



**TO STUDY AND MEASURE SUBJECTIVE WELL BEING AND ITS
DIMENSIONS AMONG THE EMPLOYEES IN THE SELECT BANKS
IN INDIA**

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ABSTRACT

The employee wellness in the organizations has become emerging field in psychology, human resource management, sociology and those researching and applying wellness in the workplace to conceptualize employee wellness having holistic approach. One of the practical implications of subjective well being is identifying the employee's strengths and use them to increase and sustain their respective wellness levels in the organization. A better healthy work environment in the terms of effectiveness and efficiency can be achieved when subjective well being is applied accurately where the employees get an opportunity to use their skills in the organization. The field of positive psychology is increasing its interest in psychology and positive organizational behaviour has given positive results in the organizations and at individual development. The term employee wellness has broader meaning and is defined as a varying construct depending on the context. When the growth and development of the employee is to be considered the employee wellness should be the focused. The subjective well being is measured through its three dimensions of life satisfaction, happiness conditions and happiness evaluation. This study measures the

subjective well being and its dimensions by administering self designed questionnaire among the employees in Indian banking sector. A data of 474 employees working at different managerial levels was collected. The results showed that subjective well being and its dimensions are high among the employees working in banking sector in India.

Keywords: Positive Organizational Behaviour, Subjective well being, Indian banking sector.

To study and measure subjective well being and its dimensions among the employees in the select banks in India

An employee who is happy and well is a healthy employee. The term employee wellness has broader meaning and is defined as a varying construct depending on the context. When the growth and development of the employee is to be considered the employee wellness should be the focused. The employee wellness in the organizations has become emerging field in psychology, human resource management, sociology and those researching and applying wellness in the workplace to conceptualize employee wellness having holistic approach. One of the practical implications of subjective well being is identifying the employee's strengths and use them to increase and sustain their respective wellness levels in the organization. A better healthy work environment in the terms of effectiveness and efficiency can be achieved when subjective well being is applied accurately where the employees get an opportunity to use their skills in the organization. By changing the working conditions the organization may increase the stress level of its employees if there is lack of support by the organization in achieving goals by the employee.

Subjective Wellbeing is a derivative of the positive psychology field and is focused on the cultivating of positive emotions to ensure the optimal functioning of individuals (Ryan and Deci, 2001). Wellbeing can be defined as the "optimal psychological functioning and experience" (Ryan and Deci, 2001). (Diener, 1984) used the term subjective well-being to describe employees' overall experience in life and suggested that it essentially reflected employees' self described happiness. The meaning of happiness is used to denote the preponderance of positive affects such as joy, interest, and pride over the negative affects such as sadness, anxiety, and anger (Lyubomirsky et al., 2005).

Researchers in positive psychology focused not only on the negative but also on the positive mental states of human experiences in contrast to clinical psychologists which focus only on mental illness (Diener et al 1997). From a clinical psychological perspective,

happiness has conventionally been seen as a state simply with an absence of mental problems (Diener et al 1997, Diener and Biswas-Diener 2000). Subjective Wellbeing derived from positive psychology field and is focused on finest functioning of individuals by developing the positive emotions in them (Ryan and Deci, 2001). Subjective well being is individual's self described happiness and the overall experience in his life (Diener, 1984). According to Lyubomirsky et al. (2005), the other meaning of happiness is presence of as joy, interest, pride etc. which are positive traits over sadness, anxiety, anger etc. which are negative traits in an individual's life.

In recent years, two perspectives concerning happiness have emerged as the primary ones (Ryan and Deci 2001). Firstly, the hedonic perspective emphasizes the importance of subjectivity in happiness and is usually measured with Subjective well being. A person is happy if, and only if, he subjectively feel satisfied with his life and experience more positive than negative emotions (Samela-Aro and Schoon 2006, Kahneman et al. 1999). The other perspective to the hedonic is the eudaimonistic. For an eudaimonian, subjective thoughts and feelings are not the main interest. Instead, well-being is seen as to realize your true self and to strive after important goals in life (Ryff and Keyes 1995). From the eudaimonic perspective, subjective happiness are not an intrinsic goal, but is believed to be an effect of a functional and "true" life (Ryan and Deci 2001). Psychological well-being (PWB) is one of the most common ways to measure eudaimonian happiness (Ryff 1989). Both subjective well being and psychological well being are overlapping constructs, and believed to measure similar, but not identical, mental states (Ryan and Deci 2001).

