The present study was conducted to examine the differential effects of perceived favorableness of the organization climate, if any, on employee motivation and subjective well-being (SWB). Thus, organizational climate was tapped as an independent variable and the group of dependents variables covered employee motivation (EM) and subjective well-being. In addition to it, the participants were also compared on the two dependent variables from the point of view of demographic variables, such as gender, locale, age and work experience. In order to have three groups of participants from the point of view of their perceived favorableness of organizational climate, they were classified into three subgroups based on their scores on organizational climate. Thus three such groups, called high favorableness (HFG), moderate favorableness (MFG) and low favorableness (LFG) group based on their scores on organization climate scale were formed. The results obtained in the present study are discussed in ten sections in accordance with the presentation of results.

1. Organizational climate and employee motivation
2. Organizational climate and subjective well-being.
3. Gender and employee motivation
4. Gender and subjective well-being.
5. Locale and employee motivation
7. Age and employee motivation
8. Age and subjective well-being.
10. Work experience and subjective well-being.

Now the results are discussed according to the above sequence, in order to make the presentation vivid and easily graspable.
Section-I
Organizational Climate and Employee Motivation

The perceived favorableness of the organizational climate was tapped as the independent variable in the present study. So, in order to examine its differential effects, if any, on employee motivation, the participants were assigned to either of the three groups based on their scores of organizational climate scale (OCS). The employee motivation was measured with employee motivation schedule which provides scores for seven areas of employee motivation and also global motivation score. It may be mentioned again in this context that respondents were assigned to either of the three groups based on the perception regarding favorableness of the climate e.g. high favorableness group (HFG), moderate favorableness group (MEG) and low favorableness group (LFG).

The first hypothesis was that perceived favorableness of organizational climate would exert differential effects on employee motivation. The results related to it are present in tables 5.1, 5.2 and 5.3 sequentially. A perusal of table 5.1 shows the group of employee perceiving their organizational climate highly favorable (HFG) scored a mean value of 230.92 followed by low favorableness group (LFG) with a mean value of 220.00 whereas the group perceiving its climate as moderately favorable (MFG), scored a mean value of 217.84 on employee motivational scale. This very clearly suggests that perceived favorableness of the climate strongly predicts the employee motivation strengths among the employees. Figure 6.1 projects the relative strength of motivation among three POCF groups.

The application of ANOVA produced the F-ratio value of 9.08 and it is significant at 0.01 level. This suggests that the difference between three groups in employee motivation are real, not the function of chance variable.
Fig. 6.1: Organizational favorableness (High, Moderate and Low) and employee motivation (EM)

The employees perceiving the organizational climate relatively more favorable has emerged as more motivated in their job as compared to their other comparative groups (Moderate & Low). But one finding needs specific attention i.e. the group of employees perceiving their work climate as relatively low favorable (LFG) has exhibited higher level of motivation as compared to MFG. How to interpret it, as it is a typical situation. It seems as if the LFG is relatively more committed to its job than that of MFG, and this may be one of the possible reasons behind it. But, since the overall difference is significant so the first hypothesis in its global form is accepted. The hypothesis-1 was that perceived organizational climate would influence employee motivation differentially.

The three groups (HFG, MFG & LFG) were also compared on the different dimensions of organizational climate. The results relating to it are also presented in table 5.1. The need for personal growth is higher in HFG than the other two groups MFG and LFG. The HFG is more aspirant for personal growth whereas the LFG scored the lowest mean. The F-ratio is (F=5.90), being significant 0.01 level, which suggests the differential effects of perceived organizational climate on need for personal growth.
Their comparison on the dimension of need for achievement also produced significant F-ratio (F=4.99) being significant at 0.01 level. The trends of their mean scores are similar to that of first dimension. The HFG exhibited higher strength of motivation (nach) as compared to other two groups.

The need of self control was also found to be higher in HFG as compared to MFG and LFG. Here too F-ratio was found to be significant at 0.05 level (F=3.77).

The need for monetary gain was found to be higher in LFG as compared to the HFG and MFG. It seems as if the LFG, inspite of perceiving organizational climate as less favorable feels that monetary gains are not sufficient. But the difference between the three groups is not significant (F=2.24). This suggests that the difference is not real.

The comparison of three groups on non-financial gains shows that employees having more positive attitudes towards their organization are more oriented towards non-financial gains, such as praise, recognition, participation in programming and so on. The HFG scored highest mean value as compared to MFG and LFG. These two groups are more or less equally oriented towards the non-financial benefits. The F-ratio is significant at 0.01 level (F=6.69) which suggests that the difference between three groups is real, not the function of chance variable.

The three groups also differed significantly in social affiliation and conformity. This need was found to be strongest in HFG as compared to MFG and LFG. HFG exhibited higher tendency of social affiliation and also conformity to organizational prescriptions. The F-ratio in this case of comparison was found to be 9.87, being significant at 0.01 level. Thus the differences between three groups are real, not attributable to chance variable. It is felt the management should try to make the working climate
as comfortable as possible to instill the sense of belongingness among the employees with in their organizations.

The autonomy in works is very important factor to predict employee motivation. If the employees have autonomy to perform their tasks with their own thought and discretion, it will lead to increased motivation among employees. Table 5.1 shows that this tendency has been found to be higher in HFG as compared to MFG and LFG. The LFG has exhibited relatively higher need of autonomy in comparison to MFG. It seems as if this group is not well satisfied with the work conditions and needs more freedom and relaxation to perform its job. The F-ratio (F=7.39) has been found to be significant at 0.01 level suggesting that there is an undisputed relation between organizational climate and autonomy in performing the job.

