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## MEASURING ORGANISATIONAL WELL-BEING AND HAPPINESS BASED ON GNH LOGIC

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**ABSTRACT.** Among the indices used to measure organisational success, soft factors' role has become more important. Among these, well-being and organisational happiness are particularly important and are becoming more prominent in light of the pandemic. Their measurement is a challenge for management, as the available methods/indices developed in previous years, only partially cover the areas to be assessed. The aim of our research is to find an indicator that allows measuring employee satisfaction, well-being and happiness in a holistic approach. The logic of the best-estimated method (GNH of Business) is presented through a survey of an organisation. The results show that the measurement tool, developed in the context of Buddhist culture, can be adapted to European culture successfully. Based on a detailed analysis, gaps (requiring immediate managerial decisions) can be precisely identified as well as the areas for intervention by decision-makers. The balanced development of the organisation can be ensured following the logic provided by the method (based on a clear overview of all areas).

**JEL Classification:** D23, I39, M50, O35

**Keywords:** business, GNH, organisational happiness, satisfaction, well-being, welfare

### Introduction

The events of the last few years in the economic world have drawn attention to key success factors that, although it has been in the thinking of management at the level of talk, has been neglected in strategic decisions. In the field of human resources, the growing need for employee well-being requires a number of organisational interventions and business model changes (Becchetti & Cermelli, 2018). The changes caused by the pandemic increasingly demand to meet employee expectations, including measures to ensure employee satisfaction and happiness at work (D'Angelo, et al. 2020; Oliva Abarca, 2018). In the years before the pandemic, the idea of assessing and (as far as the organisation's capabilities allow) ensuring well-being was already being considered (Garcia, et al, 2014). This includes a work-life balance, the possibility of mixed working hours (a combination of home-office and personal presence), a high level of working conditions, and a balanced enforcement of leadership and co-worker relations (Ironson et al, 1989; Lazar et al, 2021). Promoting employee well-being is beneficial for people and organisation. Promoting well-being can help prevent stress and create a positive work environment in which individuals and organisations meet their needs. Good

health and well-being can be key drivers of employee engagement and organisational performance (Kopp, Piko, 2006; Martos et al, 2014; Adeola & Adebisi, 2016).

If employees do not receive the expected 'service', they will look for another job without thinking, which is even more true for young workers. Accelerated demands for change are an increasingly compelling force for management to implement measures/decisions as soon as possible (Williams, & Anderson, 1991; Rahmi, 2018). There is a proliferation of research that seeks to identify the most determinant employee expectations, the possibilities of meeting them, as well as the need for organizational action, and managerial decisions (Kaeodumkoeng, 2018; Rozsa et al, 2019).

In order for management to be aware of where and what needs to be improved or intervened to achieve employee happiness and well-being, they must first be aware of the current situation and future aspirations. In this context, we formulated our research questions and the purpose of the research.

Q1. Do the generally, internationally accepted rating and measurement methods and indices express the real needs of people and the readiness of organisations at the same time, or is a more complex overview method needed?

Q2. If so, which method (covering both satisfaction and well-being and happiness) is the most appropriate and suitable for application in the conditions of the Central and Eastern European culture?

Answering these questions is the aim of this research. We are trying to find a method that provides organisations with a holistic approach to determine the level of employee satisfaction, well-being, happiness and to assess the availability of organisational conditions.

In the following chapters, after a clarification of concepts and a theoretical overview, a less popular but applicable method (GNH - Gross National Happiness - of Business) will be presented and its practical application will be discussed, followed by a discussion and conclusions.

## **1. Literature review**

### ***1.1. Theoretical background***

There are several ways to measure organisational success and performance. The two approaches in the literature are to assess efficiency as an external indicator of the achievement of objectives, and cost-effectiveness as an internal dimension (ratio of output to input). These can be used to define performance dimensions such as economy, efficiency, productivity, quality, profitability, innovation, etc. (Dendup, et al, 2018; Doorn, et al, 2019). Measuring these indicators with an appropriate database is not a problem. However, non-numerical performance determinants are increasingly becoming the focus of attention and require a new concept whose key elements are linked to the most important resource (human resources). Measuring these characteristics is not nearly as simple (González Damián & Macías Ramírez, 2020). This category includes soft elements such as satisfaction, well-being, confidence, well-being, happiness, etc. In the pandemic period of the last two years, these soft elements have become more valued and are one of the most influential factors in employee retention (Uslu et al, 2020; Inoyatova, 2021). Their importance led to efforts aimed at strengthening the EVP within the measures of employer brand development (Bite & Konczos-Szombathelyi, 2020; Samoliuk et al., 2022). This shift in value is similar at the societal level and has been present to some extent in previous years. An indicator of this is that soft indicators have been ranked alongside GDP as indicators for each national economy. Several indicators have been developed to express social happiness and well-being, some of which have been translated to the organisational level

(Hektner et al., 2006; Ifcher & Zarghamee, 2011). Just as measuring soft elements is a challenge for organisations, defining them and distinguishing them from each other is also a source of professional debate. In the next section, we briefly describe the soft factors that influence performance and are relevant to this research.

