

Hyundai Group established in 1947 is a South Korean conglomerates founded by Chung Ju-yung. The core value of the organisation is to be together for a better future. The strategic management system stems upon the customer satisfaction which is achieved through disciplined corporate culture, strict value system, welcoming creative ideas, building a people-centred corporate culture and recognizing individuals and organisation as a global corporate citizen. The organisation also tries to maintain high employee morale by creating synergies a sense of 'WE' feeling through proper

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communication and collaboration with other sub-divisions and suppliers. Hyundai Group appreciates and respects the existing Asian diversity and culture by appreciating human assets and thus enhances the feeling of being a global leader among its members (Hyndai Motor Group, 2014).

AirAsia Berhad established in 1993 is a Malaysian Low cost airline headquartered near Kuala Lumpur, Malaysia. AirAsia group operates scheduled domestic and international flights to 100 destinations spanning 22 countries. The basic value which forms the part of managerial system and the corporate culture is the safety, passion, integrity, caring and fun. The organisation demand the team work and members come together to form the complete picture of the company in front of the globe. The main objective of the organisation is to motivate the employees for the hard work, commitment to excellence, exceeding the expectation of the customers, suppliers, shareholders and as well as giving more than the expectation of the shareholders. Thus, ultimately building a mindset accustomed with the above qualities as the daily practice of the members within the company (AirAsia Berhad, 2009).

The core values of the management system of the Asian century mainly rest upon building a global culture. The organisational management of the Asian century tries to encourage the managers to develop an integrated and networked organisation to support the multi-national business strategies and operations. Since, national culture crucially influence Asian century management process motivation and decision-making, here the organisational wisdom practices is one of the major corporate identity from the management perspective view. In short organisational wisdom has become an unwritten norm in meeting the nation's competitive challenges. Hence, it would be effective to discuss how the good judgment within the Asian organisation becomes its protective shield for its further growth.

Organisational Wisdom as a bridge to Cultural Clash:

Today's international management professionals are expected to understand the implication of cultural differences between countries and their interplay with different corporate culture. HR professionals are responsible for the rise of trained managers who can adapt to cultural differences and overcome cultural shock. Thus, culture can be best understood as "varieties of knowledge" that "are globally scattered, yet awkwardly local". Today, the global corporations, whether they aware of

it or not, they do encounter culture in its global and local varieties. These encountering at all levels and in all instances, are usually undervalued and often unnoticed opportunities to glean knowledge of all kinds: from local market conditions and consumer preferences to the nature of business relationships and the best ways of handling them. In international business, culture is frequently perceived simply as a source of mutual misunderstanding and antagonism. This is done so automatically that it is easy to overlook the central feature of culture in international business, that culture is a valuable form of business knowledge and hence an important factor in competitive advantage (Pauleen et al., 2010).

Therefore, from the above insights it can be said that the organisational wisdom is the core of HR practice and as well as emerging as a bridge between cultural wrinkles and building a future fit organisation. Due to the growing business alignment, it has now become imperative to develop organisational wisdom with some specific characteristics to which organisational member subscribe irrespective of race, culture, gender or religion. Organisational wisdom values the fundamental principles of right and wrong which transcend cultural boundaries and multinationals must adhere to these fundamental principles which identified as honesty, compassion, responsibility, freedom, and respect for life, nature, fairness, tolerance and unity (family or community) as core global values (Rao, 2008). The challenge for the managers to maintain the organisational wisdom also based on the possibility to interact according to the norms of the respective culture. Having a norm-oriented behaviour proves the ability to understand the expectations of others and their importance in accordance with the theory of action, especially in the active phase, that is, when you are in the role of the one initiating the action pursuing purposes. The difficulty reported by all sociologists who have dealt with the theory of action states that under the cultural pressure of the social-cultural environment s/he lives in, the individual acquires behavioural automatisms which facilitate her/his social development. Here, it can be said that, given by the fact that expectations are not strictly determined by the shared symbolic system, but are rather subject to that double contingency given by the subjectivities entered into interaction decided by the fundamental principles erupt from the self-wisdom initiatives (Stoica, 2014).

The Asian Organisations have to recall the legacy of legendary King Ashoka. The Ashoka's legacy offers insight into a powerful,

compassionate, and insightful ruler's attempt to establish an empire on the groundwork of what we might call "doing the right thing" by making the moral and spiritual welfare of his subjects his primary concern. Doing right thing the essence emerged from the Askoa's time need to be modified by 'doing right thing rightly' which have the potential to become a theory of Asian centurions organisation. The Asian organisational HRD have to enter to the depth of Ashoka's leadership style. In this century, the organisational, national, regional and International HRD have to understand that there are lot of leadership talent waiting to be developed in emerging markets, in the remaining decades those will have a strong economic growth trajectory. The leadership experts, knowing from Ashoka's life, how he lived and worked as the expatriate can get new insight for this century. Birchal (2014) by realising the requirement in Asian century reported the "one area we will look to expand as part of our new role is management research from an Asian perspective and how that can build management capabilities." Barman. And Konwar (2015) in their work cited that Asian leaders must have to invest in the knowledge-based activities and in frontier technology, such as, in the area of information technology, pharmaceuticals, and biotechnology. This reiterates the use of wisdom for development in Asian century.

Conclusion:

Organisational wisdom is a very basic demand of the organisation which flows with the organisational culture and climate. It is the spiritual sense which speaks from within about what is right and what is wrong. More interestingly today's younger generation are very much expecting the existence of wisdom within the organisation. This paper focuses on how organisational wisdom have been adopted by the Asian century to deal with its local, national and international problems of various Asian countries to upgrade its political and social status within the global scenario.

The present paper mainly discusses how the culture of strong rooted organisational wisdom leads to stability of the Asian organisations. The review illuminates macro and micro picture of the Asian organisational corporate philosophy which leads to mutual understanding with the employees, shareholders, creditors, customers and the public at large. The paper discussed how Asian corporate

manages to render the best service for capable and distributing the benefits derived from them for fair and contributions to the success of the organisation. A few of Asian countries with ethnic and racial diversity, relatively youthful population, free, open, and innovative society, respect for rule of law, making outstanding university system, making strong research institutions, strengthening belief in the work ethics, and the capacity to deal with humanitarian disasters, the Asian nation has the capacity to lead by example and bring East and West together. It is the need of hour to lead in Asian Century, each nations need to develop this capabilities.

