# Sector Specific Analysis Of Organisational Happiness And Wellbeing Based On 'Gnh Of Business' Logic

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## ABSTRACT

The importance of wellbeing in organisational operations has increased in recent years (particularly as a result of Covid -19). Underlying these expectations is the need to ensure employee happiness, satisfaction and organisational conditions. The new expectations require changed leadership behaviour, decisions and organisational preparedness. The aim of our research is to investigate the conditions of employee happiness and wellbeing in an economic sector specific comparison. There are several approaches to the study of wellbeing in the literature, but all of them focus on employee satisfaction/dissatisfaction by highlighting some characteristic. To enable managers in organisations to respond to needs and make appropriate decisions using the right tools, a holistic approach is needed. Therefore the 'GNH of Business' logic was applied in the research. The study focused on 768 enterprises in a small country in Central and Eastern Europe. Following the Bhutanese computational logic, simple and complex statistical analyses were carried out using SPSS 26 software and PLS - path analysis. Authors investigated whether business organisations differ by economic sector in the conditions they can offer their employees to enhance happiness and thus organisational performance. The results show that the companies in the country under study (in all sectors) fall into the average rating category. However, there is a significant difference between organisations in different economic sectors in terms of which organisations are the most well-performing, satisfied and happy. This result provides guidance for both employers and employees seeking employment.

**Keywords:** 'GNH of Business', happiness, wellbeing, organisational conditions, economic sectors, PLS regression

## 1. Introduction

It feels natural that the world around us has sped up in recent decades. But few people realise how much this has a negative impact on our well-being. Stress, pressure to perform, time pressure, overwork - these are all symptoms that can be generated by the constant rush (Belwalkar & Vohra, 2017). These negative effects can have an impact on our personal lives, our work relationships and our behavior (Greyling et al, 2021). Although personal stress is also a serious problem, in this study we focus on its organisational consequences. The question is, what indicators can we use to measure the negative effects on organisational

functioning that are the consequences of human overstress? How satisfied, balanced and happy are employees and to what extent is the organisation able to provide the necessary conditions for this? Many methods are known and used to measure organizational performance, but none of them take into account the negative impacts on human factors due to the efforts made to achieve performance goals (Santos et al, 2018; Patriarca et al, 2018; Sookdeo, 2019; Chib & Gaurav Sehgal, 2019; Bravo & Hernandez, 2021; Vanlaer, 2022). What is needed is a model that takes a holistic view of employees' feelings about the workplace and, at the same time, the conditions provided by the organisation. The two together show the underlying causes of organisational performance and their interrelationships. Among the long-established computational procedures in the literature, the model developed in the context of the Buddhist religion, known as the 'GNH of Business', stands out for these properties, especially in alternative/Buddhist economics. The original version of the model (GNH), which measures happiness at the societal level, has been tested and applied in several countries (Kamei et al., 2021; Namgyel, 2021). A version measuring organisational happiness has been developed in the last few years (Zangmo et al., 2017; 2018) and has only been tested in domestic (Bhutanese) organisations. Our research aimed to provide evidence that the method can be applied to organisations in any economy, regardless of religious and national cultural conditions. To this end, we launched a survey in 2021 among university staff teaching economics in a European Christian country, and then studied business organisations in the country. In this paper, we report on the results of the latter survey.

Our research questions. Can differences in organisational happiness be identified between economic sectors? How and in which areas do organisational conditions influence employee satisfaction and happiness?

Based on the gap of scientific literature and the research questions the aim is to assess the recently (2017-18) developed Bhutanese computational methodology and the underlying parameters that qualify organizational performance, targeting organizations operating in domestic conditions. The research followed the logic of the original questionnaire and the thresholds of the rating, ensuring that the method is independent of geographical, social and religious criteria. The results of the research are presented after the theoretical chapter.

## 2.      Literature Review

Measuring the success of organisations has changed over the last few years. A purely profit-driven mindset has been replaced by the objective of achieving a Triple Bottom Line (TBL), which simultaneously addresses the values of profit, social responsibility and environmental sustainability (Elkington, 1998; Rambaud & Richar, 2015). Employee and public expectations have also evolved and transformed the global economy. Workers now seek meaning in their work, rather than seeing it as a means to meet basic needs. It is also increasingly important for businesses to meet high ethical standards (Chandler, 2007; Chandler & Heins, 2016). Communities now expect organisations to be socially innovative, culturally aware and environmentally responsible. There is therefore a demand for businesses to manage with an openness that provides public transparency of their operations. To promote socially responsible behaviour, such efforts are necessary to foster customer loyalty and investor confidence ((Jose & Lee, 2007; Johnson et al., 2018).