Thus it is evident that perceived organizational favorableness is an important determinant of employee motivation. The three groups, HFG, MFG and LFG, were found to differ significant in employee motivation on the global level. They were also found to differ significantly on all but one dimensions of employee motivation (Need for monetary gains). It seems as if all the three groups are equally guided by the need of monetary gains. Though differences are there between their means on this dimension of employee motivation, but the F-ratio is not significant. However, taken as a whole, perceived favorableness of the organizational climate exerts differential effects on employee motivation.

Now, after having discussed the results obtained in the present study, some studies done by other researches may be quoted in this context to extend empirical support or to contradict them. Kumar (2014) found that employees with a back up objective need an increased level of motivation and positive organizational climate plays a very vital role. In a study by Ganbari and Eskandari (2014) it was revealed that there is a
significant positive correlation between organizational climate and job motivation, and organizational citizenship behavior. The results of multiple regression analysis indicated that the components of organizational climate, factors of reward satisfaction and role clearness and agreement are most effective in predicting job motivation. The findings of the present study extend empirical support to above conclusions.

Tsai (2014) has reported that employees’ job satisfaction strongly related with the types of company and organizational climate. According to Rahimic (2013) organizations that take steps to monitor and control the organizational climate directly or indirectly exert influence on the efficiency and productivity, as well as the capacity for innovation and job satisfaction, but also and other attitudes towards the work of its employees. Uddin et.al. (2013) argues that organizational culture significantly influences employee performance and productivity in the dynamic emerging context. Rizvi et.al. (2012) also found relationship between motivation with organization climate, engagement, and job security in a service organization. The findings of this study are in accordance with the views as given above.

Purohit and Wadhwa (2012) opine that a high dependency motive indicates that the overall organizational climate is characterized by no initiatives by the people and the employees always look for approval from their senior’s assistance of other in developing oneself. Putter (2010) found that organizational climate is strongly influenced by management support, and that the relation between organizational unit size and organizational climate is mediated by management support. This study has also yielded differential effects of organizational climate on employee motivation.

In a study by Sodhi (2012), no significant difference in teacher effectiveness of secondary school teachers across gender, location, stream
and teaching experience groups was found. The findings of Gul (2008) showed that ‘gender’ and ‘academic title’ were not important in the perception of organizational climate. But Torres, Seghieri and Nuti (2012) obtained that there are ‘gender’ differences in the perception of organizational climate between Teaching Hospitals and Local Health Authorities and it influences their motivation. Noor and Dzulkifli (2013) have suggested that there is a significant relationship between organizational climate and innovative work behaviour. Muogbo (2013) recommends that all firms should adopt extrinsic rewards in their various firms to increase productivity as due to it employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees.

In some other studies also, positive correlation between climate and employee motivation and other aspects of employee behaviour have been reported to exist, e.g., turnover intention (Rentsch, 1990), job satisfaction (Mathieu et.al. 1993; James and Tetrick, 1986; James and Jones, 1980), individual job performance (Brown and Leigh, 1996); (Pritchard and Karasick, 1973), organizational performance (Lawler III et.al, 1974; Patterson et.al. 2004), and innovation (Patterson et.al. 2005).

The results obtained by Baer and Frese (2003) show that climates for initiative and psychological safety are positively related to two measures of firm performance; return on assets and firm’s goal achievement. Bhattacharya and Neogi (2006) found that the employees working for below one year have less favorable perception towards organizational climate and also lower goal setting tendencies than that of the older employees. But this does not get approved in the present study. Patterson, Warr and West (2005) found a positive significance correlation between 5 of the 17 climate dimensions and company productivity. Hackman and Oldham (1980) have also advocated the importance of
organizational climate for organizational efficiency and employee motivation.

Macey and Schneider (2008) opine that high states of employee engagement lead to discretionary effort of employees. Discretionary effort on its turn will lead to better organizational performance (Corporate Leadership Council, 2004). Thus, organizational climate does not only seem to have a direct influence on financial and operational performance, but also indirectly via employee engagement. Koene et.al. (2002), in a study at 50 supermarket stores of a large supermarket chain, found consideration to have a significant effect on organizational climate. Putter (2010) also found organizational climate to exert differential effects on employee behaviour including motivation. Litwin and Stringer Jr (1968) found that different kinds of climate could directly influence levels of job satisfaction. According to other researchers also, there is a positive correlation between climate and turnover intentions (Rentsch, 1990), job satisfaction (Mathieu et.al., 1993) and individual job performance (Brown and Leigh, 1996).

Thus, the findings of the present study are extending empirical support to many of the previous studies conducted by other researchers. These findings very clearly suggest that the management must ensure positive organizational climate for realizing the twin goal of organizations—such as organizational efficiency and employee involvement, commitment and motivation among employees. The motivated employees are without doubt the most precious resource as the progress of the organizations depends to a large extent on the work attitudes and motivational strength possessed by the employees. The motivated employee act as a united team and for them organizational goals is highly valued as they feel identification with the organizations. This induces strong feelings of involvement, motivation and commitment among them. This is a very healthy status for
any organization and the management must focus on it for the better future of the organizations.