The scenario depicts by the Asian century with these examples dictates regional co-operation and mutual understanding, peace paved the way for the future growth and prosperity. Infrastructural investment and as well as non-conventional measure, policies for domestic and regional demand, long –term policies to over climate change from the next generation HR and political leaders are the key organisational wisdom which are important pillars those will hold the Asian century. The final wisdom is "when Asia will move, we will move. The movement toward global growth with Asian Growth is the synchronicity for the Asian Century."

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Well-Being, Organizational Environment and Culture in North-Eastern Electric Power Corporation Ltd

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Abstract

North-Eastern Electric Power Corporation Limited (NEEPCO) is an electricity generating company owned by the government of India. From the organizational management angle well-being is a major factor which influences both the working environment and culture. The well-being factors mainly include a range of human behavior which can be divided into psychological, physical, social and spiritual. These factors influence the organizations' strategy, policy, also helps benchmarking operation.

This study aims to explore the basic acceptable behavioral pattern which guides the employees of NEEPCO. The articles aim to identify, how the well-being factors are eminently influencing on organization environment and culture within NEEPCO.

The study adopts the analytical, empirical research done through literature review based and questionnaire based survey method with a sample size of 297 employees. This research result can be used for any academic and professional relevance as it mainly focuses on both dependent and independent variable that is well-being factors and hidden factors respectively.

Keywords: Holistic Model, Organizational Culture, Organizational Environment, Organizational Power Sector, Wellbeing Factors

Concept of Well-Being

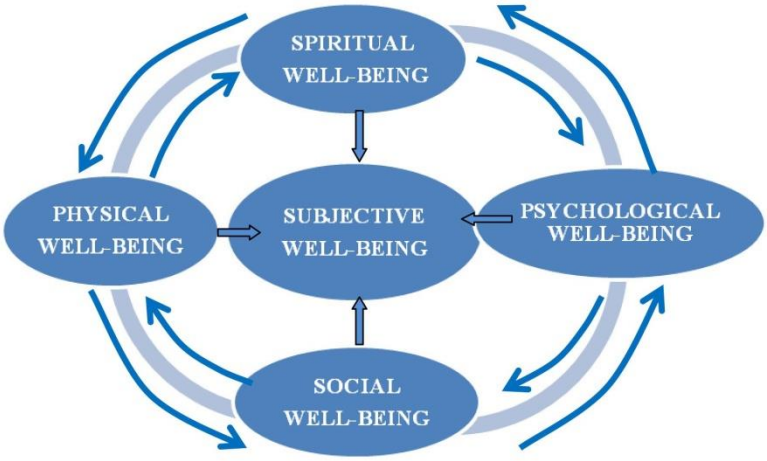
Well-being is a stable state of being well, feeling satisfied and contented. It's a state, consisting of positive happenings in an individual's life in relation to his social, spiritual, economic, psychological and physiological sphere. Thus, wellbeing is not just the absence of disease or illness. It is a complex combination of a person's life that is 'how we feel out ourselves and our lives'. Well-being is strongly linked to happiness and life satisfaction and therefore researchers have found that there are various factors enhancing an individual's well-being, they are, network of close friends, enjoyable and fulfilling career, regular exercise, nutritional diet, sufficient sleep, happy self –esteem, optimistic outlook, realistic and achievable goal, Ability to adapt change, etc. Thus, Wellbeing is can simply defined as feeling good and functioning well (Roy Choudhury & Barman, 2014).The concept of well-being covers a vast area and which is difficult to define. This is because how people understand well-being is very different in different context. 'Doing well' conveys the material aspect or the standard of living whereas, 'feeling good' refers to the subjective aspect that is the personal perception or level of satisfaction from the other end 'doing good-feeling well' is occupying as the research domain of well-being in developing countries (White, 2008).Well-being is about being confident, happiness and healthy. It has two elements psychological well-being (includes feeling and thinking) and physical well-being. Physical well-being is important for learning and development as this enables us to explore, to investigate, and to challenge ourselves in the environment. Here, well-being is to make healthy choices about our lives paths (Aistear, 2014).

Growing evidence from the new science of well-being suggest that, the meaning attach to well-being mainly refers to the derivation of enjoyment and fulfilment from number of different factors. The people gain pleasure form doing a good job and having it recognised by others i.e. they value freedom (Field, 2009).As the study conducted by the Laura Camfield in four developing countries of Bangladesh, Ethiopia, Peru and Thailand revealed that the people of Bangladesh are happy when all needs are fulfilled, Ethiopian men relate their happiness with good health, in the Peruvian site happiness with time spent with family and Thai people are happy when they have high education and good friendship (Stocks, April, Lynton, 2012).

Holistic Model of Subjective Well-Being

An increase volume of research work is increasing in order to shift people's attention from the regular thought of profit maximization and wealth accumulation, towards the broader and holistic goals of improving the well-being. Therefore, to develop an effective and result oriented holistic approach of subjective well-being, a holistic model has been developed to the measure feeling of well-being. The model is divide into 2P and 2S that is physical, psychological, social and spiritual dimensions of well-being coned by Barman and Roy Choudhuri (2014). These dimensions have significant implications for employees' as an individual, their family and community, the organization and the society at large.

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



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

In the work of Roy Choudhury & Barman (2014) delineated the parameters of subjective wellbeing under the 4 Heads, they are - social well-being; spiritual well-being; psychological well-being; physical well-being.

Organisational Environment (OE): Organizational environment consists of the sum total of all the factors – economic, political, social, etc. Among these some are internal and some are external factors etc., within which a particular organization operates (Ghosh,).The internal environmental factor of an organization consists of entities, conditions and events, which influence the choices and activities – especially in employees' behaviour. The external environment consists of entities, conditions, events and factors surrounding the organization, which influences choices and activities and also determines its opportunities and threats.

