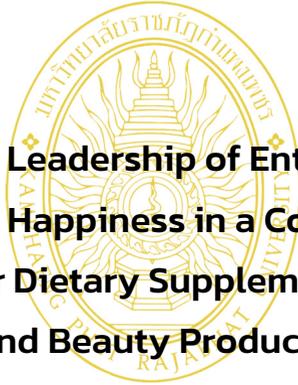


Buddhist Innovative Leadership of Entrepreneurs Affecting Employee Workplace Happiness in a Contract Manufacturing Business for Dietary Supplements, Health, and Beauty Products



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This research explores the impact of entrepreneurial Buddhist Innovative Leadership on employee workplace happiness within contract manufacturing businesses for dietary supplements, health, and beauty products. The study investigated: 1) individual factors influencing job satisfaction in this sector; 2) the relationship between executive leadership levels and employee well-being; and 3) specifically, the effect of Buddhist Innovative Leadership on employee happiness. Employing a mixed-methods approach, quantitative data from questionnaires administered to 400 employees (selected via stratified random sampling) were analyzed using descriptive and inferential statistics. Qualitative data from structured interviews with 10 organizational leaders (selected purposively) were analyzed using content analysis. Key findings revealed that work experience and monthly income significantly affected employee happiness. Notably, ethical and physical leadership demonstrated a strong positive correlation with employee well-being, while mental and intellectual leadership showed moderate associations. The research suggests that fostering participatory work environments and providing professional growth opportunities can enhance job satisfaction and organizational productivity. Furthermore, the positive influence of ethical and physical leadership aligns with core tenets of Buddhist Innovative Leadership, indicating its potential to contribute to employee happiness in this industry.

Keywords: Innovative Leadership / Entrepreneurs Affecting Employees' Workplace Happiness in Comprehensive Health / Beauty / and Dietary Supplement Manufacturing Businesses

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Origin and significance of the issue or Background

Buddhist innovative leadership offers a transformative approach to organizational management and employee inspiration, drawing upon principles of mindfulness, compassion, wisdom, and ethical integrity to foster innovation and a balanced work environment (Zhi Chao et al., 2023). This leadership style distinguishes itself from traditional approaches by integrating moral and ethical considerations with contemporary strategies, empowering leaders to cultivate sustainable growth and creativity within their teams (Prayukvong & Rees, 2010). In highly competitive and innovation-driven industries such as health, beauty, and dietary supplements, the adoption of Buddhist innovative leadership presents a significant advantage by enhancing organizational adaptability and nurturing a positive culture where employees feel valued and motivated to excel (Dongjie et al., 2024; Liu et al., 2020).

Workplace happiness, encompassing employees' well-being, satisfaction, and fulfillment in their professional roles, is a crucial determinant of productivity, retention, and overall business success (Wei et al., 2020). This is particularly pertinent in the comprehensive manufacturing industry of health, beauty, and dietary supplements, where employees face continuous pressure to meet stringent standards and adapt to evolving market demands (Worapongpat et al., 2023). Buddhist innovative leadership directly contributes to workplace happiness by encouraging mindfulness to manage stress (Worapongpat, 2023), promoting ethical practices to build trust (Jianyu et al., 2024), and fostering creativity and inclusivity by valuing employee input in decision-making (Tao et al., 2024).

For businesses in this sector, where customer satisfaction and innovation are intrinsically linked to employee performance, the cultivation of workplace happiness through effective leadership yields a profound impact on quality, innovation, and profitability (Yicheng et al., 2024). This research seeks to address existing gaps by investigating the specific impact of Buddhist innovative leadership on employees' workplace happiness within the health, beauty, and dietary supplement manufacturing industry. The findings aim to provide practical insights for entrepreneurs and organizational leaders seeking to enhance employee well-being and drive sustainable success in this dynamic sector.

Objective

1. To study the individual factors affecting workplace happiness among employees in the comprehensive health, beauty, and dietary supplement manufacturing business.
2. To examine the level of leadership among executives and its impact on workplace happiness among employees in the comprehensive health, beauty, and dietary supplement manufacturing business.
3. To study the Buddhist Innovative Leadership of Entrepreneurs Affecting Employee Workplace Happiness in a Contract Manufacturing Business for Dietary Supplements, Health, and Beauty Products

Literature Review

1. Innovative Leadership

Innovative leadership is a forward-thinking approach that emphasizes growth and adaptability within organizations (Gongjing et al., 2024). This style often incorporates elements that foster creativity, problem-solving, and the implementation of new ideas. Studies indicate that innovative leadership can positively influence organizational outcomes such as innovation, employee satisfaction, and organizational trust (Sophon & Worapongpat, 2025; Worapongpat & Khamcharoen, 2024). Key aspects often include encouraging employee participation in decision-making and fostering a sense of purpose and engagement.