As reported by researchers, employees of Maharatna in India feel the working climate very comfortable and as a result of it employee turnover and dissatisfaction are often not faced by the management. In 2009, the government established the Maharatna status, which raises a company’s investment ceiling from Rs. 1,000 crore to Rs. 5,000 crore. The Maharatna firms can now decide on investments of up to 15 percent of their net worth in a project; the Navaratna companies could invest up to Rs. 1,000 crore without explicit government approval. There are currently 7 Maharatnas, 14 Navratnas and 53 Miniratnas-I and 16 Miniratnas-II. The Maharatna companies at present include Bharat Heavy Electricals Limited, Coal India Limited, GAIL (India), Indian Oil Corporation Limited, NTPC Limited, Oil & Natural Gas Corporation Ltd and Steel Authority of India Limited. Although all the organizations cannot achieve the status like that of Maharatna or Navratna, yet efforts can be made for improving working conditions to ensure higher motivational level among the employees, which will ultimately lead to increased performance, satisfaction and so on.


Section-II

Organizational Climate and Subjective Well-being (SWB)

The differential effects, if any, of organizational climate, was also measured on subjective well-being (SWB) among the employees. The results obtained from this point of view are presented in tables 5.4, 5.5 and 5.7. It was hypothesized that differences in perceived favorableness of the climate would exert differential effects on SWB among employees.

A perusal of table 5.4 makes it obvious that HFG scored 97.71, MFG scored 95.78 and LFG scored 93.37, as the means on SWB scale. Thus the group perceiving high favorableness (HFG) has exhibited highest SWB as compared to MFG and LFG. This suggests that the level of perceived favorableness of organizational climate is a strong determinant of subjective well-being (SWB). Whether the difference between the means of three groups is real or attributable to chance variable, F-test was applied to answer this question. Table 5.5 records the F-ratios obtained in this context. The F-ratio is 3.81 which is significant at 0.05 level. This clearly suggests that the three groups really differ in their subjective well-being (SWB) and efforts for organizational goals. The figure 6.2 also shows their comparative positions on SWB scale. Since the F-ratio is significant on global scale, hence the hypothesis-2 is accepted on global level.

Now the three groups can be compared on the different dimensions of employee motivation. Table 5.4 also consists of the results of three groups on different dimensions of employee motivation. A perusal of table 4.4 makes it evident that HFG, MFG and LFG (M=30.60; 28.63 & 28.10) differ significantly on the dimension of happiness. The F-ratio obtained in this case is 10.4, being significant at 0.01 level.
But the MFG and LFG are almost equal in the feelings of happiness. The difference between these two groups on the dimension of happiness is the function of chance variable.

Their comparison on the dimension of coping has not yielded significant difference. Their means on this dimension are almost similar (HFG=18.18; MFG=18.36; LFG=18.55). The S.D. values are also similar, this suggest that the three groups (HFG, MFG, LFG), inspite of being different in perceiving the favorableness of the organizational climate, are on their level equally competent in coping with various situations of life. The F-ratio (F=0.304) is obviously negligible.

But the three groups have scored quite varied means on the dimension of optimism. The HFG, MFG and LFG scored mean values on this dimension 17.31, 16.50 and 14.17 respectively. The HFG scored the highest on this dimension followed MFG and LFG. This suggests that variations in the feelings about favorableness of the organizaional climate influence the optimism differentially. The F-ratio on this dimension (F=11.78) is
significant at 0.01 Level. It means the difference between the three groups is real, not attributable to chance factors. These results very clearly suggest that organizational climate should be made as favorable as possible. This will not be helpful only for employees but the organizations also. The management should give priority to it as it will be instrumental in coping as well as enhancing organizational efficiency also.

As regards physical health, all the three groups have exhibited similar health status. The F-ratio (F=0.47) is negligible. This obviously indicates that three groups of employees (HFG, MFG & LFG) disregarding the perception of favorableness of their organizational climate, try their best for better health and physical well-being. The LFG too, is equally physically healthy. This point is notable, they too are sufficiently competent in dealing with their health requirements, though this group is not desirably satisfied with working climate. It seems as if, they practice the proverb “the health is wealth” in their real life situations.

The comparison of three groups on the dimension of social satisfaction also has not produced significant difference. Their means on this dimension also are almost equal and the F-ratio is not significant (F=2.25). It means the differences between the three groups (HFG, MFG & LFG) are not real, but the function of chance variable. In other words, perceived favorableness of the organizational climate was not found to exert differential effects on social satisfaction among employees. What does it suggest? It obviously suggests that inspite of low favorable perception of organizational climate, the employees also try to enjoy comfortable social relations and sense of attachment with their social networks.

The overall picture is that the three groups formed on the basis of perceived favorableness of the organizational climate were found to differ significantly in global subjective well-being (SWB) and also on its two dimension, viz., happiness and optimism but were not found to differ
significantly on the dimensions of coping, physical health and social satisfaction. The results of multiple comparisons are presented in table 4.6.

Like employee motivation, employee well-being should also be an important concern for organizations as it also is related to organizational efficiency and productivity (Grant et.al. 2007). Extensive evidence indicates that employee well-being has significant impacts on the turnover (Page and Vella-Brodrick, 2009), on the performance (Page and Vella-Brodrick, 2009; Wright et.al., 2007), and on the indirect costs which is related with organizational survival (Danna and Griffin, 1999). This has been found to be true in the present study also. As revealed in this study the three subgroups of employees scored varied means on subjective well-being (SWB), which shows the differential effects of organizational climate on the SWB among employees sampled in the present study. Some studies may be referred to in this context as the evidences.

It was revealed in a study by Meena and Agrawal (2014) that there is positive correlation between organizational climate and job satisfaction, and organizational climate and happiness.