Organizational Culture (OC): In general culture reflects the societies system of knowledge, ideologies, values, laws, social norms and day-to-day rituals. Similarly, organizational culture consists of values and unwritten rules of conduct, management styles, priorities, beliefs, and inter-personal behavior that prevail. OC can be sustained by giving a set of work system to its employees. These set of work system includes Selection (hiring right candidates who could make the organization successful), top management (responsible for establishing norms that filter down through the organization), socialization (process to adapt employees to the organizational culture), ritual and ceremonies (repetitive sequence of activities that express and reinforce the values of the organization) in *Aquinas & Sombala, (2006).*

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. NEEPCO since, its inception has built a strong image and today NER currently operates on 2909.91 MW which includes the contribution from NEEPCO 39%, NHPC 4%, OTPC12%. NEEPCO is currently the largest power producer in NER and caters to around 50 percent of the region's energy requirements (SMERA, 2014). Therefore, in order to maintain this supremacy within NER of India and to expand power projects to other states, NEEPCO is continuously trying to maintain a cordial corporate climate. NEEPCO introduces an approach called '*Cafeteria Allowance*' under which company undertakes a number of well-being activities (Roy Choudhury & Barman, 2016).

Table: 1- Elements Influencing the

Subjective Well-Being among 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. →Families 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 organization and as well as for self.
Source: *NEEPCO Portal (2010)& Roy Choudhury & Barman (2016), EPRA International Journal*	

Organizational Environment and Culture within NEEPCO

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. Thus, in order to focus the impact of well-being upon the organizational environment NEEPCO is continuously striving towards holistic growth.

Table: 2- Elements of Wellbeing Influencing the Work Environment of NEEPCO

Sl. No.	Working Environment of NEEPCO	Corresponding Wellbeing factors of NEEPCO
1.	Performance Oriented (Deadline Driven)	→High Promotional Prospect. → Inter-Departmental Recognition for High Performance →Proper Communication Channel between Head office and Production Units.
2.	**Distant** (isolated production units from city life)	→ Transportation Allowance.
3.	India's North-Eastern States' Economic Environment	→North-East Allowance, 12.5% of basic pay. →Domestic Help Allowance. → Driver Allowance. → Loan Facilities (4% to be subsidized by NEEPCO).
4.	Government Regulated Environment	→House Rent Allowance. →Safety & Health Care Measures, Workers Welfare Measure, Annual leave & Wage Measures etc.
5.	Adaptive Environment	→Professional Up gradation Allowance. → Approved Hospitals for Medical Checkup (All India). →Presence of full time Medical Officer. →Total cost to be incurred if an Employee Hospitalized.
6.	Gifted Natural Resources	→Bestowed huge Hydro Power Potential. →Bestowed vast Natural Gas.
7.	Geographical Hindrances(thick forest,shaky topography, difficult terrain etc.)	→Special/Far Flung Allowance. →Hotel Subsidy.
8.	Peripheral Environment	→Corporate Social Responsibilities → Sustainable Development → Positive outlook towards Solar Power Development.
Source: *37th Annual Report & 38th Annual Report of NEEPCO*		

Well-Being upon Organizational Culture of NEEPCO: An 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. The primary methods of sustaining organizational culture is through the socialization process by which individuals learn the values, expected behaviors, and social knowledge necessary to assume their roles in the organization (Lunenburg, 2011).Organizational Culture is what a group learns over a period of time as that group solves its problems of survival in an external environment and its problems of internal integration. Such learning is simultaneously is a behavioral, cognitive, and an emotional process (Schein, 1990).

Therefore, while talking of organizational culture of NEEPCO, it is typically refers to the norms, values, unwritten rules of conduct, management styles, and inter-personal behavior prevailing among the different departments and production units etc

Table: 3- Elements of Wellbeing Influencing the Organizational Culture of NEEPCO

Sl. No.	Organizational Culture of NEEPCO	Corresponding Wellbeing Factors of NEEPCO
1.	Core Ideologies (1) To operate and maintain Power Stations within NER, India. (2) Become the leading integrated Electric Power company of the country with strong environment conscience.	→Introduction of latest hardware & software technologies. Such as: Very Small Aperture Terminal (VSAT) –a two way satellite ground station, Remote sensing machines, Geographic Information System (GIS), Upgrading the open circuit cooling system etc.
2.	Rituals and Ceremonies: Repetitive sequence of activities, reinforcing the organizational values.	→ Celebration of NEEPCO day. → Prestigious award celebration called Rashtriya Gaurav Award (for the persons having contribution towards power industry). → Academic awards to meritorious students (For employees' wards). → Memento of gold coin (5gm) after retirement.
3.	Material Culture: Cultural expression through symbols or unspoken massages.	→Club membership. →Magazines, news papers & professional literature allowance. →Post retirement medical benefit schemes. →Gardner allowance. →Vehicle repair & maintenance allowance.

4.	Managerial Decision: Inbuilt Philosophy within the Organization.	→ Maintaining workforce competencies. → Nurturing knowledge & skills to promote High level of morale & motivation. →Organizing Training Programs such as: Transfer of Technology (ToT), Association for Overseas Technical Scholarship (AOTS) Scheme, International Project Management Association (IPMA) etc.
5.	Socialization: Process that adapts employees to be the part of organizational culture	→Necessary documents brochures, reports and internal policies are given to all the new joiners to enable them to familiarize with company's procedures and practices. →Proper training to fresher's to keep pace with the growth of the company.
6.	Work-Life Balance: prioritizing betweenwork (career) and lifestyle (health, leisure, family and spiritual development).	→Intra-departmental & Inter-power Station Sports Activities. →Families get together at luxurious hotel.
Source:*37th Annual Report & 38th Annual Report of NEEPCO&Aquinas & Sombala, (2006)*		

The well-being factors include a host of forces and influences that have a powerful impact on the framework of any organization. The power sector organizations are not exception and cannot operate in a vacuum; like any other organization, it also requires wellbeing policies to face the growing challenges. To move through a deeper analysis we attempted to measure the impact of well-being practices upon the two independent categorical groups or the organizational superstructure that is organizational environment and culture, analysis of variance and Co-Variance (ANOVA) is used.

Table-4 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:

(a) **In AGTP**, reveals 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;

(b) **InKHEP, showing** that all the three cadres are of same opinion with significance level higher than set parameter (0.05 < 0.140, 0.638 & 0.412) implying grade wise impact of well-being factors upon OE and OC does not have any significant difference.

(c) **In 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 indicating no statistical significance and thus no significant difference.
(d) **In the Head Quarter** indicating 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.

