

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

***Satabdi Roy Choudhury**

****Dr. Arup Barman**

*Research Scholar, Department of Business Administration, Assam University, Silchar- 788011;

**Associate Professor, Department of Business Administration, Assam University, Silchar- 788011;

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

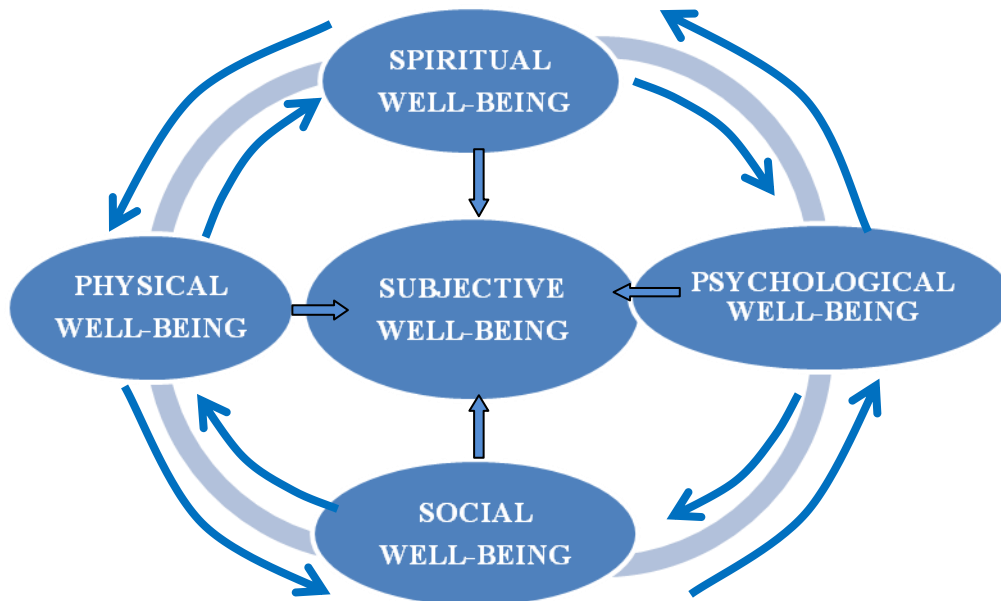
Well-being is a stable state of being well, feeling satisfied and contented. It's a state, consisting of positive happenings in an individual's life in relation to his social, spiritual, economic, psychological and physiological sphere. Thus, wellbeing is not just the absence of disease or illness. It 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%, OTEPC12%. 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:
<ul style="list-style-type: none"> →Medical Facilities →Post retirement medical benefits. →Special allowance to the employees for official tour within the North-Eastern Region. →Life Style Offerings →Consumption Facilities 	<ul style="list-style-type: none"> →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:
<ul style="list-style-type: none"> →Commitment towards Corporate Social Responsibility. →Orientation towards Sustainable Development. →Proper Communication about Management Strategies. →Educational Scholarships for Meritorious Students 	<ul style="list-style-type: none"> →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.
<p>Source: NEEPCO Portal (2010)& Roy Choudhury & Barman (2016), EPRA International Journal</p>	

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.	<p><u>Core Ideologies</u></p> <p>(1) To operate and maintain Power Stations within NER, India.</p> <p>(2) Become the leading integrated Electric Power company of the country with strong environment conscience.</p>	<p>→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.</p>
2.	<p><u>Rituals and Ceremonies:</u></p> <p>Repetitive sequence of activities, reinforcing the organizational values.</p>	<p>→ Celebration of NEEPCO day.</p> <p>→ Prestigious award celebration called Rashtriya Gaurav Award (for the persons having contribution towards power industry).</p> <p>→ Academic awards to meritorious students (For employees’ wards).</p> <p>→ Memento of gold coin (5gm) after retirement.</p>
3.	<p><u>Material Culture:</u></p> <p>Cultural expression through symbols or unspoken messages.</p>	<p>→Club membership.</p> <p>→Magazines, news papers & professional literature allowance.</p> <p>→Post retirement medical benefit schemes.</p> <p>→Gardner allowance.</p> <p>→Vehicle repair & maintenance allowance.</p>

4.	<p><u>Managerial Decision:</u> Inbuilt Philosophy within the Organization.</p>	<p>→ 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.</p>
5.	<p><u>Socialization:</u> Process that adapts employees to be the part of organizational culture</p>	<p>→ 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.</p>
6.	<p><u>Work-Life Balance:</u> prioritizing between work (career) and lifestyle (health, leisure, family and spiritual development).</p>	<p>→ Intra-departmental & Inter-power Station Sports Activities. → Families get together at luxurious hotel.</p>
<p>Source: 37th Annual Report & 38th Annual Report of NEEPCO & Aquinas & Sombala, (2006)</p>		

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) **In KHEP, 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 ($0.05 \geq 0.05, 0.062, 0.05, 0.05 \& 0.05$) 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 patten. 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.