Fulya and Sari (2009) found that teachers’ life satisfaction levels were predicted significantly by the variables of status, coping work-related stress and school administrator which is a sub factor of the quality of school life. Also, teachers’ positive affect was predicted by the variables of status, positive affects towards school and teachers, and teachers’ negative affect was predicted by the variables of coping work-related stress, status and curriculum. This suggests that the quality of life in schools should be improved for better results. If employees are offered flexible work schedule, supervisor and workplace/organization support and trust, their well-being level increases (Jang 2009; Paille et.al. 2010). Zhang (2012) found some human resource management (HRM) policies and practices for improving employee wellbeing, such as employees should
be more involved in work process, trainings and development should include basic skills, board knowledge and deep technical excellence.

According to Hribernik and Mussap (2010), leisure satisfaction was found to predict unique variance in life satisfaction, supporting its inclusion as a distinct life domain contributing to subjective well-being. Additionally, relationship status interacted with age group and gender on differences in leisure satisfaction. This suggests that leisure satisfaction may primarily be influenced by an individual's subjective well-being level as represented by core affect and work climate plays important role in it.

Suh and Koo (2008) state that people from individualistic groups report higher levels of happiness than people in collectivistic ones and that socioeconomic factor alone are insufficient to explain this difference. The socio-cultural context also appears to be a strong predictor SWB. Biggio and Cortese (2013) state that an initial approach, which has permitted the analysis of the relationship between well-being in the workplace and subjectivity, was the study of job satisfaction. Brunstein, Schultheiss, and Grassmann (1998) emphasize the importance of the willingness to define suitable personal objectives (goals) with the scope of encouraging personal well-being. This approach needs to be promoted in the organizations for ensuring positive organizational climate which will ultimately enhance SWB, among employees.

It has also been found that openness to emotional expression and the capacity to create a playful group are connected to well-being in temporary groups while the ability to have open relationships and express one's personal characteristics is seen as a factor in subjective well-being and at the same time as a factor capable of increasing the productivity of those who work in social service organizations (Graham & Shier, 2011). This needs to be promoted to ensure a better climate.
The findings of the present study also make it evident that organizational climate is the significant affecting factor for different individuals and organizational outcomes such as intention to leave (burnout), effectiveness of individual practice, job satisfaction, work attitude and organizational productivity and individual motivation to achieve work outcomes. Similar views have been expressed by some previous researchers also (Neal et. 2000; Ramazaninejhad, et.al. 2008; Crawford, 2008; Asif, 2011). Bahrami et.al. (2013) evaluated the relationship between organizational climate and personnel’s psychological well-being. The results of the study indicated that organizational climate improvement can be considered as a policy for promotion of personnel’s psychological well-being. Purpose in life and personal growth were found to contribute to career commitments (Strauser et.al. 2008). The management must take notice of it.

According to Ryff and Heidrich (1997), work and educational experiences are the strongest predictors of well-being among older adults, whereas reports of family and relational experience are strongest predictors of well-being in midlife. But the findings of the present study do not extend full empirical support to it as the employees of varied experience were found to differ significantly only on the dimension of happiness and social satisfaction of subjective well-being. However, significant difference was obtained on the global scale of the SWB. Thus the situation regarding the relationship between organizational climate and SWB appear to be ambiguous atleast to some extent.

Schaufeli and Salanova (2007) opine that leadership has a very important role in making the organizational climate worker friendly. For instance, a leader could facilitate such a climate through acknowledgement and giving rewards for good performance instead of exclusively correcting substandard performance. What is more, he or she should strive to act
Discussion

fairly, and not act out of self-interest. Such strategies are very much paying for the organizations as well as for the employees, whereas costing very little. The modern management must pay attention to it. Unfortunately, management or the governmental agencies in our country are not sensitive to this aspect of administration. Erdill and Ertosun (2011) also plead this view. After an extensive recent review of the extant literature, Heinrich and Gullone (2006) and Coplan et.al. (2007) concluded that loneliness is a crucial marker of social relationship deficits. Cheung (1998) suggests that organizational climate should be shaped in such way which is perceived by the employees positively.

As regards the findings of the present study, this has been proved in this study also. Briefly stated, organizational climate is undoubtedly a strong predictor of employee’s well-being and it is the responsibility of the management to take due care of if it, otherwise organizations and the employees both will be bound to suffer from various types of problems which will certainly be detrimental to both of the parties and the society as well. Maruti Manesar plant unrest and riot (2012) in which HR manager was burnt to death, 91 employees were arrested and properties of over millions were burnt is an example to open the eyes of the management. After this turmoil on the premises of the company, so many steps were announced to enhance the well-being and working conditions of workers at the Manesar Plant (July, 2012).
Section-III

Gender and Employee Motivation

Whether gender is differentially associated with employee motivation? To answer this question, the male and female employees were compared on the scale of employee motivation schedule. It was hypothesized that the two groups would differ significantly in their motivational level. The results obtained from this point of view are presented in table 5.7.

Table 5.7 shows that the global mean scores of male and female groups of employees are 224.38 and 220.66 respectively. Though there is apparent difference between the two means, yet the application of CR has not produced significant difference. This very clearly suggests that the two groups do not differ in global employee motivation. The comparative status of the two groups can also be observed from figure 6.3. These findings lead to the conclusion that gender has not emerged as a determinant of employee motivation. Both the groups of employees appeared to be almost equally motivated. The third hypothesis that male and female employees would differ significantly in motivation, is therefore rejected.