Similarly, the ANOVA was operated to examine the 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: -

(a) In **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 in AGTP.
(b) **In 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 >/= 0.05, 0.062, 0.05, 0.05 & 0.05) respectively which indicates the statistical significance and 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 does not have any impact of well-being factors upon the OE and OC.
(c) **The result of RHEP** depicts that the department of Engineering, IT, 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 which indicates the 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;
(d) **In the Head Quarters** revealing significance level for the department of CP&MW, HR, IT, 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.

Conclusion

The present paper examines organizational environment and culture which are the long running hidden factors of the organization upon which it stands. The paper also draws a cause effect relationship among the organizational environment and culture with four well-being factors associated with employees working in it. To understand it more closely, paper confirms the linkage of demographic factors to

analysis the impact of well-being factors upon the working pattern and inbuilt core ideologies of NEEPCO. From the statistical test conducted it is found that both the well-being factors and factors of organizational framework are complementary to each other. On one side the environment and culture sets the behavioral boundaries and strategies and on the other hand well-being practices allows and helps the employees to sustain these patter. It is to be noted that irrespective of the above well-being factors discussed there could be many other determinants to examine. In this study only four determinants were analyzed with limited area of four selected power units of NEEPCO. Hence, future research could extend many other numbers of determinants which may contribute more valuable knowledge.

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Appendix

Table:4- Grade Wise Influence of Well-Being upon the OE and OC of NEEPCO

Unit	Grade	Partitioned options	Sum of Squares	df	Mean Square	F	Sig
AGTP	E	Between Groups	894.900	7	127.843	3.551	.237
		Within Groups	72.000	2	36.000		
		Total	966.900	9			
	S	Between Groups	206.000	5	41.200	x	x
		Within Groups	.000	0			
		Total	206.000	5			
	W	Between Groups	1446.929	12	120.577	1.993	.508
		Within Groups	60.500	1	60.500		
		Total	1507.429	13			
KHEP	E	Between Groups	1387.533	13	106.733	2.447	.140
		Within Groups	261.667	6	43.611		
		Total	1649.200	19			
	S	Between Groups	281.159	5	56.232	.718	.638
		Within Groups	391.750	5	78.350		
		Total	627.909	10			
	W	Between	6623.645	28	236.559	1.121	.412

		Groups Within Groups Total	3587.3333 10210.978	17 45	211.020		
RHEP	E	Between Groups Within Groups Total	4836.591 316.500 5153.091	16 5 21	302.287 63.300	4.775	.046
	S	Between Groups Within Groups Total	6941.233 546.500 7487.733	12 2 14	578.436 273.250	2.117	.365
	W	Between Groups Within Groups Total	3680.259 2686.533 6366.792	24 28 52	153.344 95.948	1.598	.117
HQ	E	Between Groups Within Groups Total	4292.863 2145.217 6435.080	25 24 49	171.715 89.384	1.921	.057
	S	Between Groups Within Groups Total	1639.540 742.700 6882.240	16 8 24	383.721 92.837	4.133	.024
	W	Between Groups Within Groups Total	6832.000 536.000 7368.000	17 6 23	401.882 89.333	4.499	.036

Note:*E=Executives, S= Supervisors, W=Workmen, df= Degree of Freedom, F= Fisher Test (ratio of two mean square values), Sig.= Significance*

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Shaping Ethical Behaviors through Teaching Business Ethics- How to create Ecology for Ethical Practice?

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Abstract

Introduction-It is known fact that business faculty in ethics courses spend a lot of time teaching theories of ethical reasoning and analyzing those big, thorny dilemmas—triggering what one professor called "ethics fatigue." It is also evidenced that some students find such approaches intellectually engaging; others find them tedious and irrelevant. However, there are lot of empirical evidences of teaching business ethics integrating ethics curriculum with the higher education elsewhere of the globe. Teaching business ethics for shaping behaviour is incomplete progress of ethical scholarship. But how, which way, is there any best evidence?

Purpose of the work-This paper explores what are ongoing global practice is shaping the ethical behavior of business and management students, attempts identify the best practices from the meta-sources of ethical literature on business curriculum. Secondly, author's attempts to validate ongoing practices for shaping ethical behavior across the various literatures based on review and observations. Thus, the study looks on feasibility for designing ecology for ethical practice for shaping behavior of management students.

Methodology- The study adopts qualitative methodology research engaging review based content analysis of available literature and evidences.

Policy Implications-The outcomes will have policy implication for designing the ethical ecology for ethical practice by the b-schools for shaping the ethical behavior of students of B-Schools.

Conclusion-This paper concludes that shaping the behaviour through ethical practice of students substantiate only the incongruity of outcomes which is an undoubting estimation of scholars of business ethics.

Keywords: Ethical Congruence, Business Practice, Feasibility, Perspective, Teaching

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Shaping Ethical Behaviors through Teaching Business Ethics- How to create Ecology for Ethical Practice?

Ethics in Business Education

Business ethics is a relatively young subject area; it has attracted attention from business schools, faculties, accrediting institutions, and managers alike at end part of 20th Century. Ethics and values became an important concern in the US in the 80's. During the end of decade 1980 the subject of business ethics has got it a surge in the US since the fall of Enron and WorldCom. Jeffrey Skilling, former chief executive of Enron, graduated among the top of his class at Harvard Business School in 1979, thus verifiable fact that the success at profit level does not equate with sound ethical business practice. The controversy led to a number of business schools like Harvard, where the MBA was invented, upgraded their courses to pioneer the subjects such as 'leadership and accountability. In US there are about 500 courses offered in the field of Ethics by various universities. Havard Business School earmarked USD 30 Million in 1987 to focus on teaching Business ethics to MBAs. Thus, in India, AICTE (The All India Council for Technical Education) recommended the inclusion of Business ethics as a course in MBA curriculum in 1995. IIM Lucknow (India) started a course that sought to provide students with an understanding of changing relationship between business and environmental management (As per February

2007, Economic Times). The budding managers should be imparted with the knowledge of social responsibility and ethics. Indian Institute of Management-Calcutta (IIM-C) is already having a management centre for Human Values, and they are publishing a journal on Human values. They are also offering a course on Ethics and Values in Business.