### ***1.2. Basic concepts and contexts***

Around the 2000s, the term 'welfare' and its research at theoretical and organisational level started to gain ground in the literature. At that time, this thinking was mainly related to the prevention of diseases, health problems caused by workplace, stress reduction, and then to the employment of disadvantaged employees (Csikszentmihályi, 2000; D'Angelo et al., 2020). Changing environmental conditions and increasing human demands have required a broadening of thinking and a modification of expression. Thus the term welfare has been replaced by well-being. Not only the term, but also its underlying content has been evolving, and continues to do so today. If we look up the definition of welfare in various dictionaries, the terms health, happy and well-being, comfort, prosperity, successful, engagement are most often found (Britannica, 2021; Cambridge Advanced Learner's Dictionary, 2019; OECD, 2022). Going beyond the dictionary definitions, and supported by professional evidence, a definition of welfare that is acceptable in an organisational context is. Organisational welfare is recognised as a "complex private system (. . .) that, limited to workers in a certain company and their families, impacts the same needs that are satisfied by the mandatory public welfare system, or that preserves and safeguards other needs with additional and different services compared to public ones" (Olivelli, 2020, p. 103).

Environmental influences that require organisational change have brought with them a broadening of the conceptual framework, which gives the term well-being an additional meaning beyond the content of welfare (health, satisfaction, happiness, etc.) (Steger, 2006; Szánó et al, 2014). Already in these two concepts, it is noticeable that it is difficult to draw a clear boundary between them. It is as if the content of the two words overlaps. This feeling becomes even more prevalent when additional terms are associated with the description of workplace expectations, which are the conditions for employees to feel good at work, work in comfortable conditions, work-life balance, etc. (Paculor, 2019). The term wellbeing is also covered by a wide range of definitions (Abdallah, Marks, 2014; Doorn, et al., 2019), which can be found in the literature. Unfortunately, a uniformly accepted definition was not found in this case either, as the confusion with the terms job satisfaction and happiness is even more noticeable.

The overlapping and common use of terms makes it difficult to distinguish between those managerial decisions that serve the needs referred to by the term and those that serve to create preconditions or consolidate the results of the decisions taken. Instead of listing a multitude of definitions, we will present a delimitation of the above-mentioned concepts in order to make the purpose of our research clear.

Contentment is a mental or emotional state of satisfaction when one has accepted one's situation (Graham et al., 2014). Happiness is an emotional state characterised by feelings of joy and satisfaction. It includes positive emotions and satisfaction with life. In this context, it is closely connected with the quality of life (Aliyev, 2021; Tvaronavicienė et al., 2021), which, in turn, includes satisfaction with employee relations (Martínez-Buelvas et al., 2021; Vörös, 2022). Because happiness is usually understood as a broad concept, psychologists and other social scientists use the term "subjective well-being" when talking about happiness (Nordenfelt, 1995; Munar et al., 2020). Subjective well-being generally refers to an individual's overall current feelings about his or her personal life.

The following is a non-exhaustive list of some of the research that illustrates the methods developed to measure organisational satisfaction, well-being and happiness.

Measures of satisfaction include Overall Job Satisfaction Scale (OJS) (Brayfield & Rothe, 1951), Faces Scale (FS) (Kunin, Dunham & Herman, 1955; 1975), Minnesota Satisfaction Questionnaire (MSQ) (Weiss et. al., 1967), Job Descriptive Index (JDI) (Smith et. al., 1969), Job Diagnostic Survey (JDS) (Hackman & Oldham, 1975), Global Job Satisfaction Questionnaire (GJSQ) (Warr, Cook, Wall, 1979), Michigan Organizational Assessment Questionnaire (MOAQ) (Cammann, et. al., 1979; 1983), Job Satisfaction Survey (JSS) (Spector, 1997), Job in General Scale (JIG) (Ironson et. al., 1989), Overall Job Satisfaction Scale (OJS) (Judge et. al., 1998).

Measures of Well-being: Purpose in Life (PIL) (Crumbaugh, Maholick, 1969), Meaning in Life Questionnaire (MLQ) (Steger et. al., 2006).

Possible measures of organisational happiness are summarised in Table 1.