Fig. 6.3: Mean scores of Male and Female employees on Employee motivation scale
The comparison of the two groups (Male vs Female) on the different dimensions of employee motivation has also not yielded significant differences between their means. The two groups appeared to be almost equally guided by the needs of personal growth, achievement, self-control monetary gains, affiliation and autonomy. It seems as if the opportunities of operating in similar organizational context has reduced the traditional assumptions of gender biases, and now a days females are also marching towards the establishment of their own self-identity and status in society. The modern women are also trying for their betterment and empowerment and have the desire to walk and control the circumstances and responsibilities like their male counterparts. The era of modernization and open access to women also to those opportunities, which were previously captured by males only, is of course instilling the sense of personal competence self efficacy and managerial aspirations. It is felt that it is a good symptom for our society, which has been discriminatory towards women. It indicates that this group which has about 50% share in population is preparing for becoming nationally productive population. This feeling among them needs to be promoted and facilitated to make this segment of our society equally effective, creative and productive for the nation. It will certainly give impetus to them which will ultimately boost our economy and their socio-economic and political status also. These results suggest that the society should now change its assumptions regarding women’s commitment.

As regards extending empirical support or contradicting the previous studies, this study has yielded mixed bag of results. For example, the findings of the present study extend support to the view of Sodhi (2012) who obtained no difference in employee motivation among male and female employees. Oztekin and Isci (2013) also did not obtain gender based difference in employee motivation. But contradicts the findings of
Shalmani et.al. (2015) who reported significant differences in employee motivation in relation to the gender of the employees. Torres et.al. (2012) have concluded that male and female employees differ in their perception of organizational climate which lead to differences in their motivational strength also. Meena and Agrawal (2014) also obtained differences in male and female employees from this point of view. But the results of the present study contradict their findings. The findings as whole suggest that this area of research needs more studies to remove the ambiguities regarding the effects of gender on employee motivation.

Section-IV

Gender and Subjective well-being (SWB)

It was hypothesized that gender would exert differential effects on subjective well-being (SWB). In order to examine this hypothesis, the male and female respondents were compared on SWB scale and the results obtained from this point of view are presented in table 5.8.

A perusal of table 5.8 makes it obvious that the results obtained on SWB scale between male and female respondents are not very different. The male group of employees obtained a mean value of 95.21 whereas female group scored 96.71 as its mean score on global scale of SWB. Figure 6.4 also projects their status on SWB.

It is evident from table 5.8 that there has not been found significant difference on global measure of subjective well-being. The CR is 1.15 and it is not significant, thus leading to the conclusion that the difference between the male and female employees on employee motivation scale is attributable to chance variable. Gender has not emerged as a determinant of employee SWB.
A comparison of male and female employees on the different dimensions has also not produced clear picture as regards their SWB. It is obvious from table 5.8 that only on the dimension of happiness, the CR (2.33) has been found to be significant (P=0.05). But on the other dimensions such as coping, (CR=0.55), optimism (CR=1.18), physical health (CR=0.97), and social satisfaction (CR=1.15) differences between their means are not significant. These results lead to the conclusion that SWB is not differentially affected by the gender of the employees. However, in happiness, the female employees have been found to differ significantly. This may be interpreted in the way that females probably enjoy more pleasure in their families and also social good will in the organizations. This may be a reason for the difference in their level of happiness. Since with sole exception to happiness, the two groups have not been found to differ significantly either on the global measure of SWB or on its dimensions, the proposed hypothesis is, therefore, with slight reservation is rejected. Thus gender has not emerged as an important predictor of SWB. Harnois and
Gabriel (2000) have suggested that organizational climate should be made comfortable for better results.

If the results of this study are compared with the results obtained in previous studies, which are no doubt scarce in number, a mixed bag of scenario will be felt. For example, Joshi (2010), like the present study could not get significant difference between male and female employees in their subjective well-being (SWB). Similarly Gul (2008) also did not find gender influence in employee well-being. The studies conducted from this point of view are extremely scarce, so further studies are obviously needed.

**Section-V**

**Locale and Employee Motivation**

The impact of locale on employee motivation may be noticed from table 5.9. It was hypothesized that locale would exert differential effects on employees regarding their strength of motivation. But the results obtained in this case do not present the picture as it was assumed to be obtained. Here too, like the gender, differences between the means of the two groups on employee motivational scale, either global or dimensionwise have not been found to be significant. This indicates the role of chance variable, not the locale in employee motivation.

A perusal of table 5.9 shows that the mean of rural employees on employee motivation scale is 221.39 whereas of urban employees is 224.23. Although, urban employees have exhibited higher level of motivation as compared to their rural employee counterparts, but the difference between the two means is not significant (CR=1.02). Their comparative position on the global scale may also be observed from figure 6.5. Since C.R. value is not significant, hence, the assumption that locale exerts differential effects on employees regarding motivation is not sustainable.
Their comparison on the different dimensions has also produced similar results with an exception on the dimension of need for social affiliation and conformity. In this case the urban employees have exhibited relatively higher need for affiliation and conformity as compared to their rural counterparts. Here the CR has been found to be 2.03, being significant at 0.05 level. This clearly suggests that the difference between their means on the above dimensions is real, not the function of chance variable. The nuclear set-up of life in rural areas in particular and in cities in general is of course responsible for it.

But the differences between the means of rural and urban employees on other dimensions are not significant. The CR values obtained for need of personal growth (CR=0.62), need for achievement (CR=0.14), need for self-control (CR=0.14), need for monetary gain (CR=0.72), need for non-financial gains (CR=1.14), and need for autonomy and self-actualization (CR=0.14) are negligible. These results make it clear that the rural and urban employees are more or less equally need oriented on the above dimensions of motivation and also in the motivational strength as a whole.