In addition to sustainable organizational functioning, research on organizational happiness has gained momentum in the last few years, thanks to the pandemic situation (Bakar et al., 2018; Sarkar, 2021). Research is underway around the world to enable organisations to create conditions for their employees that simultaneously meet the requirements of sustainability and wellbeing as a result of a trust-based organisational culture (Omar et al., 2018; Rastogi, 2020). The GNH

logic and calculation method meet these challenges. It provides an opportunity to examine organisational behaviour and values, and seeks alternative motivations for employees, managers and the enterprise as a whole.

The question may arise: why the 'GNH of Business' and why not another, more familiar and more commonly used measurement method? The answer lies in the complexity of the method. The TBL measures three domains: economic, social and environmental, while the 'GNH of Business' measures five domains: economic, social, environmental, spiritual and mental. The latter two provide the additional information that can measure the characteristics that are becoming increasingly prominent in organisational life in the context of wellbeing. When measuring the performance of organisations, TBL is based on profit, employee satisfaction and environmental impact (Zak, 2015; Hammer & Pivo, 2017). The 'GNH of Business' takes into account the mental and spiritual wellbeing of people in addition to the economic performance of organisations. Both concepts aim to improve the sustainability of organisations and their environmental and social impact while increasing profits.

This means that the complex concept of 'GNH of Business' allows for the examination of several areas, providing more support for management decisions Vajpayee, et al., 2017; Vajpayee, 2017; Namgyel, 2021). At the same time, this method of calculation is not yet widespread in Western societies, because organisations may have difficulties in combining results from different areas and comparing results. A further challenge is to meet the requirements of the Buddhist philosophy (Vajpayee, 2019; Vajpayee & Sanghani, 2022). (If we look deeper into our present economic activities and the functioning of our organisations, or into our daily lives, we can see that it is this philosophy that best serves the requirements of sustainability). Due to its novelty, the 'GNH of Business' logic does not yet have detailed guidelines on how to apply it, making it difficult to put into practice.

## 2.1 The logic of 'GNH of Business'

In order to bring the reader closer to the understanding of the 'GNH of Business' logic and the conditions for its applicability, a brief overview of the underlying thinking is given. The GNH is based on Buddhist teachings and was first conceived by Jigme Singye Wangchuck, the 4th King of Bhutan in 1972. He declared that Gross National Happiness is more important than Gross Domestic Product (GNH Centre, 2023). This idea led to the creation of an indicator that measures the level of satisfaction of society in mental, physical, and emotional domains. Overall, it can be used to rate the level of happiness of a society. It is based on a specific questionnaire, a set of criteria determining the acceptability of responses and a simple calculation method. The GNH measures 9 domains: psychological well-being and spirituality, quality of life, health, time use, education, culture, good governance, community life, environment and environmental diversity. The GNH was originally conceived as a measure of overall national happiness, but following its logic, the GNH business framework was developed in 2017 and further developed in 2018, called 'GNH of Business', which measures happiness at the organisational level. The index, calculated on the basis of the model, assesses organisational happiness by dividing the 9 domains of the GNH into two parts. Five domains rate employee satisfaction and four domains rate organisational conditions (see Figure 1). The simple weighted arithmetic average of these domains is the happiness index for the organisation.
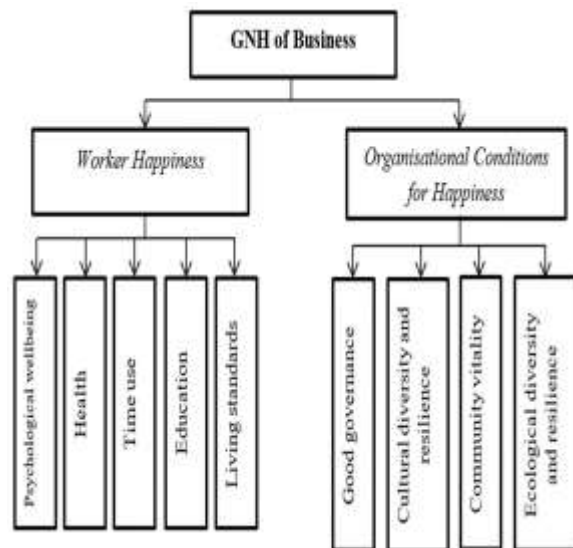
Figure 1. 'GNH of Business' framework