Wellbeing can be differentiated into two categories; hedonic wellbeing and eudemonic wellbeing (Culbertson et al., 2010). The hedonic aspect of wellbeing refers to subjective emotions such as happiness and the experience of pleasure, and thereby is characterized by the presence of positive moods and the absence of negative moods (Ryan and Deci, 2001). The eudemonic aspect of wellbeing is more cognition based and focused on the motivation individuals possess to achieve their goals and thereby contributes to positive feelings (Culbertson et al., 2010).

It is important to distinguish between subjective wellbeing and happiness, as these two constructs are often used interchangeably, but they are distinctly different. Happiness can be defined as the "high ratio of positive to negative feelings" (Uchida et al., 2004). (Diener et al. 1999) defines subjective wellbeing as "a broad category of phenomena that includes

people's emotional responses, domain satisfaction and global judgments of life satisfaction". By these definitions it is easy to understand why both constructs are often confused and used interchangeably, as both constructs have a focus on the emotional aspects of wellbeing. The difference between happiness and subjective wellbeing is that subjective wellbeing focuses on both the affective and the cognitive aspects of individuals (Ozmete, 2011). For the purpose of this research study only subjective wellbeing will be explored, as it incorporates both the affective and cognitive aspects of individuals.

Subjective Well Being

Subjective wellbeing includes a variety of terms that pertain to how individuals feel and think about their lives, therefore subjective wellbeing focuses on self-evaluations (Ozmete, 2011). (Diener 2000), differentiates four concepts which combined, constitute subjective wellbeing, these are positive affect, negative affect, domain satisfaction and cognitive life satisfaction. Positive affect and negative affect refers to the presence of positive emotions (e.g. joy, happiness) and the absence of unpleasant emotions (e.g. anger, sadness) (Luhmann et al., 2011). Subjective wellbeing refers to an individual's affective and cognitive evaluation of their life. The affective aspect is a hedonic evaluation guided by emotions and feelings, while the cognitive aspect refers to an information-based appraisal of an individual's life (Van Hoon, 2007). The information-based appraisal is used as part of a judgment process, whereby an individual judges whether their life measures up to their expectations.

The evaluation of an individual's life serves as a basis for attaining satisfaction; when individuals feel their lives measures up to their expectations they usually achieve satisfaction (Bakker and Oerlemans, 2010). This evaluation can also take the form of affect, meaning that individuals may experience positive or negative emotions when evaluating their lives. Individuals experience high subjective wellbeing when they (a) are satisfied with their lives and (b) experience frequent positive emotions and infrequent negative emotions (Diener et al., 1991). Subjective wellbeing does not only refer to global judgments individuals make about their lives but it can also be determined by how satisfied individuals are in specific domains in their life, such as in their work life or their marriage (Ozmete, 2011).

According to (Diener et al, 1991) that a person is said to have high subjective wellbeing if satisfied with his or her life, experiences frequent positive emotions such as joy and happiness, and infrequent negative emotions such as sadness and anger.

Need of the study

The rise and growth of banking sector has made it imperative now to study these positive psychological behaviours in the organization to increase efficacy among employees. As Indian banking sector is undergoing through dynamic changes to become a world leader, the need to study these concepts have become necessary. Subjective well being has emerged as a new concept in the field of human resource management. The subjective well being and its dimensions are needed to be measured at an individual level and at the organizational level. The organization's productivity and its efficacy are affected by employees' subjective well being which is reflected in the behaviour of employees. In Indian context no major research has been done as compared to other countries especially in the field of subjective well being and employee behaviour. Further, the studies which have been done are not related to Indian banking sector. Thus, this study, intended to measure the subjective well being and its dimensions among the employees in banking sector in India.