![Fig. 6.5: Locale of employees and employee motivation strength.](image-url)
This finding clearly demonstrates that locale is losing its differential effects on employees in the modern society. As it is obvious today, the people are moving towards urban areas for their livelihood where they find their model for comparison and thus try to move and achieve parallel to them. Their context is changing, and not only this, cultural transmission from urban contexts are taking place in rural areas also. This mobility is reducing the gap between the two groups (urban and rural) regarding their way of life and thought processes and orientation. The two groups were serving, in the similar institutions, which may also be said to a factor in reducing the variations in the strengths of their motivations. The changed socio-cultural contexts appear to be minimizing the differences in motives among the rural and urban groups of employees. However, one thing is very clear that urban employees are more in need of affiliation as compared to the rural employees. They seem to be not fully satisfied with social interactions and friendly gestures from their contexts. This needs the attention of management and they should try to manage the situation to make them socially satisfied and happy. The community programs may be of good importance to meet this need (Malik, 2013). The studies conducted in this area are practically non-existent; hence further researches may be helpful to throw lights on the controversial aspects.

**Section-VI**

**Locale and Subjective well-being**

Like motivation, subjective well-being (SWB) was also assessed in relation to the locale of the employees. It was hypothesized that the employees of rural and urban background would differ significantly in their subjective well-being. The results obtained from this point of view are presented in table 5.10. The figure 6.6 also shows their means on SWB scale.
It is obvious from this table that the two groups (rural and urban) of employees have not obtained very varied global means on SWB inventory (Rural=95.42 and Urban 95.93). The rural employees seem to be feeling more or less equal well-being and meaning in life as compared to their urban counterparts. The C.R. has been found to be not significant (CR=0.40). Thus, as a whole, the two groups are statistically not different in their feelings of SWB. Though the rural group has exhibited slightly higher level of SWB, but the difference is not significant. Thus the difference between two groups on SWB scale (global) is attributed to chance factor and the proposed hypothesis is rejected. The expectation that locale would exert differential effects on SWB is not sustainable.

The comparative position of rural and urban employees on the different dimensions of SWB may also be observed from the same table 5.10. It was hypothesized that two groups of employees would differ significantly on the different dimensions of SWB. But the results are not in accordance with the hypothesis. Their mean scores on all the dimension are almost similar.

![SWB means of Rural and Urban employees. No difference is observable.](image)
The CR between the two groups (Rural and Urban) on the dimension of happiness is negligible (CR=0.32). There is no difference in the level of their happiness. Locale has not exerted differential effects on it. Both groups appeared to be equally happy. As regards their coping ability, again they have been found to be equally efficient in dealing with the adverse circumstances of life. The CR is negligible (CR=0.81). The two groups were also found to be equally optimistic. The CR is not significant (CR=1.87). It seems as if both the groups have equally benefited from education, modernization and means of communication. Since, there is no difference in their happiness and coping ability, so the difference in optimism between them not being significant can easily be understood. The coping ability enhances the optimism and this seems to be a probable reason for it.

The two groups were also not found to differ significantly on the remaining two dimensions of SWB; i.e. physical health and social satisfaction. The CR on the dimension of physical health was found to be negligible (CR=0.22). The difference between the two means was not found to be significant. Hence, the difference between the two groups is attributed to chance variable. Their comparison on the dimension of social satisfaction also did not yield significant difference. Both groups appeared to be enjoying similar level of social satisfaction from their social networks. In present day society, awareness to physical health has comparatively highly increased as compared to the past and all groups of people are more or less equally oriented to better health status. People are extending their social networks for facilitating their different types of activities and commanding good will for comfortable social life and pleasure. Any one having the desire of social affiliation tries his or her level best to enjoy comfortable social relationships and increasing the quality of life specially, social life. There are no studies available in this area of research. The results of the present
study demonstrate no differential effects of locale on SWB. The studies to be conducted in the future are expected to throw additional light on the relationship between locale and SWB among employees.

**Section-VII**

**Age and Employee Motivation**

The present study also attempted to examine the significance of difference between the different age groups on employee motivation scale. Table 5.11 shows that there were three age groups of employees in the present study, viz., age group 21-35 (A), 36-45 (B) and 46-65 (C). The employees of three age groups were compared using descriptive and inferential statistics to analyze the data. Thus the results obtained are presented in table 5.11, 5.12 and 5.13 successively.

It was hypothesized in the present study that variations in the age of employees would exert differential effects on their motivation. It can be seen from table 5.11 that the three age groups of employees have scored the mean values of 224.59, 224.59 and 219.77 respectively. Thus, the senior most employees (Age Group=46-65) have exhibited lowest motivation levels as compared to their two counterparts. The young and moderately young employee groups have scored similar mean values on employee motivation scale. So, in order to see the significance of difference between their means, ANOVA was used and thus the F-ratios obtained are presented in table 5.12. It is negligible. This suggests that the age based groups of employees are more or less equally motivated in their job. Thus, age did not emerge as a predictor of employee motivation.

The comparison of the age based groups of employees has also not yielded significant differences on the different dimensions of employee motivation. They have not been found to differ significantly on any other dimensions of motivation. Their means on the different dimensions such as
achievement, personal growth, self-control, monetary gains, non-financial gains and social affiliation and conformity, are almost similar. The F-ratios are negligible. The multiple comparisons have also yielded similar results.