The main domains that can be tested under the model can be further subdivided into indicators and then into further elements that can be measured directly. Thus, using the items tested in the questionnaire and the threshold table, a happiness index for each organisation can be easily calculated.

Through the elements that can be measured, it is possible to see that a complex logic is being applied that holistically encompasses the measurement of all the organisational values that can be described in the terms mentioned at the beginning of the paper (Omar, 2018; Sánchez-Vázquez & Sánchez-Ordóñez, 2019). It is possible to assess, through each indicator, the level of the organisation's culture of trust, the well-being and satisfaction of employees, the decisions of managers to ensure environmental and economic sustainability and, as a result, organisational happiness (Newman, 2019; Benuyenah & Pandya, 2020; Catalino, & Tov, 2022; Tov et al., 2022; Feito, et al., 2023; Charles-Leija, 2023; Choudhary & Kunte, 2023). The model has the potential to not only replace all previous measurement methods, but also to add elements that were not detectable in previous studies. This is particularly true for solutions used in happiness research (Zangmo et al., 2017; 2018).

In the literature, there have been numerous publications showing that the perception of happiness, satisfaction and wellbeing of employees in different economic sectors can have completely different values (Tov & Nai, 2018; Watson et al., 2018; Alves et al., 2019; Rahimi et al., 2020; Akpa, 2021; Huete-Alcocer, 2022). In addition, the influence of national culture must often be taken into account. In sectors where male-dominated activities predominate, the culture is naturally different from that of female employment (Krajcsak, 2018; Bianchi et al., 2022; Lu et al., 2022). Similarly, differences may arise when weighing the predominance of intellectual and physical activity. The way in which organisational management thinks and values, and hence the decisions they take to ensure sustainable management, can also affect the working conditions of employees (and hence their well-being and happiness) (Bataineh, 2019; Fotiadis et al., 2019; Vinberg & Danielsson, 2021; Arghode et al., 2021). These factors influence not only tangible but also psychological wellbeing feelings. These ideas guided me when starting this research, looking for answers to the research questions formulated at the beginning of the study.

Taking into account all of the arguments described above, the 'GNH of Business' logic forms the basis of our practical investigations. In addition to answering the research questions, we aim to demonstrate the applicability of the 'GNH of Business' logic and computational method in non-Buddhist contexts.

## 3. Research Methodology

*3.1* Conceptual model and hypotheses development

The research questions were driven by the interrelationships in the GNH methodology on the one hand and the sectoral differences approached from the workers' perspective on the other.

RQ1: Are there differences in employee happiness between economic sectors?

RQ2: In what way do the organisational conditions of happiness influence employee

happiness?

The empirical studies aim to identify factors that significantly influence employee happiness, building on theoretical foundations. SPSS Statistics 22 software was used for the analysis phase of the research. The interpretation of the model constructs is summarised in Table 1. The first half of the table shows the aspects of worker happiness (5 indicators) while the second half shows the dimensions of organisational conditions for happiness (4 indicators).