Table 1. Methods for measuring organisational happiness

Organisational level		
Index	Focus	Measured indicator
Employee Happiness Index (EH)	Employee satisfaction	The weighted percentage of "Very happy" or "Quite happy" respondents (weighted by sampling weights) minus the weighted percentage of "Not very happy" or "Not at all happy" respondents plus 100. The index thus ranges between 0 and 200.
Global Happiness Council (2019)		
Employee Intention to Quit (ITQ)	Employee engagement	A 7-item, single-item Likert scale, ranging from (1) "strongly disagree" to (7) "strongly agree", which asks respondents how much they agree or disagree that they often think about quitting their job.
Mxenge, et al. (2014)		
Experience Sampling Method (ESM) (Hektner, et al, 2006)	Identify and record the flow or engagement experience.	Qualitatively, it measures respondents' behaviour, activities and experiences of everyday life in a longitudinal, self-reported way.
Organizational Citizenship Behavior (OCB) (Dennis Organ 1997; Williams és Anderson 1991)	A voluntary commitment by a person within an organisation or company that is not part of their contractual duties.	Job satisfaction, perception of organisational justice, organisational commitment, personality characteristics, task characteristics and leadership behaviour.
GNH of Business	From individual satisfaction to organisational well-being and happiness	Living standards, Education Health, Environment, Community, Vitality, Time-use, Psychological well-being, Good Governance, Cultural resilience and promotion.

Source: *own compilation*

The human resource needs behind the concepts and their content are measured at the level of organisational happiness, which is measured mainly by indicators developed in Western countries (Table 1). However, these may also raise the question of how well they measure happiness and how well human expectations are reflected in the index numbers. In our view, these concepts build on each other and the most comprehensive measurement at the organisational level is provided by their hierarchical delineation (Kaplan et al, 2007).

Following the above logic and terminology, our study identifies three levels of organizational happiness. The first is the level of pleasure, or 'hedonic happiness', or

satisfaction. The second is well-being, which refers to engagement and the release of emotions while completing a task or goal. This high level of experience is called "flow" (Csikszentmihalyi, 2000). The third level corresponds to Aristotle's "eudemonia" (Irwin, 2019). This level of happiness is characterised by inner harmony, purpose in life, personal growth, constructive relationships, autonomy, and a general sense of psychological, physical and natural balance (Kopp & Pikó, 2006). In the spirit of this hierarchy, well-being at work can be considered as a level of organisational happiness, which is a higher feeling state than satisfaction, but lower than organisational happiness.

Based on the delineation and content of the concepts, in our research we asked respondents about their feelings and experiences at work in the broadest sense. This means that we aimed to measure happiness at work. Based on the definitions and considering the options presented above, we chose the GNH of Business method, which has been developed in recent years, to measure organisational happiness in this research. This indicator is a less popular method of calculation developed under specific cultural conditions and is briefly presented below. It has a distinct advantage over other indices in its holistic approach and the immediate practical use of the results, as it includes the 3 rating levels mentioned above and an assessment of organisational conditions.

### ***1.3. Theoretical background to measuring organisational happiness***

The criticisms of GDP in recent decades have led to the development of a number of indicators that attempt to measure the so-called soft elements in the performance of individual economies. In addition to the attempts and recommendations of the last decades, a measurement system based on the Buddhist religion has been developed in Asian countries and has become known as GNH (Gross National Happiness). The GNH takes a holistic approach to measuring people's happiness and well-being, allowing both objective and subjective parameters to be assessed (Ura, 2005).

The concept of GNH aims to achieve a balance of development at the societal and organisational level, a systems approach that eliminates short-term thinking and contributes to achieving stability. The GNH is organised around four pillars, which identify the areas and objectives that are most important for the economy to achieve happiness. The four pillars are Good Governance, Sustainable Socio-economic Development, Preservation and Promotion of Culture, Environmental Conservation (Ura, 2005).

The 4 pillars can be further broken down into 9 areas: Living standards, Education Health, Environment, Community, Vitality, Time-use, Psychological well-being, Good Governance, Cultural resilience and promotion.

The 9 domains of the GNH are further subdivided into 33 measurable parameters, which are rated through standard questionnaire questions. Although the original logic was developed for the societal level, an organisational level application of the GNH has been developed in recent years (2017), called "GNH of Business", which provides a similarly complex assessment tool for market actors in the business world (Zangmo et al., 2017).

The principle and the measurement represent the same values, approached from two perspectives: employee happiness and organisational readiness. Accordingly, the questionnaire was divided into two parts. In both cases, the measurement of individual human happiness is used to calculate the organisational happiness index (see Figure 1).