The main purpose of introducing business ethics as the subject in B-Schools was to investigate the links between prevalence of business ethics in the course curriculum and with the corporate practices. Of particular, interests were on the Masters of Business Administration (MBA) courses, as this post-graduate degree is held relatively by very high esteem and many business leaders who possess this qualification. It is unspoken that the need to uphold and maintain the globally high academic standard of an MBA course is of paramount importance not only at that time but today. It was asserted that the most popular way of popularising ethical course curriculum in MBA was teaching corporate social responsibility (CSR) through the provision of optional modules and by the same claimants, is a low cost approach that may not necessarily lead to fundamental change in a business school's core orientation and objectives.

Initially, business ethics and CSR were once viewed as unnecessary subjects, particularly when the core of business activity revolves around immensely different aspects including change management, systems analysis, and financial literacy and marketing 'savoire faire'[1].

Why to Teach Business Ethics to Students?

Business schools of the globe has realised that the time has come for business schools to renew and revitalize their commitment to the centrality of ethical responsibility at both the individual and corporate levels in preparing business leaders for the twenty-first century. In this regard the Centre for Study of Ethics stated "as university graduates progress in their careers it is highly likely that they will attain a role of organizational and moral authority"[2]. Accordingly, the centre emphasises that the graduates should be aware of the various approaches to ethical dilemmas and they should have the ability to:

- Recognise ethical issues;
- Develop critical thinking and self-confrontation skills;
- Cultivate tolerance towards disagreement and the inevitable ambiguities in dealing with ethical problems;
- And elicit a sense of moral obligation and develop a personal code of ethics.

Today, the employers are also showing concern of ethical employees. The employer of Employer of Griffith Tourism expressed their concern for ethics as *"…..we also look at ethics. In our situation, our people are put in incredible positions of trust where they have to assess the risks from government facilities through to companies with extraordinary sensitive matters, and the challenge that we set is quite complex from an ethical point of view. There is no clear cut answer. I would hate someone asking me the question without notice [at an interview] about demonstrating high ethical standards. Regardless of what environment you are working in, obviously that is a pretty key issue, but it is one unfortunately that doesn't get a lot of treatment"*[3]. Bringing close to conclusion on requirement of ethics mentor group of Griffith Tourism stated as *"all work really comes down to relationships, e.g., relationships between clients and suppliers, governments and their electors, bosses and their staff. Relationships are built on trust and without people having a sound ethics and social behavioural code there can be very little trust"*[4]. Above all employers today are becoming more concerned about social and environmental issues. Employers today are becoming engaged in activities that go beyond just making a profit – such as protecting the environment and addressing other social issues such as unemployment, youth suicide, the ageing workforce, etc.[5] The other advantages of teaching ethics are that students need to become aware of the values and attitudes that underpin human behaviour. By learning to think critically, question assumptions, make informed decisions, and use reason, students can develop the abilities necessary to function as ethical and socially responsible citizens.

Here, we are agree to agree that 'the whole man made critical situation demands critical analysis at different levels and spheres, which cannot be understood without knowing the criticality of thinking, values, ethics, and philosophy'.

Squeal in Teaching Ethics

Questions about the appropriate domain, purpose, and focus of the business ethics subject, and more specifically the business ethics curriculum, have long been a subject of discussion amongst business ethics scholars (Crane and Matten, 2004)[6]. Similarly, the researchers and scholars like Furman, 1990[7]; Stark, 1994[8]; Prodhan, 1997[9]; Zsolnai, 1998[10]; Kaler, 1999[11]; Maclagan, 2002[12]; Sims and Brinkmann, 2003[13] questioned and discussed on ethics and ethical education and teaching specially on business education curriculum. At the same time Americans have traditionally had a more positive view of commerce, but two waves of scandals—Enron in 2001 and the global financial crisis in 2008—have decimated that trust. As a result, Americans are more ambivalent about business than they were in the 1990s, and many students entering business school today are eager to revive the focus on virtue[14]. However, the scholars expressed discomfort with the idea that they have any moral authority over their students. This discomfort seemed to underlie their conviction that the function of their courses is not to teach students to behave in a certain way[15]. But, the central question is that if ethics cannot truly be "learned" in significant ways by adults, then the value of corporate ethics training programs would indeed be suspect (except, say, as a cynical form of public relations, or as window dressing for an government regulatory agency). From employers point of view"*.....we also look at ethics. In our situation, our people are put in incredible positions of trust where they have to assess the risks from government facilities through to companies with extraordinary sensitive matters, and the challenge that we set is quite complex from an ethical point of view. There is no clear cut answer. I would hate someone asking me the question without notice [at an interview] about demonstrating high ethical standards. Regardless of what environment you are working in, obviously that is a pretty key issue, but it is one unfortunately that doesn't get a lot of treatment."*[16]

Shaping Professional Values, Ethics and Attitudes

It is convincing that the corporate ethics programs are worthwhile, to the extent that their creators understand what can and cannot be taught and design their programs accordingly. But in contrast, the key is to make a distinction between fundamental moral capacities, which cannot be transformed in grown person (adults) to any great extent, and ethical reasoning and imagination, which can be sharpened and enhanced[17]. The Josephson Institute reinstated *"There are two aspects to ethics: the first involves the ability to discern right from wrong, good from evil and propriety from impropriety. The second involves the commitment to do what is right, good and proper. Ethics entails action; it is not just a topic to mull or debate"*[18]. As an action emulator ethics must teach moral capacities, ethical reasoning and imagination, deliberation and discussion; and finally managing and reinforcing ethical conduct.

Moral Capacities- Almost every human being is born with capacities for sympathy, fellow-feeling, concern about the well-being of others. It is universal that the proper development of these capacities is not automatic, but the vast majority of us have developed these because we've been raised in loving families and made stable friendships at an early age. Every so often, of course, we get a jarring glimpse of someone who never had the requisite nurturing, an adult who is relatively intelligent but who somehow never learned how to be compassionate. Not even the most sophisticated corporate ethics program will be able to create moral capacities out of nothing. In that sense, ethics cannot be taught. Fortunately, 99.99% of businesspeople already have a conscience, and don't need to have one implanted (as if that were possible).

Ethical Reasoning and Imagination

According to Perry, 'applying basic ethical principles like fairness in the workplace isn't always easy. Our consciences can have all of the standard equipment, and yet collectively we may not intuit identical resolutions to specific ethical questions'. Such as-

- Where should you draw the line between a legitimate business courtesy and a bribe?
- How do you hold to exemplary ethical standards when your competitor fights dirty?
- How do you conduct a layoff in the fairest possible manner?