**Table 1. Conceptualisation of latent variables.**

| | Domains | Weights | Definition |
|---|---|---|---|
| worker happiness | Psychological wellbeing | 20% | Psychological wellbeing domain is a construct that attempts to capture both cognitive judgments and affective feelings of workers (Steptoe et al 2015). The domain is measured through eight indicators: job satisfaction, trust, workplace environment, workplace engagement, discrimination, harassment, positive emotion, and negative emotion (Fatime et al, 2023). |
| | Health | 20% | Workers' health is a determining factor, which can have both positive and negative effects. Health and productivity are closely linked (Waddell & Burton, 2006) and can be enhanced and health risks reduced through workplace programmes (Loeppke et al., 2015). It is composed of indicators such as occupational stress, nature of work, common spaces for various non-work purposes, safety, injury, illness, and disability. |
| | Time use | 20% | Time use plays a key role in work and non-work aspects of life. The domain is measured by six indicators: Work-life balance, work schedule, working hours, sleeping hours, work's implication on social life, rest & break at workplace. |
| | Education | 20% | The education domain incorporates human resource indicators such as workplace skill development and training programme that attempt to capture opportunities for professional and personal development (Kuzminov et al., 2019). Indicators: Professional development, skills development, scholarships. |
| organisational | Living standards | 20% | The domain of living standards relates to material comfort provided by business establishment to its workers (Zangmo et al. 2016, 26 p.). Indicators: pay and allowances, Satisfaction with basic and net pay, retirement benefits, leaves, fringe benefits. |
| | Good governance | 25% | Responsibility and commitment are the building blocks of good governance (Jamali et al 2008).The domain expresses business's foundation to conduct business processes with ethics, integrity, and transparency (Rendtorff, 2019). Indicators: Local employment, workplace issues, compliance with law, audit, attrition, salary gap. |

| Domains | Weights | Definition |
|---------|---------|------------|
| Cultural diversity | 25% | Culture is key for understanding the history of a community, and its preservation has an essential role in protecting ecology, creating vibrant communities, and sustaining local economies. Businesses as a part of society have a role in ensuring that culture of the locality is recognised, respected, and promoted. Hence, understanding the nature of local culture and heritage is vital (Zangmo et al., 2016 p. 35). Indicators: Cultural volunteerism, cultural donation, cultural promotion. |
| Community vitality | 25% | Businesses have social obligations towards the local community and play an important role in community building (Hui et al., 2021). Indicators: Community volunteerism, community donation, damages to infrastructure, affect on community health, raw material sourcing, community feedback. |
| Ecological diversity | 25% | Environmental benefits are long-term and intergenerational and therefore cannot be replaced by monetary value (Costanza et al., 1997). Measuring this is almost commonplace and in some cases mandatory in the business world (Rehman et al., 2021). Indicators: Emission assessment, solid waste assessment, environmental volunteerism, environmental donation, eco-products and services. |

Source: own construction

The following hypotheses were formulated on the basis of the relationship framework of the model (Figure2):

H1. Following the GNH calculation principle, a significant difference by sector can be detected for the indicator of worker happiness.

H2. Organizational conditions of happiness moderately explain employee happiness.
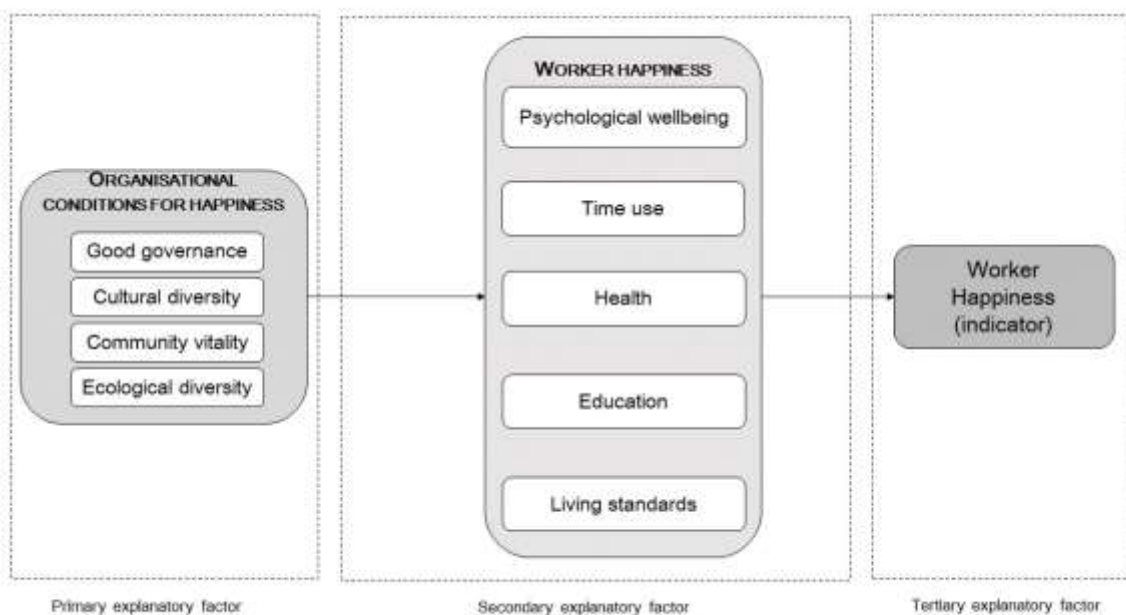
Figure 2. Theoretical research model