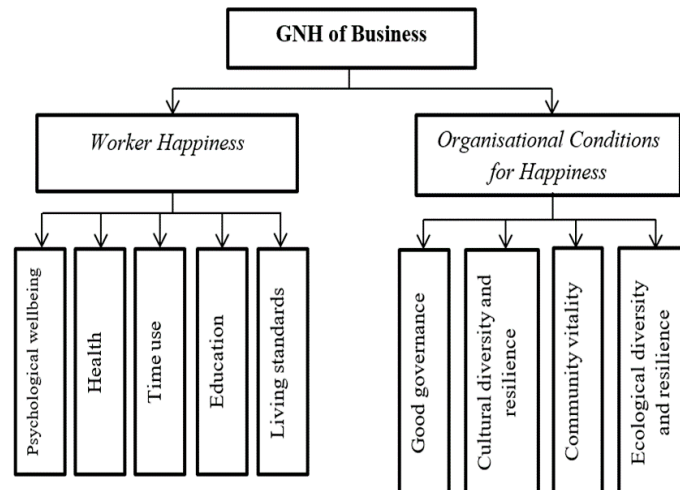


Figure 1. Parameters of GNH of Business

Source: (Zangmo *et al.*, 2017)

In order to answer our research question, we tested this method on our study sample. The applicability of the method is presented in the next chapter.

## 2. Methodological approach

To conduct the research, we used the original questionnaire developed in Bhutan, published online on the Lime-survey platform. Two questionnaires were used, one was completed by the employees (to assess employee happiness) and the other by the managers on the availability of organizational conditions. The survey was conducted at the end of 2021 and the evaluation was carried out at the beginning of 2022. The evaluation of the questionnaires and the calculation of the happiness index were also based on the original logic.

### 2.1. Calculation of GNH of Business

The overall analysis methodology consists of three steps:

1. Defining and applying a threshold of satisfaction: employee happiness was assessed using 29 indicators measuring 114 variables in five areas of GNH (see Figure 1). Similarly, 20 indicators of organizational conditions were rated by measuring 102 variables in 4 GNH domains (see Figure 1). The compliance threshold is used to distinguish between disadvantaged (unhappy) and non-disadvantaged (happy) workers. The adequacy threshold for all (49) indicators has been identified (based on pre-testing, statistical calculations) and considered against national and international standards. For workers, the compliance thresholds for all 29 indicators were examined. The indicator value is "1" if the worker has the sufficiency condition and "0" if the worker has not reached the sufficiency threshold. The number of workers meeting the adequacy threshold can thus be calculated. For example, the proportion of workers who have reached the adequacy threshold for all 29 indicators can be compared with all the workers surveyed, or their performance in different areas can be compared. Similarly, the compliance thresholds in the areas of organisational conditions were examined for all 20 indicators. Summarising the indicators and applying the compliance thresholds is also necessary to assess organisational conditions and employee happiness.

2. Application of weighting: workers assessed on the basis of the compliance threshold (values 0 and 1) are multiplied by the weights. Two weights were used, the area weight and the indicator weight. The area weight was derived by dividing the total possible score (100) by

employee happiness and organisational conditions. Thus, the weight for each of the areas used to assess employees is 20 (100/5), where 5 is the number of areas involved. In the assessment of organisational happiness, each of the four categories used to assess organisational conditions was given a weight of 25 (100/4), where 4 is the number of domains involved. The weights of the indicators should be determined according to a similar principle. The weight of an area is divided by the number of indicators measured within it.

3. Aggregation and scoring: the value of the two components calculated earlier is calculated by simple summation. The value of the organisational happiness index is the weighted sum of the two components with equal weighting.

Employee happiness assesses (according to our logic presented above, building on each other, depending on the content of the questions) satisfaction, well-being and happiness at the level of the employees. The aim of ensuring employee happiness is to achieve and maintain employee well-being. As the theoretical review has shown, employee happiness is also associated with better productivity and investors nowadays consider well-being and happiness as leading performance indicators. For employee happiness, the score of each employee on the  $i$ -th indicator can be calculated using formula (1) below.

$$W_{hap} = \sum_{i=1}^n w_i x_i \quad (1)$$

To calculate the business value, the employee happiness score is obtained by summing the weighted indicator scores for all employees and dividing by the number of all employees in the study ( $n$ ).

A similar method is used to calculate organisational conditions, except that the calculation of average scores is not required, as indicators can be rated by a single manager. The organisational happiness score can be calculated as follows (formula 2).

$$O_{hap} = \sum_{i=1}^n w_i x_i \quad (2)$$

where,

$W_{hap}$  - employee happiness score

$O_{hap}$  - organisational happiness score

$n$  - number of indicators

$i$  - the  $i$ -th indicator

$w_i$  - weight of the  $i$ -th indicator

$x_i$  - value of the  $i$ -th indicator

The business happiness index is calculated as a weighted sum of employee happiness and organisational conditions. A 50:50% ratio is calculated for both components. Relationship used to calculate the business value.

$$H = 0.5 \times W_{hap} + (0.5 \times O_{hap}) \quad (3)$$

## 2.2. The sample

In our research, we aimed to survey a nationally representative sample at the organisational level, with the help of employees and managers of the companies by filling in questionnaires. Based on the information of the "Orbis" database, we targeted Hungarian business organisations (producers and service providers), keeping in mind the following criteria.