References

1. 37th Annual Report (2012-2013), “*North-Eastern Electric Power Corporation Limited*”, A Government of India Enterprise, Brookland Compound, Lower New Colony, Shillong 793003, Meghalaya.
2. 38th Annual Report (2013-2014), “*North-Eastern Electric Power Corporation Limited*”, A Government of India Enterprise, Brookland Compound, Lower New Colony, Shillong 793003, Meghalaya
3. Aistear (2014), *The Early Childhood Curriculum Framework* (Available online at URL http://www.ncca.biz/aistear/pdfs/PrinciplesThemes_ENG/WellBeing_ENG.pdf; assessed on 28th March 2014)
4. Ghosh, B “*Business Environment*”, PTU Self Instruction Material, Printed Excel Books Pvt. Ltd., A-45, Naraina Phase-I, New Delhi-110028.
5. Field, Prof. J. (2009), “*Well-being and Happiness*”, IFLL Thematic Paper 4 (Available online at URL <http://www.niace.org.uk/lifelonglearninginquiry/docs/IFLL-wellbeing.pdf>; assessed on 14th March 2014)
6. Lunenburg, F.C (2011), “*Understanding Organizational Culture: A Key Leadership Asset*”, National Forum of Educational Administration And Supervision Journal Volume 29, Number 4,(Available online at URL <http://www.nationalforum.com/Electronic%20Journal%20Volumes/Luneneburg,%20Fred%20C%20Understanding%20Organizational%20Culture%20NFEASJ%20V29%20N4%202011.pdf>; assessed on 7th January, 2016)
7. NEEPCO Portal (2010), “*North Eastern Electric Power Corporation*”, A Government of India Enterprise (Available online at URL <http://neepco.gov.in/neepco/#>, accessed on 20th December, 2014)
8. Roy Choudhury, Satabdi & Barman, Dr. Arup (June, 2014), “*Technology and Well-Being- An Evocative Essay*”, Postmodern Openings, Vol.5, Issue 2, ISSN2068-0236 (Available online at URL <http://postmodernopenings.com>; assessed on 1st July, 2014)
9. Roy Choudhury. Satabdi and Barman. Arup (March 2014), “*Holistic Model of Subjective Well-Being -A Proposed Model and Exploration of Contents*”, ZENITH International Journal of Multidisciplinary Research ISSN 2231-5780; Vol.4 (3) (Available online at URL zenithresearch.org.in; assessed on 1st march 2014)
10. Roy Choudhury. Satabdi and Barman. Arup (July-September, 2014), “*Measurement of Subjective Well-Being in Corporate Environment: Development of Scale Based on Holistic Model*”, Pezzottaite Journals, International Journal of Entrepreneurship and Business Environment Perspectives, Vol-3, ISSN (Print): 2279-0918, Online: 2279-0926
11. Roy Choudhury. Satabdi and Barman. Arup (2016), “*Perceptual Concordance on Wellbeing in Power Sector Organisation (A Case Based Exploration on North-Eastern Electric Power Corporation Ltd)*”, EPRA International Journal of

Multidisciplinary Research, Vol. 2 (1), ISSN(Online): 2455-3662 (Available online at URL www.eprajournals.com)

12. Stocks, Alexandra; April, A.Kurt; LyntonNandani (2012), “Locus of control and subjective well-being – a cross-cultural study, Problems and perspectives in engagement”, Vol-10, (Availableonline at URL <http://www.ceibs.edu/images/bmt/bmtevents/mediaevents/2012/03/31/56B8646D873F105BB20645C741A90690.pdf>, accessed on 2013)

13. Schein, E.H (1990), “Organizational Culture”, Copyright 1990 by the American Psychological Association, Vol. 45, No. 2, 109-119, (Available online at URL <http://www.machon-adler.co.il/readers/reader56.pdf>; assessed on 7th January, 2016)

14. SMERA Rating Limited (April16, 2014), (Available online at URL <http://www.smera.in/documents/ratings/NorthEasternElectricPowerCorporationLimited-RR-20140416.pdf> accessed on 17th December, 2014)

15. White, C. S. (April, 2008), *But what is Wellbeing? A framework for analysis in social and development policy and practice*,(Available online at URLhttp://staff.bath.ac.uk/ecsscw/But_what_is_Wellbeing.pdf; assessed on 24th March 2014)

Appendix

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

Unit	Grade	Partitioned options	Sum 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	3587.3333	17	211.020		
		Within Groups	10210.978	45			
		Total					
RHEP	E	Between Groups	4836.591	16	302.287	4.775	.046
		Within Groups	316.500	5	63.300		
		Total	5153.091	21			
S	S	Between Groups	6941.233	12	578.436	2.117	.365
		Within Groups	546.500	2	273.250		
		Total	7487.733	14			
W	W	Between Groups	3680.259	24	153.344	1.598	.117
		Within Groups	2686.533	28	95.948		
		Total	6366.792	52			
HQ	E	Between Groups	4292.863	25	171.715	1.921	.057
		Within Groups	2145.217	24	89.384		
		Total	6435.080	49			
S	S	Between Groups	1639.540	16	383.721	4.133	.024
		Within Groups	742.700	8	92.837		
		Total	6882.240	24			
W	W	Between Groups	6832.000	17	401.882	4.499	.036
		Within Groups	536.000	6	89.333		
		Total	7368.000	23			
<p>Note:E=Executives, S= Supervisors, W=Workmen, df= Degree of Freedom, F= Fisher Test (ratio of two mean square values), Sig.= Significance</p>							