## 3.2. Method

In order to answer the research questions, the path analysis method was used, which is in fact a series of multivariate linear regression estimates (OLSs) built on each other. This statistical method decomposes the zero-order linear correlation between the explanatory and explained variables into two components, one of which is the effect that the explanatory variables have directly on the dependent variable of the model, and the other is the influence that the independent variables exert through other intermediate variables (Szekely & Barna, 2008). As a method for regression models, the backward procedure is justified, as it first incorporates all variables into the model and then eliminates them one by one in such a way that the explanatory power of the model does not change significantly (Pierna et al., 2009). The first step of the process is to examine the combined effect of the primary variables on the indicators belonging to the secondary group. The second step is to express the combined effect of the primary and secondary variables on the tertiary components. In the last step, all variables are included in the regression model and significant relationships with the paths identified need to be examined (Géza & Aron, 2009). In order to identify sectoral differences, an one-way analysis of variance was the appropriate method, as it can detect sectoral differences in employee happiness as a function of variance with appropriate post-hoc analysis.

## 3.3. Data collection

In order to avoid the influence of different socio-economic contexts, the research targeted respondents who work in companies in the same country (Erthal & Marques, 2018). The study population consisted of managers and employees of companies in a small country in Central and Eastern Europe. Access to the respondents was provided by the Orbis database, which contains business information on 400 million companies. The screening process was adjusted for location, company size and sector, as well as Bhutanese criteria (operating time > 5 years, number of employees > 20) which resulted in more than 13,000 companies with email addresses. The original questionnaires were used in the survey, translated into the native language of the respondents, with the same structure and criteria. The online survey and data collection was carried out through the Lime survey platform, which respondents completed anonymously in approximately 25-30 minutes. The central theme of the questionnaire was the 'GNH of Business', which according to a defined methodology (Zangmo et al., 2017) investigates employee happiness and organizational conditions of happiness through 9 domains. This means that two questionnaires were sent out, one asking for employees' opinions (5 domains), the other asking for managers' opinions on organizational conditions (4 domains). To evaluate the results, we first applied the Bhutanese computational logic to determine the 'GNH of Business' index. After calculating the index of organisational happiness, further analyses were carried out to find out whether business organisations differ by economic sector in the conditions they can offer their employees to enhance their happiness and, through this, organisational performance. To evaluate this, simple and complex statistical analyses (ANOVA, path analysis) were performed using SPSS 26.

## 4. Results and Discussion

### 4.1. Sample Characteristics

Of the questionnaires sent out, about 5% were returned with an incorrect or unknown recipient message. Unfortunately, the return rate of completed (complete or started) was not very high, at around 9%. After filtering out the incorrect and incomplete completions, the total number of evaluable responses after data cleaning was 768. The largest proportion of

completers (46.69%) work in services and manufacturing, while those working in agriculture were less than 2% represented in the sample. Half of the respondents work in the tertiary sector (51%) with the proportion of those working in the secondary sector being half that (24.77%). The largest gender gap is in community services, where three times as many men as women work, while in construction and energy services, men outnumber women by twice as much. University or higher education is over-represented (75.03%) compared to the overall population, which may be partly due to the length and complexity of the questionnaire. The details of the sample are illustrated in Table 2 in relation to sector, gender and education.