- size greater than 20 persons,
- more than 5 years of operation

Based on these criteria, 26587 organisations will be contacted electronically (e-mail). The response rate was quite low. The staff questionnaires were opened by 1898 people, 1106 were completed, of which 792 were usable after cleaning. The questionnaires on organisational conditions completed by managers were opened by 791 people, 578 were received, of which 213 were usable. The evaluation of the results of the survey allows both a complete picture for Hungary and an individual assessment broken down by organisation. In line with our research objective, we want to examine/prove whether the method of measuring Buddhist culture and values (values that are increasingly important in the management of domestic companies) can be applied to organisations operating in the economic conditions of our country. Moreover, it provides managers with immediately useful results that show significantly more about organizational functioning than any previously used solution. To illustrate the applicability of GNH of Business, we present the method through the example of an organization that can be described by the following parameters.

- Scope of activity: intellectual services
- Number of employees: 182
- Operational area: capital city

The results of the application of the method in the areas listed provide concrete quantitative information (based on the measurement of 29 + 20 indicators) which provide the basis for a balanced development and progression of the organisation, and for the creation of a real sense of happiness among the employees.

Below are the results based on the opinions of the organisation's staff (170 respondents, 12 questionnaires could not be evaluated) and managers (2 respondents, 1 respondent could not be evaluated). In all cases, it is true that the questionnaire on organisational conditions can only be completed by a competent manager who has a complete overview of the functioning of the organisation as a whole. This means that in many cases only one or a few managerial assessments are sufficient for a rating.

### **3. Conducting research and results**

In a first step, the homogeneity of the sample was tested in order to prove the analysis of the sample by the above method.

The responses given by the employee were examined to see to what extent the respondents constituted a homogeneous sample. For this purpose, we applied the logic of the seration (Liiv, 2010) and bi-cluster (iBBiG) procedure (Gusenleitner, 2012; Kosztyán et al, 2019). Seriation provides hierarchical clustering of rows and columns at the same time, reordering rows and columns simultaneously in order to place similar cells (answers of specific individuals to a question) as close as possible to each other. Thus, the columns where respondents gave similar answers will be close to each other, and in turn, there will be closest to each other respondents (i.e. rows in the data table) who gave similar answers to the questions. After clustering the rows and columns simultaneously, a biclustering algorithm is used to determine the set of leagues. A league (i.e. a bicluster) contains both the set of indicators and the set of respondents, i.e. a homogeneous submatrix. (The algorithm assumes that the data set is a binary data set.) Since our dataset is binary for most indicators, the iBBiG (iterative binary biclustering of genesets) algorithm is appropriate.

Although the method was first applied to gene sequencing, it has now been successfully applied in business and economics (Dolnicer et al. 2012; Wang et al. 2016; Kosztyán et al 2019), partitioning the entire dataset into subsets of similar elements as described above. In this research, the columns of the matrix contain the questions of the questionnaire and the rows contain the sample of respondents. Thus, the procedure can be used to identify a subset of the sample that has homogeneous properties (individuals with similar responses). Since in our case



a homogeneous set contained almost all respondents, the sample is suitable to analyse the responses of the employees as a sample, considered as homogeneous.

The calculations and logic were carried out following the original concept. In order to evaluate the results from a managerial point of view, some basic information is necessary.

The questionnaires (staff and managerial) were based on indicators broken down from the domains presented above and then on questions formulated from them. The responses were evaluated by means of threshold ratings. The indicator thresholds are also the limits originally defined (it is a matter of management values how strict they are considered to be.) The results calculated after the evaluation of the questionnaires are presented below. The results of the evaluation based on the staff questionnaires are shown in Table 2.

Table 2. Employee happiness

Area weight	Indicator	Indicator weight	Number of completed compliance thresholds	Weighted value	
Psychological wellbeing	20%	1. Job satisfaction	2,5	50	0.55
		2. Trust	2,5	110	1.61
		3. Workplace environment	2,5	110	1.61
		4. Workplace engagement	2,5	121	1.76
		5. Workplace discrimination	2,5	149	2.20
		6. Workplace harassment	2,5	129	1.91
		7. Negative emotions	2,5	10	0.15
		8. Positive emotions	2,5	129	1.91
<b>Psychological wellbeing <math>\Sigma</math></b>				<b>11.70</b>	
Health	20%	1. Work stress	2,86	50	0.84
		2. Nature of work	2,86	131	2.19
		3. Workplace common space	2,86	0	0.00
		4. Safety	2,86	150	2.52
		5. Disability	2,86	159	2.69
		6. Injury	2,86	139	2.35
		7. Illness	2,86	161	2.69
<b>Health <math>\Sigma</math></b>				<b>13.28</b>	
Time use	20%	1. Work-life balance	3,33	80	1.56
		2. Work's implication on social life	3,33	140	2.74
		3. Sleeping time	3,33	0	0.00
		4. Rest and break at workplace	3,33	129	2.54
		5. Work schedule	3,33	170	3.33
		6. Working hours	3,33	170	3.33
<b>Time use <math>\Sigma</math></b>				<b>13.50</b>	
Education	20%	1. Professional development	6,67	100	3.92
		2. Skills development	6,67	129	5.10
		3. Scholarships for study	6,67	61	2.36
<b>Education <math>\Sigma</math></b>				<b>11.37</b>	
Living standard	20%	1. Pay & allowances	4	170	4.00
		2. Satisfaction with pay	4	149	3.53
		3. Retirement benefits	4	0	0.00
		4. Leave	4	129	3.05
		5. Fringe benefits	4	30	0.07
<b>Standard of living</b>				<b>10.65</b>	
<b>Employee happiness <math>\Sigma</math></b>				<b>60.50</b>	