2. Buddhist-Inspired Entrepreneurs

Buddhist innovative leadership represents a specific application of innovative leadership principles rooted in Buddhist philosophy. Key elements include: Mindfulness (Sati): Promoting present awareness for better decision-making and emotional regulation (Worapongpat & Junsuk, 2024; Worapongpat & Chirojyontrakij, 2024; Worapongpat, 2021). Compassion (Karuna): Cultivating an empathetic and supportive work environment (Worapongpat & Phakamach, 2024). Ethical Conduct (Sila): Upholding high ethical standards to build trust and integrity (Worapongpat, 2024). Wisdom (Pañña): Applying insightful and strategic thinking to organizational challenges (Worapongpat et al., 2024). While research suggests the positive impact of mindfulness and ethical behavior in leadership, there is a need for more studies on the specific adaptation and innovative application of Buddhist principles in business contexts (Worapongpat et al., 2025; Worapongpat, 2024). This research aims to explore this gap.

3. Employee Happiness

Employee happiness, or workplace happiness, encompasses employees' emotional and cognitive evaluation of their work experiences, including job satisfaction, a sense of purpose, and positive relationships. Key drivers include a positive work environment fostering collaboration and trust (Yasuttamathada & Worapongpat, 2025), supportive and empathetic leadership that values employee contributions (Worapongpat et al., 2024; Worapongpat, 2023), and opportunities for recognition and professional growth (Worapongpat, 2024). Empirical evidence strongly links workplace happiness to increased productivity, reduced turnover, and improved organizational performance (Worapongpat, 2023). Leadership plays a crucial role in shaping workplace happiness by influencing organizational culture, communication, and employee engagement. Furthermore, mindfulness-based leadership has been shown to reduce workplace stress, thereby improving job satisfaction and overall happiness (Worapongpat & Chirojyontrakij, 2024).

4. Health, Beauty and Dietary Supplement Industry

The health, beauty, and dietary supplement manufacturing sector is characterized by rapid innovation driven by evolving consumer needs (Chen, Worapongpat, & Wongkumchai, 2024), high employee demands to maintain quality and efficiency under strict regulations, and a strong customer-centric focus where employee well-being and motivation are critical (Jinlei, Worapongpat, & Wongkumchai, 2024). Leadership styles that prioritize both innovation and employee well-being are particularly important in this industry to address these challenges and foster sustainable growth (Wang, Worapongpat, & Wongkumchai, 2024). However, the specific mechanisms through which Buddhist innovative leadership impacts workplace happiness in this demanding and rapidly evolving industry remain underexplored (Worapongpat, Yotkham, Limlertrit, & Srichan, 2024). This research seeks to bridge this knowledge gap by examining the impact of Buddhist innovative leadership on employee happiness within this specific sector, drawing upon theories such as Transformational Leadership Theory (Worapongpat, 2024), the Job Demands-Resources Model (Worapongpat & Bhasabutr, 2024), and Mindfulness Theory (Worapongpat & Somchob, 2024; Worapongpat, 2021).