| Employees' demographics | | | | | | | |
|---|---|---|---|---|---|---|---|
| Sector | Gender | Primary school | Vocational training | Secondary school | University | PhD | SUM |
| Agriculture | male | 0 | 0 | 1 | 6 | 0 | 7 |
| | female | 0 | 0 | 2 | 2 | 1 | 5 |
| Total % | | 0.00% | 0.00% | 1.90% | 1.42% | 7.14% | 1.56% |
| Extraction of row material | male | 1 | 1 | 1 | 7 | | 10 |
| | female | | 5 | 2 | 4 | | 11 |
| Total % | | 25.00% | 20.69% | 1.90% | 1.95% | 0.00% | 2.72% |
| Manufacturing industry | male | 0 | 2 | 20 | 44 | 1 | 67 |
| | female | 2 | 7 | 11 | 70 | 2 | 92 |
| Total % | | 50.00% | 31.03% | 19.62% | 20.18% | 21.43% | 20.62% |
| Utilities - energy | male | 1 | 0 | 21 | 68 | 0 | 90 |
| | female | 0 | 1 | 11 | 41 | 1 | 54 |
| Total % | | 25.00% | 3.45% | 20.25% | 19.29% | 7.14% | 18.68% |
| Construction | male | 0 | 0 | 4 | 16 | 0 | 20 |
| | female | 0 | 1 | 1 | 10 | 0 | 12 |
| Total % | | 0.00% | 3.45% | 3.16% | 4.60% | 0.00% | 4.15% |
| Trade | male | 0 | 2 | 14 | 25 | 0 | 41 |
| | female | 0 | 2 | 9 | 16 | 0 | 27 |
| Total % | | 0.00% | 13.79% | 14.56% | 7.26% | 0.00% | 8.82% |
| Service | male | 0 | 1 | 22 | 94 | 1 | 118 |
| | female | 0 | 7 | 14 | 61 | 1 | 83 |
| Total % | | 0.00% | 27.59% | 22.78% | 27.43% | 14.29% | 26.07% |
| Community service | male | 0 | 0 | 21 | 68 | 4 | 93 |
| | female | 0 | 0 | 3 | 26 | 2 | 31 |
| Total % | | 0.00% | 0.00% | 15.19% | 16.64% | 42.86% | 16.08% |

**Table 2. Characteristics of the sample**

Source: own construction

## 4.2.   The results of the research

One-way analysis of variance (ANOVA) was used to explore possible differences between sectors. The first step of the analysis was to check the variance homogeneity of the sectoral employee happiness scores (Levene statistic = 0.762 df = 7 significance > 0.05). The F test (2.619; significance < 0.05) proved that significant differences between groups

(sectors) could be detected, while a post-hoc test (LSD method) helped to detect significant differences between sectors. Based on the sample results, the happiest workers are in the extractive sector (48.69) but here the response rate was very low, followed by construction (46.94), which may be due to the fact that the production volume of the construction sector in 2021 increased by 29% compared to the base year 2020. For the year as a whole, producer prices in the construction sector were on average 11.4% higher than the previous year (ksh.hu). By sector, workers in community services had the lowest average value (39.62). This is supported by the results of multiple comparisons, as this sector showed the most significant differences compared to the others, but the impact of COVID-19 certainly had an effect here, as trade also had an average value of only 40.25.

**Table 3. Sectoral employees' happiness**

| Sector | Employees' happiness | Multiple comparisons | | |
|---|---|---|---|---|
| | Dependent variable | Independent variable | Mean difference | Sign. |
| Agriculture | **40.63** | | Manufacturing industry | 8,02* | 0,032 |
| Extraction of row material | **48.69** | Extraction of row material | Trade | 8,44* | 0,036 |
| Manufacturing industry | **40.67** | | Community service | 9,06* | 0,017 |
| Utilities - energy | **45.58** | Manufacturing industry | Utilities - energy | -4,90* | 0,008 |
| Construction | **46.94** | | Construction | -6,27* | 0,044 |
| Trade | **40.25** | | Trade | 5,32* | 0,024 |
| Service | **42.41** | Utilities - energy | Community service | 5,95* | 0,002 |
| Community service | **39.62** | Construction | Community service | 7,31* | 0,022 |

Source: own construction

If we look further into the components of employee happiness, we can clearly identify the areas that need to be improved in the sector and where there are major gaps in relation to each other. Both variance homogeneity and the F-test gave significant results for each of the five dimensions. In terms of psychological well-being, it is clear that the construction sector stands out and scores better than almost all other sectors in this respect. Within the sector, the main problem areas are negative emotions and workplace harassment (verbal, physical sexual). In terms of the questions for the indicators examined, this indicates that overall they are not very happy at work and feel anger, sadness, frustration and disappointment more often than is acceptable. In particular, these problems are identified in sectors where men are significantly more represented (extractive and community services). In contrast, the work environment in the area shows a high score in almost all sectors, i.e. respect, motivation and a sense of job security and pride in one's work. In the 'Health' domain, stress scores were the worst, due to overtime and unpredictable work schedules. Lack of 'Common Space at Work' came second in this negative ranking, most notably due to the lack of common spaces. In sectoral terms, the energy sector performed best, while agriculture and manufacturing lagged far behind. In 'Education', there are very few opportunities for training and development