Source: own compilation

The availability of organisational conditions was rated on the basis of management's assessment. The results of the calculations are shown in Table 3 below.

Table 3. Organisational conditions

Category	Category weight	Indicator	Indicator weight	Number of completed compliance thresholds	Weighted value
Good governance	25%	1. Local employment	4,17	2	4.17
		2. Workplace issue	4,17	2	4.17
		3. Compliance with law	4,17	2	4.17
		4. Audit	4,17	2	4.17
		5. Attrition	4,17	2	4.17
		6. Salary gap	4,17	2	4.17
<b>Good governance <math>\Sigma</math></b>					<b>25.00</b>
Cultural diversity	25%	1. Cultural volunteering	8,33	0	0.00
		2. Cultural donation	8,33	0	0.00
		3. Cultural promotion	8,33	0	0.00
<b>Cultural diversity <math>\Sigma</math></b>					<b>0.00</b>
Community vitality	25%	1. Community volunteerism	4,17	0	0.00
		2. Community donation	4,17	0	0.00
		3. Damages to infrastructure	4,17	2	4.17
		4. Affect on community health	4,17	2	4.17
		5. Raw material sourcing	4,17	2	4.17
		6. Community feedback	4,17	2	4.17
<b>Community vitality <math>\Sigma</math></b>					<b>16.68</b>
Ecological diversity	25%	1. Emission assessment	5	2	5.00
		2. Solid waste assessment	5	0	0.00
		3. Environmental volunteering	5	0	0.00
		4. Environmental donation	5	0	0.00
		5. Eco-products and services	5	0	0.00
<b>Ecological diversity <math>\Sigma</math></b>					<b>5.00</b>
<b>Organisational conditions for happiness <math>\Sigma</math></b>					<b>46.68</b>

Source: own compilation

The final outcome of the bilateral assessment is the GNH indicator rating organisational happiness.

$$GNH (0.5 \times 60.50 + 0.5 \times 46.68) = 53.59$$

An international comparison of the final rating score is shown in Table 4 below.

Table 4. Categories and indicators of organisational happiness

Score	Category	Remarks
$\leq 40\%$	Below average	Require immediate corrective action on multiple fronts
<b>40-59.9%</b>	<b>Average</b>	<b>Identify areas for some major improvement and work on it</b>
60-79.9%	Good	Needs to improve performance in areas which are behind
$\geq 80\%$	Very good	Earns GNH certification, if the score for each of the two constituents is not less than 60%

Source: (Zangmo et al, 2017)

The sample provided an overview of employees' perceptions of happiness (positive and negative influences) and organisational characteristics (conditions, managerial thinking) that are intended to ensure organisational well-being in a medium-sized company.

Although the questionnaire and the calculation method are validated, we used Cronbach's alpha ( $\alpha$ ) coefficient to analyse the reliability of the results. There are several definitions of reliability, it is generally defined as showing that there are no measurement errors in the test and its value is considered to be the accuracy of the measurement (Cronbach, 1951; Wessa, 2021). It is acceptable if its value is above 0.7.

Based on the questionnaire questions and the analysis of the main groups of the questionnaire, the Cronbach Alpha coefficient result shows that our results meet the requirements for reliability. For all items Cronbach Alpha is: 0.7466; Std. Alpha: 0.8446; G6(smc): 0.7584.

Calculations were also carried out for the management questionnaires. In this case, only 2 responses were required and in some of the areas examined, the company did not have a rating above the threshold. However, the Cronbach's alpha value here also exceeds the level of acceptability. For all items Cronbach Alpha is: 0.7748; Std. Alpha: 0.7749; G6(smc): 0.6325.

These results confirm that the questionnaires developed (validated) by the Bhutanese are well constructed, measure what they were actually designed to measure, and the results obtained are reliable and accurate.