Reaching concurrence on these and many other ethical questions in business is not a clear-cut task, but it's central in forming an ethical corporate culture. Ethics training, in turn, can provide a very useful forum for achieving that needed consensus.

Rightly structured, it can increase employees' awareness of ethical issues, expand the scope of their ethical vision, and spur their imagination of the consequences of their business decisions for various stakeholders of the firm: customers, suppliers, stockholders et al. In that sense, ethics is akin to an attitude of continuous quality improvement.

Deliberations and Discussion

Conceivably and most essentially, a corporate ethics program can simply make ethics a suitable subject of discussion on the job. Most employees want to work for a company where they don't feel they're being asked to abandon their core values in order to succeed in their jobs. *Perry*[19] stated as "yet unless they're given formal opportunities and encouragement from management to discuss ethics, they're likely to be silenced by the few cynics among them who think that ethics is for "wimps" or is irrelevant to the bottom line narrowly conceived". Employees need to hear from management that the company depends on their individual integrity to maintain its good name, and is willing to hear their ethical concerns on an ongoing basis. Ethical discernment in business resembles more of an art than a science, though like science it sometimes requires critical reflection on assumptions and beliefs that we've come to take for granted.

Managing to Reinforce Ethical Conduct

Finally, corporate ethics initiatives must go well further than the written codes and employee workshops. The ethics that are taught in formal settings can be easily undermined in other ways. Employees need to pay very close attention to the subtle (and not-so-subtle) cues given off by their supervisors in day-to-day interactions. Why should employees believe that management is serious about ethical risks if their bosses either don't listen to their concerns or shoot the messengers of unpleasant news? What sense will it make to preach fairness if promotions and compensation are in fact based on who you know rather than individual merit and performance? What message is sent when management allows a salesman to pad his expense account because he's a top performer?

Alternatively, the managers and employees must recurrently make the effort to observe and examine the goals, incentives, pressures, and styles of communication that oblige behaviour in the organization, and ask themselves, are these factors buttressing or damaging the ethical standards which we want to espouse?

Connecting Perry's thinking on shaping the professional values, ethics and attitudes, we can restate that standard code of education and training can play vital roles. Considering the relevance of International Educational Standard (IES 4) for shaping the professional values, ethics and attitude[20] the following guidelines can be re-drafted in tune of potential management professionals. They are, as-

1. The program of professional business and management education should provide potential professional managers with a framework of professional values, ethics and attitudes for exercising professional judgment and for acting in an ethical manner that is in the best interest of business and society and to the profession.
2. The required values, ethics and attitudes of professional managers include a commitment to comply with the relevant local codes of ethics which should be in conformity with the IESBA Code.
3. The coverage of values and attitudes in education programs for professional managerial professionals should lead to a commitment to:
    (a) The public interest and sensitivity to social responsibilities;
    (b) Continual improvement and lifelong learning;
    (c) Reliability, responsibility, timeliness, courtesy and respect; and
    (d) Relevant laws and regulations.
4. While the approach of each program to the learning of professional values, ethics and attitudes will reflect its own national and cultural environment and objectives, as a minimum all programs should include:

(a) The nature of ethics;

(b) Differences of detailed rules-based and framework approaches to ethics, their advantages and drawbacks;

(c) Compliance with the fundamental ethical principles of integrity, objectivity, commitment to professional competence and due care, and confidentiality;

(d) Professional behaviour and compliance with technical standards;

(e) Concepts of independence, scepticism, accountability and public expectations;

(f) Ethics and the profession: social responsibility;

(g) Ethics and law, including the relationship between laws, regulations and the public interest;

(h) Consequences of unethical behaviour to the individual, to the profession and to society at large;

(i) Ethics in relation to business and good governance; and

(j) Ethics and the individual professional managers: whistle-blowing, conflicts of interest, ethical dilemmas and their resolution.

An exploration was conducted in the web blogs on CSR-Blogs in LinkedIn discussion group. In this group 580 participants in globe and 90 participants had participated. While a question is inserted in the discussion on insertion of ethical conduct in the sphere of subjects/modules then the participants reacted under the following threads in column-2 in table-1. The column-3 global participants and column-4 shows Indian participants comments under the discussion threads. For shaping the ethical conducts the discussion threads Corporate Social Responsibility and Global Citizenship is area. Then governance and management of ethics, sustainability are the common global as well as Indian business educators.

Table-1

Area of Ethical Conduct Insertion

1	2	3	4
	Subjects where Ethical Conduct Need Insertion	Total Global Participants = 580; Participants Responded	Total Indian Respondents=90 Response (%)
1	Governance / management of ethics	500 /580 x100=86%	70/90 x100= 78%
2	Corporate social responsibility and citizenship	520/580 x100=90%	73/90 x100=81%
3	Ethics of specific functional areas or professions	380/580 x100=66%	40/90 x100= 44%
4	Economic ethics	490/580 x100=84%	45/90 x100=50%
5	Sustainability	510/580 x100=84%	75/90 x100=83%
6	Theories of ethics (philosophical and religious)	420/580 x100=72%	56/90 x100=62%
7	Ethical dilemmas and decision making	379/580 x 100=65%	46/90 x100=54%
8	Globalization and international business ethics	390/580 x 100=67%	70/90 x100= 78%
9	Stakeholder analysis and stakeholder management	402/580 x 100=69%	56/90 x100= 62%
10	Fraud and corruption prevention	395/580 x 100=68%	61/90 x100=68%
11	Individual moral responsibility	500/580 x 100=86%	71/90 x100= 79%
12	Need or business case for ethics	385/580 x 100=66%	30/90 x100= 33%

How to Teach Business Ethics?

A lot of debate surrounding "how to teach business ethics?", and Whetstone, 1998 pointed out that how best to teach business ethics – what the goals and methods should be. As Dunfee and Robertson (1988)[21] pointed out, it can be a separate compulsory course in the business curriculum, it can be offered as a separate optional course, or it can be integrated into the teaching of other business courses. Although business ethics has not necessarily yet secured a substantial foothold in UK higher education, research suggests that, at least in the form of separate provision (core or optional), the teaching of business ethics has been on the increase in recent years (Mahoney, 1990[22]; Cummins, 1999[23]; Cowton and Cummins, 2001[24]). Such debates about good or best practice are commonplace regarding the teaching of ethics in higher education (Callahan, 1980)[25], but perhaps the most basic questions relate to what place, if any, ethics should have in the curriculum.