![Bar chart showing mean scores by age group](image)

**Fig. 6.7: Age and Employee motivation.**

The CR values for the different dimensions of employee motivation viz., personal growth, achievement, self-control, monetary gains, non-financial gains, social affiliation and conformity autonomy and self-actualization have been found to be 0.03, 0.75, 0.83, 1.77, 0.78, 0.68 and 0.92 respectively. But none of these C.R. values are significant. These results clearly suggest that age has not emerged as a determinant of employee motivation. The findings are not in accordance with the assumption of the present study. The proposed hypothesis is, therefore, rejected.

**Section-VIII**

**Age and Subjective Well-being**

As described previously, age was not found to exert differential effects on employee motivation. What may be its effects on subjective well-being (SWB) was another objective of the present study to be studied in
relation to the age of employees. Table 5.14 shows the results obtained from this point of view. Figure 6.8 also depicts SWB (Global) in relation to age of employees.

A perusal of table 5.14 makes it obvious that on the global scale of SWB, the age groups of 21-35, 36-45 and 46-65 have not been found to differ significantly. The F-ratio (F=1.25) is not significant. Table shows that first and third age groups employees have exhibited similar well-being, whereas the well-being exhibited by the middle age group is the lowest. It seems as if the middle group faces more problems related to overall well-being. The first age group and third age group have obtained higher mean values than the middle age group. The middle age groups appears to be suffering more from the problems which might be probably interfering with the SWB of this group more strongly than the other two groups. But the C.R. is not significant (CR=1.25). Hence, the difference is attributed to chance variable. In other words the difference in their SWB is not real, not caused by age factor but by chance variable. It was hypothesized in this context that age would exert differential effects on SWB, but it did not appear to be true.

![Fig. 6.8: Global SWB in relation age of employees. No significant difference was revealed.](image-url)
There are five dimensions of SWB as measured in the present study. The comparative positions of these groups on the different dimensions of SWB may also be noticed from the same table (Table 5.14). It is obvious from this table that only on one dimension of SWB, significant difference has been obtained. This is the dimensions of happiness. The first and third age groups scored relatively higher on this dimension in comparison to the middle group. The SWB level in the middle age group has been found to be lower than the other two groups. The CR value has been found to be significant ($F=3.86$). This suggests that the three groups differ significantly in the feelings of happiness. Thus, the difference between the three groups on happiness dimensions of SWB is real, not the function of chance variable.

But on the remaining four dimensions of SWB, significant differences between the three groups were not obtained. For example, CR on the dimensions of coping (CR=0.51), optimism (CR=1.95), physical health (CR=0.68), and social satisfaction (CR=1.30) were not found to be significant. This very clearly suggests that the three age groups are more or less feeling equally on the above dimensions. They appear to be equally competent in coping, have equal optimism about life and world, feeling almost similar about health related aspect and seeking equal satisfaction from their social networks. Thus age of the participants was not found to a clear predictor of different aspects of SWB. Multiple comparisons also present the same picture. However, they differed significantly on the dimension of happiness of SWB. The proposed hypothesis is not fully sustainable, but is partially accepted, as the significant F-ratio was found only for the dimension of happiness.

The studies evaluating the effects of age on subjective well-being are hardly available. However, promoting SWB is essential for the betterment of employees as well as the organizational performance.
Harnois and Gabriel (2000) after an extensive study have suggested that efforts must be made to enhance the SWB among employees. Grant et.al. (2007) have suggested that by changing managerial styles, subjective well-being among employees may be increased. Though these findings are not directly related to the present study, yet very clearly indicate the importance of working context from the point of view subjective well-being among employees.

Section-IX

Work Experience and Employee Motivation

It was hypothesized in the present study that work experience would exert differential effects on employee motivation. So, this section deals with this hypothesis related findings. In order to ascertain the differential effects, if any, of work experience on employee motivation, the employees were divided into three experience based groups, namely experience 1-8 years (A), experience 9-20 years (B) and experience 21-35 years (C). The scores of these groups on employee motivation were subjected to descriptive and inferential statistics and thus the results obtained are presented in table 5.17, 5.18 and 5.19.

It is observable from table 5.17 that the senior employees group (A) have exhibited the highest level of motivation (M=224.85) followed by younger (M=222.24) and middle experience group (M=221.81). This apparently shows that elder experience group of employees are relatively, more work motivated as compared to other groups of employees. The figure 6.9 also projects their status on employee motivation scale. No doubt, there are apparent differences between the mean scores of three experience groups of employees (A, B & C) on global motivation scale, but the differences between their scores are not significant. This suggests that the difference between their scores on
employee motivation scale is not real, but the function of chance variable. The F-ratio is just 0.45 only, being negligible.

![Mean SWB vs Experience Group](image)

**Fig. 6.9: Employee motivation and work experience**

The comparison of three groups on the different aspects of employee motivation scale has also not yielded significant differences. Although, differences apparently have been obtained, but, none of the F-ratios are significant. Here again, it is obvious that experience has not exerted differential effects on motivation among employees. The differences between their means on the different dimensions are very marginal. However, it was expected that level of employee motivation would increase as the experiences increases, but the results have gone otherwise. It seems as if, the employees of all the experience groups are more or less equally motivated in their job. The need of personal growth, achievement, self-control, monetary gains, non-financial gains, affiliation and conformity and autonomy and self actualization appear to be equally valued to the three groups of employees. The CR values and multiple comparisons, both tell the same thing. These results indicate that the participants of this study are not in habit of aspiring for future betterments. All the three groups appeared to be more or less similar in their drive for
various types of motivational growths. These results also suggest that they are equally satisfied with what they have achieved so far. They do not think of taking additional stress for achieving more in their lives.