It is the responsibility of managers to assess the results in detail for the organisation and to identify possible directions for improvement based on a more detailed review of the variables of the thresholds and indicators. Detailed statistical analysis has been carried out to support decisions, with results showing precisely which areas within each indicator are critical and where action can or should be taken. Due to space constraints, we will highlight some of the critical areas of concern below. The employee questionnaires are presented first, followed by an assessment of organisational conditions.

### ***3.1. A more detailed analysis of the employee questionnaires***

Based on the calculated values, it can be said that, compared to the 20% weighting of the domains, each domain shows a balanced, medium level. However, there are a few areas within these domains that require particular attention.

***Psychological wellbeing:*** in this domain, two outstandingly low ratings can be seen, related to the questions on job satisfaction and negative emotions at work.

In the case of ***Job satisfaction***, the threshold response is valid if everyone marked the category "very satisfied". This means 50 people. The category "rather satisfied" was also marked by a large number of respondents, with only a few indicating dissatisfaction. These opinions are worth investigating. ***Happiness at work*** was rated in conjunction with the satisfaction questions, on a scale of 0-10. The majority scored between 5 and 10, but 12 people gave very low scores. Finding the "why" is also an important management challenge. For ***negative feelings at work***, the threshold was "never" or "never once" for all emotions (frustration, anger, alienation, fear, boredom, selfishness, sadness, envy, anxiety, frustration). Since frustration and disappointment have been felt by almost everyone, this set of questions represents the views of 10 staff who admit to not having felt either emotion in the last 4 weeks.

***Health:*** Two critical values are also seen in this area. The first, ***occupational stress***, is rated quite low in line with the negative feelings in the previous area. For the causal factors listed ("my job is stressful overall", "I work an unpredictable schedule", "I have to work long hours in a row", "I don't get enough breaks", "I have to work at odd hours"), the threshold value for "rarely or "never" is acceptable. The criterion should be true for all emotions. The other critical issue is the common space at work, which is used for relaxing at work, socialising,

eating at work, contemplating in a pleasant environment, and retreating. (This last requirement can be particularly important for creative intellectual work.) To meet the threshold, staff had to answer "yes" to all 4 questions. As this last requirement is not met, no value can be taken into account for the calculation of the GNH.

**Time use:** in this area, the lowest rating was given to time spent sleeping, which was practically unratable. The threshold is 8 hours, which is not met by any of the staff. This is an issue where one has to reflect on the differences in culture (the culture of the method developers and the culture of the nation under study) which may require a revision of the threshold during adaptation. Work-life balance was to be marked on a scale of 0-10. A score above 6 was considered acceptable and was confirmed by the responses of 80 staff members. This could be considered a rather low value in relation to the number of staff.

**Education:** the lowest rating was given to the scholarship option. The lowest ranking was for scholarships, although about half of those who applied for a scholarship received one for a longer or shorter period of study. This is the weakest group of questions in the evaluation.

**Standard of living:** it is interesting to note that it was not salaries that were the least satisfactory in terms of standard of living. For satisfaction with retirement benefits, we were unable to calculate a measurable result. This is due to the fact that the organisation does not have any such provisioning allowances, citing the relatively young workforce. The situation is similar for other benefits. Again, based on the opinions received, this is not a priority for the organisation.

### 3.2. Evaluation of organizational questionnaire

The results show that the management of the company does not pay enough attention to the preservation and promotion of culture. The responsibility and sacrifice for the community, the environmental measures and the mindset are also below expectations. However, the attention of the company's management in the areas of management, compliance with general rules, maintaining employee health, procurement and employee feedback is noteworthy. A more detailed analysis can be found below.

**Good governance:** indicators in this area meet the threshold criteria in all cases. **Local employment:** at least 80% of employees are in-country workers. **Workplace policies:** existence of management procedures, instructions in the following areas: health and safety, discrimination, harassment, and two additional areas: corruption, child labour, discipline, grievance, forced labour. **Legislation:** no fines paid by the company in the last 12 months for: corruption, money laundering, illegal funding of political parties, anti-competitive practices, tax evasion, environmental violations, misleading advertising, discrimination, abuse, harassment, injury to employee, child labour, forced labour. **Audit:** the organisation has undergone an internal and/or external audit. **Attrition rate:** less than 10%. **Income gap:** ratio between highest and lowest salary 20:1.

**Cultural diversity:** this area also has a weight of 25%, but its indicators are more challenging for the company. Unfortunately, the threshold has not been met in one case. **Cultural Volunteering:** at least 10% of employees have volunteered in the following areas in the last 1 year: national language, cultural heritage, cultural events, festivals, promotion of local crafts, products. Where there was volunteering, the number of participants was below the threshold. **Cultural donation:** 1% of net profit should be donated as cultural contribution in the areas already listed above. This is also not being met by the organisation. **Promotion of culture:** at least 1, if not more, products or services directly related to the promotion of culture (national handicrafts, local festivals, cultural events, education, cultural heritage) to reach the threshold. It is evident that our thinking and value judgement in this area is different from that of the indicator developers.