Research objectives

To study the subjective well being and its dimensions viz. life satisfaction, happiness conditions and happiness evaluation of the existing employees in the select banks.

Scope of the research study

The research study is on Indian banking sector and northern region banks are covered under its scope. In total the research study has included seven banks i.e. SBI, two associate banks of SBI, three nationalized banks and three private sector banks. The various employees who are working at managerial position in the above banks would be sample frame for the research study. The various banks included in the study are majorly taken from the states of Punjab, Haryana, Chandigarh and Himachal Pradesh. The banks were selected according to their rank as per the list given in the RBI bulletin for the year 2016-17 according to their deposits.

Research design

The determinants of the variables to be studied in the present research study are well being and its dimensions viz. life satisfaction, happiness conditions and happiness evaluation.

Population and sample size

The managers who are working at various managerial levels in the banks in the states of Punjab, Haryana, Chandigarh and Himachal Pradesh are taken as population of the study. A sample of 474 respondents working at various managerial levels in the banks is the sample size of the research study.

Source of the Data

The data collection has been done from the primary as well as secondary sources. A questionnaire was given to the employees of the banks and the responses become the primary source of the study. The data collected from various books, journals, documented reports, online resources, researches done on the variables etc. become the secondary source of the data.

Data collection tools

To collect the data from the various respondents a self administered questionnaire of subjective well being was employed to the employees of the various banks under the study. The self administered questionnaire is a self designed subjective well being (SWB) scale modified version of life satisfaction scale of Diener et al, (1985) and PANAS scale Watson et al. (1988) having 20 items to measure subjective well being of the respondents working at managerial position in the banks on 7-point Likert scale in the present study. The table 1 below summarizes the reliability coefficients of subjective well being and its three dimensions:

Table 1: Cronbach's Alpha for subjective well being and its dimensions

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Subjective well being	.905	20
Life satisfaction	.916	10
Happiness conditions	.833	7
Happiness evaluation	.754	3

The Cronbach's Alpha for subjective well being is .905 which shows high internal consistency reliability for subjective well being. The dimensions of the subjective well being also shows high internal consistency reliability as for life satisfaction it is .916, for happiness conditions it is .833 and for happiness evaluation it is .754.

4.3 Descriptive analysis of the subjective well being and its dimensions among the employees of the selected banks under study

As can be seen in Table 2 , the mean score for the subjective well being (106.15) falls into the high range suggesting that, on average, the employees score high on subjective well being. This is supported by a median of 110.00. It is seen that for the most part, the employees have high levels of subjective well being. Further, the mean scores of three of the subjective well being dimensions were namely life satisfaction (55.00) which is the highest, happiness conditions (36.32) which is at medium level and happiness evaluation (15.89) which is at lowest level. The subjective well being in total and all the three dimensions of subjective well being are negatively skewed. With all the skewness coefficients displaying negative signs, it is an indication of a negatively skewed distribution, which in this instance means that respondents tended to score on the high side.

Table 2: Descriptive statistics for scores on subjective well being and its dimensions

	N	Mean	Median	Std. Deviation	Skewness	Kurtosis	Minimum	Maximum
Life Satisfaction	474	53.92	55.00	8.54	-1.39	3.31	14.00	70.00
Happiness conditions	474	36.32	38.00	6.88	-1.36	2.52	7.00	49.00
Happiness evaluation	474	15.89	16.00	3.17	-1.02	1.72	3.00	21.00
Subjective well being	474	106.15	110.00	16.83	-1.44	3.42	24.00	137.00

Table 3: Frequency distribution of scores of subjective well being

		Frequency	Percentage
Subjective well being Level	Low Score	6	1.3%
	Medium Score	85	17.9%
	High Score	383	80.8%
	Total	474	100.0%

The frequency distribution Table 3 supports the first descriptive statistics table giving information about subjective well being level of employees. Looking at the mean value it is referred that the majority of employees are at high percentage 80.8%, 17.9% employees are at medium level and 1.3% are at lower level of subjective well being.