in all sectors. This is illustrated by the fact that only one pair of sectors showed a significant difference. Within the time use component, the lack of breaks at work is critical in almost all sectors. For the well performing construction and manufacturing sectors, the lack of sleep time is more of a constraint for workers. All

indicators in the area of 'Living standards' are very low, reflecting a lack of support for wages, fringe benefits and preparation for retirement, with the sole exception of energy management where the weighted total score was above 9, significantly better than almost all sectors.

**Table 4. Multiple comparison**

| Multiple Comparisons | | | Mean Difference | Sig. |
|---|---|---|---|---|
| Dependent Variable | | | | |
| PSYCH | Construction | Extraction of row material | 3,08160* | 0,003 |
| | | Utilities - energy | 2,90799* | 0,005 |
| | | Trade | 2,88836* | 0,011 |
| | | Service | 2,25241* | 0,025 |
| | | Community service | 3,32000* | 0,002 |
| HEALTH | Extraction of row material | Agriculture | 3,33333* | 0,033 |
| | Utilities - energy | Agriculture | 2,93651* | 0,024 |
| | | Extraction of row material | 1,20811* | 0,015 |
| | | Trade | 1,25949* | 0,047 |
| TIME | Extraction of row material | Utilities - energy | 1,56746* | 0,046 |
| | | Trade | 1,95997* | 0,019 |
| | | Service | 1,69391* | 0,028 |
| | | Community service | 1,68229* | 0,034 |
| | | Extraction of row material | 1,30144* | 0,045 |
| | | Utilities - energy | 1,66667* | 0,011 |
| | Construction | Trade | 2,05918* | 0,004 |
| | | Service | 1,79312* | 0,005 |
| | | Community service | 1,78150* | 0,007 |
| EDUCATION | Construction | Extraction of row material | 2,48200* | 0,033 |
| LIVING STANDARS | Extraction of row material | Construction | 2,99405* | 0,03 |
| | Manufacturing industry | Community service | 1,68426* | 0,004 |
| | Utilities - energy | Agriculture | 2,97222* | 0,044 |

**Multiple Comparisons**

| Dependent Variable | Mean Difference | Sig. |
|---|---|---|
| Extraction of row material | 2,95988[*] | 0 |
| Construction | 4,68056[*] | 0 |
| Trade | 3,33454[*] | 0 |
| Service | 3,55431[*] | 0 |
| Community service | 4,64414[*] | 0 |