**Community Vitality:** the two critical indicators are **Community Volunteering:** the criterion is that at least 20% of employees volunteer at least 1 day in the last 1 year in one of the following areas: spiritual events, health services, educational services, basic infrastructure, recreational services, poverty alleviation, community support, natural disasters and catastrophes, senior citizens, support for disabled communities, equal opportunities for women. Although there has been voluntary activity in 1-1 areas, the criteria are far from being met. The level of support undertaken in the area of **Community Giving** (recreational services and sports) does not reach the required threshold (at least 1% of net profit) in the areas listed above.

**Ecological diversity:** The indicators assessed here also fall into the challenging category, with one indicator (**Emissions**) meeting the threshold. For the indicator **Solid Waste Level**, either no emissions of the substances listed below should occur at all, or within the permitted limits and efforts should be made to reduce them. Biodegradable waste, plastic bottles, tin cans, glasses, paper and cardboard, plastic, electronic waste (circuit boards, mobile phones, computers), used batteries, broken sodium bulbs, fluorescent tubes/CFLs, used printer cartridges, wood waste, photocopier toners, used fire extinguishers. Not all of the listed materials were considered by respondents to meet the requirement, so no rating can be given for this indicator. For **Environmental Volunteering**, the requirement is that at least 20% of employees volunteer for at least 1 day in the last 1 year in one of the following areas: reforestation, keeping our environment clean, education programme, water conservation, waste reduction, energy saving. The criterion was only applied in the field of education, so we cannot give a rating here either. **Ecological Giving:** the organisation should donate at least 1% of its net profit to support environmental projects and talks in one of the areas mentioned above. Unfortunately, this criterion was not met in this case either. Indicator requirement for **Eco-friendly products and services:** the organisation's product(s) or service(s) contribute directly to the promotion of environmental protection and related programmes. They should be eco-certified and/or have a green procurement procedure. These requirements cannot be met by the company.

### 3.3. Discussion

The indicators and measurement methods used in previous studies on organisational happiness, well-being or satisfaction all delimit the studies to one of these areas (Diener et al, 2013; Paraskevi, 2013; WHO, 1998; Wesarat et al, 2015). Most of the indicators used alongside GDP address happiness or well-being at the societal level. The number of studies at the organisational level is limited and studies mainly in the area of welfare are available, which try to explore in depth the issues related to health at work (Frey, 2018; Gjorevska, 2021). In contrast, the present research takes a holistic approach and not only addresses the problems and opportunities related to human resources, but also takes into account the other side, the availability of organisational conditions. Areas such as environmental protection and culture preservation will be in focus. It can be seen from the results of the study that in our socio-economic-cultural conditions, these values are in the background, despite all the campaigns and legislation that appear and promote them. This being said, the answer to our research questions can be answered as a result of the research objective being fulfilled.

Q1. The rating and measurement methods and indices generally accepted at international level do not fully express people's real needs, they mainly go as far as the psychological well-being factor. Organisational conditions are not taken into account in the assessment, although they contribute fundamentally to the feeling of satisfaction, well-being or happiness. There is therefore a real need for an indicator that can fill these gaps.

Q2. Among the solutions found in the literature, the GNH of Business logic is the only solution that can address the above shortcomings. Moreover, it can be fully applied in European

cultural conditions, breaking away from the ground of the Buddhist religion. Even if the level of requirements for 1 or 1 indicator may have to/may have to be reconsidered.

## Conclusion

Paying attention to employees' feelings at work and ensuring their satisfaction, well-being and happiness is increasingly crucial for the survival and competitiveness of organisations. It is not money that necessarily retains them. Especially among young people, soft factors are just as important. In order for management to make the right decisions, they need to have a clear view of the critical areas, based on the honest opinions of their staff and an assessment of organisational conditions. This requires a measurement method that allows a complex and realistic value judgement to be made. The GNH of Business methodology is an excellent tool for this. In our research, we used a real-life example of an organisation to illustrate its application and the results of the analysis. The organisation under study is classified as average according to international standards, with the proviso that some indicators are fully met and others not at all. It provides management with clear, unambiguous and directly usable information for decisions on future opportunities and for a more balanced development of the areas under review.

A *limitation of the research* is that we could not find a similar study in the literature, so we are not in a position to make a comparison. Also a major limitation is the length of the questionnaires, which has a serious impact on the willingness to respond. Another problem is that in many cases the weight of soft factors in the minds of managers is not at the right level.

*Future opportunities* are to increase the number of organisations that are open to such an approach, that value the satisfaction, well-being and happiness of their employees and are willing to measure their whole organisation in this way.

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