Frequency distribution of scores of the dimension of subjective well being i.e. life satisfaction

The frequency distribution Table 4 supports the first descriptive statistics table giving information about life satisfaction dimension of subjective well being level of employees. Looking at the mean value it is referred that the majority of employees are at high percentage 83.3%, 15.4% employees are at medium level and 1.3% are at lower level of life satisfaction dimension of subjective well being.

Table 4: Frequency distribution of scores of life satisfaction

		Frequency	Percentage
Life Satisfaction level	Low Score	6	1.3%
	Medium Score	73	15.4%
	High Score	395	83.3%
	Total	474	100.0%

Frequency distribution of scores of the dimension of subjective well being i.e. happiness conditions

The frequency distribution Table 5 supports the first descriptive statistics table giving information about happiness conditions dimension of subjective well being level of employees. Looking at the mean value it is referred that the majority of employees are at high percentage 77.8%, 20.0% employees are at medium level and 2.1% are at lower level of happiness conditions dimension of subjective well being.

Table 5: Frequency distribution of scores of happiness conditions

		Frequency	Percentage
Happiness conditions level	Low Score	10	2.1%
	Medium Score	95	20.0%
	High Score	369	77.8%
	Total	474	100.0%

Frequency distribution of scores of the dimension of subjective well being i.e. happiness evaluation

The frequency distribution Table 6 supports the first descriptive statistics table giving information about happiness evaluation dimension of subjective well being level of employees. Looking at the mean value it is referred that the majority of employees are at high percentage 71.5%, 26.4% employees are at medium level and 2.1% are at lower level of happiness evaluation dimension of subjective well being.

Table 6: Frequency distribution of scores of happiness evaluation

		Frequency	Percentage
Happiness evaluation level	Low Score	10	2.1%
	Medium Score	125	26.4%
	High Score	339	71.5%
	Total	474	100.0%

Conclusion

The mean score for the subjective well being (106.15) falls into the high range suggesting that, on average, the employees score high on subjective well being. This is supported by a median of 110.00. It is seen that for the most part, the employees have high levels of subjective well being. Further, the mean scores of three of the subjective well being dimensions were namely life satisfaction (55.00) which is the highest, happiness conditions (36.32) which is at medium level and happiness evaluation (15.89) which is at lowest level. The mean value is referred that the majority of employees are at high percentage 83.3%, 15.4% employees are at medium level and 1.3% are at lower level of life satisfaction dimension of subjective well being. The mean value is referred that the majority of employees are at high percentage 77.8%, 20.0% employees are at medium level and 2.1% are at lower level of happiness conditions dimension of subjective well being. The mean value is referred that the majority of employees are at high percentage 71.5%, 26.4% employees are at medium level and 2.1% are at lower level of happiness evaluation dimension of subjective

well being. A better healthy work environment in the terms of effectiveness and efficiency can be achieved when employees are having high level of subjective wellbeing and where the employees get an opportunity to use their skills in the organization. By changing the working conditions the organization may increase the stress level of its employees if there is lack of support by the organization in achieving goals by the employee.

Limitations of the Study

In the research the researcher has to design the research in such a way that all the possibilities are taken into account so that the planned objectives are successfully attained with minimum error and better applicability. The intervening variables are controlled in the research by designing a research plan which minimizes the effect of intervening variables. However in every research there are some limitations which cannot be controlled as the research is done on the working population in banking sector only which limits its generalization on general population and the present study has dealt only with the effect of positive variables and ignores the effect of negative variables. Lastly, the sample size of the research study is taken only from the banking sector in northern India and an effort to study subjective well being of employees was made. The variables should be studied on larger sample for better generalization and applicability.

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