Another stream of debates is that on the extent to which universities can develop students' ethical behaviour and social responsibility than any other graduate skills or attributes. They are not really "skills", rather, they are "attributes" or "qualities", which are no doubt they can be learned and developed in a university and institutional context. Most universities have policy on Academic Misconduct, in which ethical behaviour and social responsibility are discussed. At Griffith

University, for instance, the policy states as *"an understanding of ethics, social responsibility and cultural diversity provides students with the ability to consider the impact of their conduct and actions. At University, students are required to behave ethically and responsibly in relation to: cheating in examinations or assessment items; acknowledging the intellectual property rights of others; falsifying or improperly obtaining research data; and assisting other students to cheat. Students are also expected to: treat University staff with courtesy at all times; contribute to a culture of respect and tolerance between students; and demonstrate respect for difference."* [26]

For teaching business ethics a new method can be inserted which known as 'micro-insertion' approach, as a practical approach for the teaching of ethics at business schools[27]. *Rohlfer. S and Slocum, A. (2010)* argued that the instructors can incorporate not only generic or thematic learning objectives for students into this method (i.e., the intended content of what is being taught: in our case, an ethical approach to doing business) but also harness the learning environment outside the classroom when choosing the appropriate mix and timing of micro-insertions. With this in mind, the author *Rohlfer and Slocum* proposed for undertaking a qualitative and case-based research project which endeavours to look for evidence of effectiveness and efficiency in the teaching of business ethics. They examined the coordinated micro-insertion approach in teaching business ethics in an undergraduate business school and within the context of a small, internationally located branch of a US university, also examined the influence of the wider learning environment on the achievement of thematic, micro-inserted learning objectives for students of B-School in Spain.

Another available approach of teaching business ethics is the "principles" approach known as the third approach that derives guiding normative principles teleological from the nature of market activity itself[28]. The principle approach of teaching ethics needs to be reframed under the guidelines of International Educational Standard (IES 4).

Teaching Professional Values, Ethics and Attitudes

i. Firstly, because of the importance of professional values, ethics and attitudes to future professional managers, the presentation of the topic may at first be treated as a separate subject. As the students' progresses, and gain a extensive knowledge of other subjects, it will be appropriate to integrate subject matters. This will encourage students to look for and consider the possible ethical implications of problems being discussed in their study of other subjects.

ii. Secondly, the students need to understand that values, ethics and attitudes run through everything that professional managers do and how they contribute to confidence and trust in the market. Subsequent treatment might address the particular ethical issues likely to be faced by all professional managers and those more likely to be encountered by professional managers in public practice in any particular cultural environment.

iii. Thirdly, Students need to be encouraged to study the role of, and critically appraise, relevant codes of ethics. Students may be invited to view professional pronouncements in this area as a positive effort to create a framework of trust and integrity within which professional accountants can operate. Students need to be encouraged to examine the ethical pronouncements of other professions and examine and discuss other potential approaches for the accountancy profession. Rote learning of codes and subsequent tests of memory will not produce the desired effect.

iv. The presentation of professional values, ethics and attitudes to management students can be enhanced greatly through the use of participative approaches. These may include:

(a) The use of teaching materials such as multi-dimensional case studies;
(b) Role playing;
(c) Discussion of selected readings and videos;
(d) Analysis of real life business situations involving ethical dilemmas;
(e) Discussion of disciplinary pronouncements and findings; and
(f) Seminars using speakers with experience of corporate or professional decision making.

vi. Such participative work will lead those involved to a greater awareness of the ethical implications and potential conflicts for individuals and businesses that may arise from having to make complex management decisions.

Distance learning programs may be limited in offering all these participative experiences, however, as many approaches as possible can be used to enhance the learning experience.

vii. It is important for professional managers to learn from their ethical experiences. With this in mind, education programs need to include reflection when students are required to consider an experience, what went well, what did not work, and what approach may be taken in the future in similar circumstances.

The table-2 indicating the ethical contents mentioned during/at web discussion in CSR-Ethical blog. Where a total 580 numbers of participants (professionals, teachers) found commented and discussed. Out of 580 participants 90 participants are from India. In the table-2 column-3 and column-4 describes discussion of ethical contents in the syllabus (undergraduate) in their respective institutes or courses.

Table-2
Global and Indian Participants in the Blog for Ethics teaching

1	2	3	4
SL No	**Ethical Contents Discussions/Training**	**Global Respondents (% out of 580 respondents)**	**Indian Respondents (% out of 90 respondents)**
1	Accounting ethics	350 (60%)	60 (67%)
2	Business ethics	369 (63%)	57 (63%)
3	Codes of ethics	378 (65%)	45 (50%)
4	Compliance, culture, concepts, tools and training	400 (69%)	39 (43%)
5	Consumer ethics	350 (60%)	60 (67%)
6	Corporate governance and ethics	369 (63%)	57 (63%)
7	Corporate social responsibility	378 (65%)	45 (50%)
8	Ethical management of a company	400 (69%)	39 (43%)
9	Ethical topics in finance	379(65%)	46(54%)
10	Ethics and human resources	390(67%)	70(78%)
11	Ethics and production	402(69%)	56(62%)
12	Ethics and social morality	395(68%)	61(68%)
13	Ethics and work	500(86%)	71(79%)
14	Ethics in economics	385(66%)	30(33%)
15	External debt ethics	350 (60%)	60 (67%)
16	History of ethics	369 (63%)	57 (63%)
17	Philosophy for business administration	378 (65%)	45 (50%)
18	Political ethics	400 (69%)	39 (43%)
19	Professional ethics	350 (60%)	60 (67%)
20	Sustainability	369 (63%)	57 (63%)

Approaches for Teaching Business Ethics

In teaching business ethics teacher faces many of the ethical dilemmas. What would be the role universities or institutes? Whether, the university would tell the students what to do in relation to ethical behaviour and social responsibilities? In this regard the institute of university's role is to help students make their own decisions by stimulating discussion. Either students or faculties are in charge with the task of helping people to develop to the fullest potential and be the best they can personally be. Golman J (2000) stated as "it is not the university's role to do that for its students but to help the students do that for themselves. A university education should enable graduates to make a positive contribution to their communities"[29]. At many of the western business schools, discussions about ethics are typically scheduled as part of most courses offered. The discussions may take different forms in different classes there appears to be even coverage across the curriculum. It is evidenced that in many introductory management students are introduced CSR reports, sustainability reports highlighting the consequences of unethical practice on the quality of annual reporting. Usually, students are encouraged to see that ethics are fundamentally important to the quality of management. In the absence of ethics, management is likely to be manoeuvring to disfigure reality and, consequently, may delude users of the information.