But this state of affair is good neither for employees, nor the organizations they belong to. The sample of this study was constituted with college teachers, and teachers are said to be less risk taking and also being easy going. This attitude needs to be changed for their own better achievement and also for the organizational efficiency. This suggests that there may be a need of changing leadership style with aspiring tendency and career building programs for making them more motivated in their lives (Wiener et al. 1982; McLeod & Clarke, 2013). It is an open fact that the employees working in corporate and MNCs are more aspirant and career oriented as compared to the employees working in educational institutions. This tendency needs be changed to improve institutional and the employee efficacy as well.

The employee motivation strength is the backbone for the organizational performance and if its employees are not driven by the needs of personal growth, achievement, self-control, monetary gains, non-financial gains, social affiliation and self actualization, they can not achieve anything new in their lives (Maslow, 1943). The strength of motivation is the key for success and its reduced level will make the employees dull and inactive. They will not like to take risk in their lives. It will be almost impossible for them to change the status quo in life. Teaching is a creative job and the staff or senior group is expected to strengthen the needs such as achievement, growth and self-actualization. But results are surprising that it is not accordance with the social expectations. The manager, principals and other related governing agencies must take it seriously for the proper utilization of faculty resources.
Section-X

Work Experience and Subjective Well-being (SWB)

Like employee motivation, subjective well-being among employees was also measured in relation to their work experience. It was hypothesized that employees with varied job experience would differ significantly in their subjective well-being (SWB). The three work experience groups (1-8; 9-20 and 21-35) were compared on SWB scale and thus the results obtained are presented in table 5.20, 5.21 and 5.22 respectively. Figure 6.10 also projects their status on SWB scale.

It is obvious from table 5.20 that experience group of 21-35 years has scored a mean value of 98.11 followed by experience group 1-8 years (M=95.38) and experience group 9-20 years (M=10.79). The senior most experience group has scored the highest mean on SWB scale which indicates that the senior experience group of employees has reported higher level of subjective well-being as compared to other experience groups. When the scores of three experience groups were subjected to ANOVA, the F-ratio was found to be 2.88. But it is not significant. Thus, the three groups of employees based on their experience did not differ in their feelings of subjective well-being. The SWB was not found to be related to experience of employees. Hence the differences between the means of three experience groups are attributed to chance variable. It means the experience did not emerge as a determinant of SWB.
The comparison of the three groups based on job experience (A, B & C), also could not yield differential effects of work experience on subjective well-being (SWB). Table 5.20 shows that on some dimensions of SWB, there are apparent differences between the means of three experience groups (A, B & C) but the differences are generally not significant. The F-ratios obtained for the five dimensions of SWB—happiness, coping, optimism, physical health and social satisfaction are 2.83, 1.97, 0.67, 0.73, 3.18 and 2.29 respectively. Only the F-ratios obtained on happiness and social satisfaction dimensions are significant. On these dimensions the group of participant with experience range 21-35 (A) scored the highest. This group also scored highest on the global scale. The remaining three areawise F-ratios and the global F-ratio are not significant. These results show that the three groups of participants reported differential SWB only on happiness and social satisfaction. The overall difference is not statistically significant. Thus, it can be remarked that experience factor exerted only limited effects on SWB among the participants of the present study. The proposed hypothesis is, therefore, only partially accepted.
Thus, the results obtained in the present study are not in accordance with the proposed hypothesis. It was expected that employees would vary in their SWB in relation to their varied experiences in their profession, but the results do not fully approve it. This suggests that respondents sampled in the present study are not distinctively influenced by their experience backgrounds as regards the SWB. These findings do not extend empirical support to Ryff and Heldrich (1997) who obtained relationship between experience and SWB. Bhattacharya and Neogi (2006) are of the view that younger employees perceive their work climate less favorably. It means senior employees perceive it differently. This variation should cause variation in their SWB also. But the results of this study do not extend support to the above assumption.

According to Barnes et.al. (2009), older employees need more comfortable climate for their subjective well-being. The senior participants in this study have no doubt exhibited relatively higher SWB as compared to other two groups, but the difference is not significant. This suggests that they are in need of a relatively more comfortable climate. If it is in practice, the SWB of senior and also other experience groups may enhance. If it happens so, it will be much more paying to them as well as the organizations to which they belong. It will lead to increased performance efficiency. Bevan (2010) obtained that employees with high SWB commit less accidents. Similar views have been advocated by Bevan et.al. (1997) also.

Some scholars have suggested that by changing managerial styles (democratic, participative styles) SWB can easily be enhanced among employees (Grand et.al. 2007). McLeodt and Clarke (2014) have reported that certainty of employee engagement enhances well-being among employees. But how to explain the findings of the present study? The participants of this study were regular employees and of varied experience.
But it could not exert differential effects on SWB. This makes the present researcher conclude that factors other than employee engagement may be responsible for the present results. It is felt that their working climate should be made more interesting and employee friendly to be conducive for enhanced subjective well-being. This idea matches the view expressed by Wiener et.al. (1982) who plead that in order to increase employee satisfaction and enhancing well-being among them, the present working climate must be restructured from time to time, so that it does not become obsolete. The working conditions in colleges are generally traditional and restructuring or changing administrative style is just like a dream and dreams are rarely realized. It is felt that working conditions in our college need to be overhauled for the better future of the faculties, the students, institutions and the society as a whole.