Source: own construction

The path analysis result (Figure 3) is a good representation of how the indicators of the 'Organisational conditions for happiness' significantly influence the indicators of employees' happiness. The method chosen was the backward procedure which consists of including all variables in the model and then eliminating those except those that do not significantly reduce the explanatory power of the model and no longer have a significant effect in the new model construction (Sutter & Kalivas, 1993). Psychological wellbeing is most influenced by 'cultural diversity' ($\beta$=0.400) together with 'community vitality' ($\beta$=0.332), but the other two items have a lower than medium effect. The explanatory power of this submodel is the best, with an adjusted $R2$ of 0.497 (49.7%). The explanatory power of education ($R2$ = 39.4%) and 'living standards' ($R2$ = 35.9%) is also good, with 'cultural diversity' also having the highest impact ($\beta$edu=0.406 and $\beta$liv=0.389 respectively) and the other three factors having $\beta$ values ranging from 0.141 to 0.269. The dimension of 'health' is most influenced by 'community vitality' ($\beta$ = 0.232) but essentially all other 'organisational conditions' (governance: $\beta$ = 0.194, cultural diversity: $\beta$ = 0.197, ecological diversity: $\beta$ = 0.203) have almost the same effect, but the explanatory power is significantly lower than for the previous submodels ($R2$ = 21.7%). For time use, only 'good governance' ($\beta$ =0.187) and 'community vitality' ($\beta$ =0.182) have significant effects, with an explanatory power of 12.1%. Employees' happiness is deterministically influenced by the five components on which 'living standards' ($\beta$ =0.371) and 'education' have the largest impact ($\beta$ =0.316), which were virtually the two most critical components in employees' evaluation.
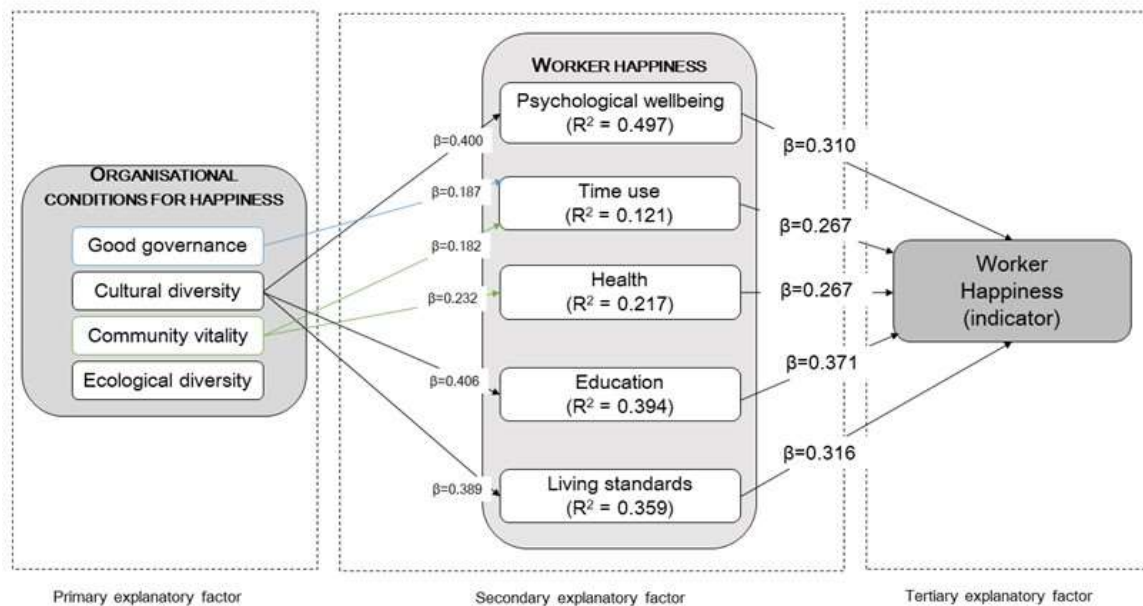
Figure 3. Summary of the model results

## Acknowledgements

## 5.      Conclusion

Based on the Bhutanese logic calculation method, the happiness scores of domestic organisations fall into the average value band based on the values in the standard table. This means that it is possible to identify areas (including indicators that need specific improvement) which, subject to managerial decision, can, with appropriate intervention, increase the well-being (happiness) of employees at work. In this context, and depending on organisational conditions, they can bring about a positive change in performance. The results of the statistical analysis show that there is a significant difference between organisations in different economic sectors in terms of which

organisations have the highest levels of well-being, satisfaction and happiness among employees.

Overall, the methodology used and its results provide a holistic overview for both employees and managers of organisations. This helps to directly identify areas for organisational improvement. It supports a balanced focus on sectoral improvements for decisions at higher levels. An outstanding result of the research - which creates the opportunities mentioned here - is that we have demonstrated the applicability of the 'GNH of Business' method independent of Buddhist culture. This paves the way for a wide application of this method of Buddhist economics.

To increase the acceptance of GNH of Business, the following options are preferable:

- Providing more detailed and easy-to-understand guides on how to apply the assessment method so that companies can more easily apply and interpret the results.
- More collaboration between researchers and experts to improve the application of the GNH of Business, so that its criticisms and shortcomings can

be corrected.

- Demonstrate the application of the GNH of Business to companies to show them the results and encourage them to use the method.
- To produce more studies on the results of the application of GNH of Business, so that the profession can learn about the benefits of the method and contribute to the growing recognition of GNH of Business.
- Active involvement of policy makers and organisations that support the use of GNH of Business in promoting the concept to motivate more companies to adopt it.
- Companies that apply the GNH of Business concept will make their reports public so that the results and experiences can be shared with other companies.

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