The approach to business ethics teaching may en-capture the following few contents

1. Developing the Ethical Beliefs and ethical Judgments
2. Facilitating students for Taking Ethical Decisions and to initiate ethical Actions
3. Introducing Environmental Factors including Time Pressure and Transparency

4. Developing Psychological, Cognitive, and Other Factors including development of obedience to authority, tackling *conformity bias, management of overconfidence; framing ethical questioning; loss aversion; and finally incremental-ism; tangible and the abstract; self-serving bias.*

The Other Factors one should understand, they are-

- *Bounded Ethicality,*
- *Ethical Fading,*
- *Fundamental Attribution Error*
- *Moral Equilibrium, and*
- *Role Morality*[30]

Thus, any approaches of teaching business ethics may purports only the development of moral reasoning which refers to the reasoning process through which human behaviours, institutions, or policies are judged to be in accordance with or in violation of moral standards[31]. Moral reasoning always involves two essential components:

(a) An understanding of what reasonable moral Standards require, prohibit, value, or condemn;

(b) Evidence or information that shows that a particular person, policy, institution, or behaviours have the kinds of features that these moral standards require, prohibit, value, or condemn.

To evaluate the adequacy of moral reasoning, ethicists employ three main criteria:

- Moral reasoning *must be logical.*
- Factual evidence *must be accurate, relevant, and complete.*
- Moral standards *must be consistent.*

The basic aim development of the ethical ecology; which can be defined as, "ethical ecology is an integrated set (the ethical management conceptual frame) of mental models or interpretations on the world'[32]. Such ethical ecology must nurture moral reasoning among the learners.

In the blogs while inserted the questions asking for the approaches for ethical teaching to management graduates at Post Graduate (MBA) level students, the participating professional in the blog discussed on the following threads (in column-2), numbers of respondents from different participation in the globe 580 (column-3) and 90 (column-4). The respondents' numbers in the column-3 and 4 are reflecting the practices of numbers mentioned in the column of respective institutions and courses.

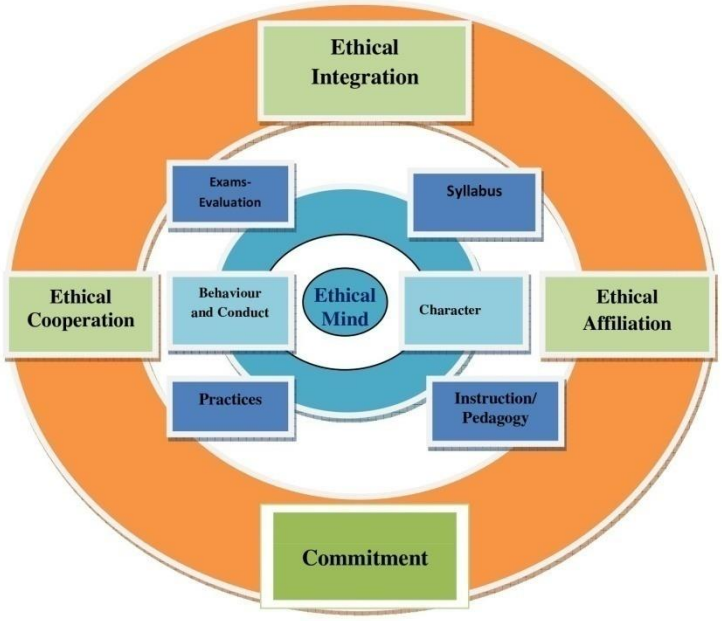
Table-3
Themes on Shaping Ethical Behaviour through Insertion and Integration

1	2	3	4
SL No	**Ethical Teaching (at Post Graduate Module –MBA) : Topics**	**Total Participants = 580 (%)**	**Indian Respondents 90 (% of Indian respondents)**
1	Business ethics terminology/literacy	**400 (69%)**	**38 (42%)**
2	Secular and non-secular need for business ethics	**410 (71%)**	**00 (CP)**
3	Business ethics theories (in simple isolation)	**380 (65%)**	**45 (50%**
4	Business ethics applied to critical and constructive macro-level analysis (say economic- political-social systems that support ethical development)	**450 (78%)**	**47 (52%)**
5	Business ethics applied to critical level analysis (organisational ethics and ethical work cultures)	**390 (67%)**	**38 (42%)**
6	Business ethics applied to firm market stakeholders (employees, investors, creditors, suppliers, distributors, board governance, business partners, competitors)	**350 (60%)**	**60 (67%)**
7	Business ethics applied to firm nonmarket stakeholders (government, community, domestic and global public/ society, media, activist groups, nature, future generations)	**369 (63%)**	**57 (63%)**
8	Business ethics applied to critical and constructive micro-level analysis and individual moral responsibility (individual and group ethical decision-making)	**378 (65%)**	**45 (50%)**
9	Business ethics applied to business functional areas (finance ethics, accounting ethics, marketing ethics, technology ethics)	**400 (69%)**	**39 (43%)**

Creation and Ethical Ecology

In creating and ecology of ethical practices, the educational curriculum has to integrate a host of factors or elements those need adjustment and integration for developing a holistic system as expressed by the participants in blogs. Ethical ecology creations by the business schools and universities of the globe can become as the focal activities for ethical curriculum administration. This curriculum integration is a contextual epithet considering moral mind, moral development, holistic commitment, and holistic collaboration of business houses-administration-students-teachers as appeared in the figure bellow.

Figure: Ethical Ecology



Conclusion

Thus, teaching business ethics is an integrative and insertion practices. Developing strong moral reasoning through teaching ethics in the pursuit of humanity with human judgement is a riposte to the present economic and business humdrum which demands more than the existing practice of teaching ethics for responsive business and business curriculum. It is more important than even teaching business finance and accounts because finance and accounts without ethics is corruption. Thus ethics integration requires a serious thinking for shaping ecology for ethical behaviour.

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