Research Conceptual Framework

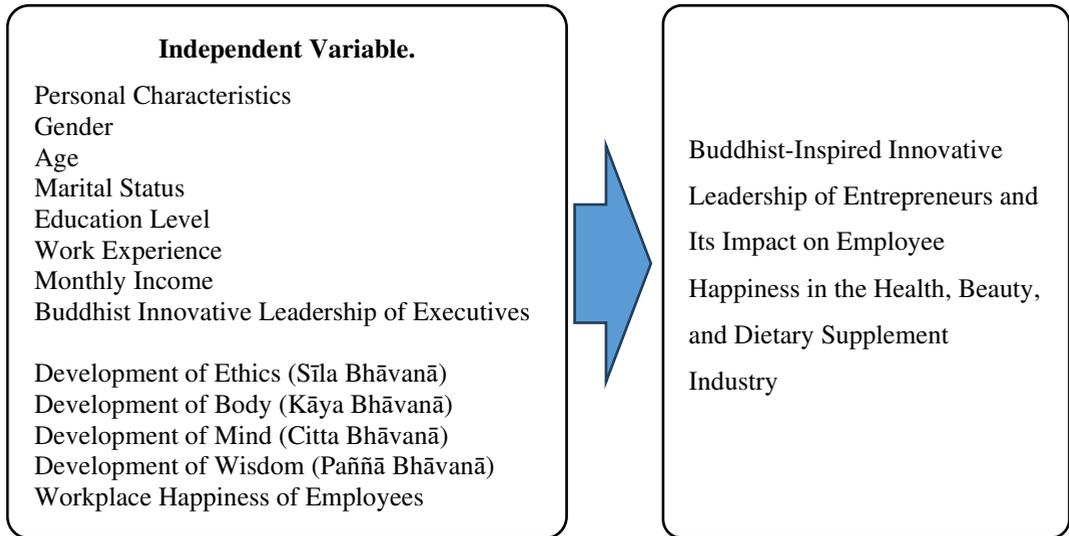


Figure 1. Conceptual framework of the research.

Methods

1. Population and Sample

1.1 Population and Sample Group

The population and sample group for this study consists of employees working in the comprehensive dietary supplement and cosmetic manufacturing businesses located in the local administrative area of Samut Sakhon Province, Thailand. Due to the inability to determine the exact population size, the sample size was calculated using Cochran's formula (1977) for an unknown population, with a 95% confidence level, a 5% margin of error, and a population proportion of 0.5. The required sample size was 385. To account for potential errors during data collection, a total of 400 samples were used. The sampling technique employed was purposive sampling, with data collected over a five-month period, from January 1, 2024 to May 30, 2024.

1.2 Target Groups

The target groups included: Experts (Connoisseurship): Three individuals. Members of the Samut Sakhon Entrepreneurs Association: Specifically, 10 committee members from the association engaged in the food industry (as reported in the 2023 Labor Situation Report for Samut Sakhon Province).

2. Research Tools

The research utilized the following tools: Interviews Questionnaires Other tools for quantitative data collection via questionnaires, which were divided into the following sections:

Part 1: Basic information of respondents (executives, employees, or stakeholders), using checklist and fill-in-the-blank questions covering gender, age, position, educational background, and work experience.

Part 2: Comparative questionnaire on the Buddhist innovative leadership of executives and its impact on workplace happiness among employees. A five-point Likert scale was used to assess comparative management.

Part 3 : Open-ended questions for additional opinions and suggestions, allowing respondents to express their views freely.

3. Research Tool Validation

Questionnaire Refinement: The questionnaire was reviewed by advisors and revised based on their recommendations for accuracy and comprehensiveness.

Content Validation: The revised questionnaire was reviewed by three experts to assess the consistency between objectives and questions using the Index of Item-Objective Congruence (IOC), with values ranging from 0.80 to 1.00

Pilot Test: The questionnaire was tested with a non-sample group of 30 participants. Results showed item discrimination values between 0.25 and 0.75. The reliability of the questionnaire was evaluated using Cronbach's Alpha, yielding a reliability coefficient of 0.95.

4. Data Analysis

Descriptive Statistics: Frequency and percentage for general data; mean and standard deviation for opinion levels.

Inferential Statistics: Relationships between variables and one-way analysis of variance (ANOVA).

Pairwise comparisons using Scheffé's method.

Hypothesis testing at a 0.05 level of significance.

Multiple linear regression analysis to determine relationships and develop prediction equations for dependent variables (e.g., workplace performance) based on independent variables (e.g., leadership).

Results

Table 1: Demographic Information of Respondents

Demographic Information	Frequency	Percentage
Gender		
Male	155	40.25%
Female	230	59.75%
Total	385	100.00%
Age		
20-25 years	165	42.85%
26-30 years	126	32.72%
31-35 years	58	15.06%
Over 35 years	36	9.35%
Total	385	100.00%
Marital Status		
Single	165	42.85%
Married	195	50.64%
Divorced	35	5.00%
Total	385	100.00%
Education Level		
Below Bachelor's degree	194	50.38%
Bachelor's degree	176	45.72%
Above Bachelor's degree	15	4.39%
Total	385	100.00%
Work Experience		
Less than 1 year	133	34.54%
1-5 years	80	20.77%
6-10 years	62	16.10%
10 years or more	100	25.98%
Total	385	100.00%

Table 1: Demographic Information of Respondents (continued)

Demographic Information	Frequency	Percentage
Monthly Income		
Less than or equal to 10,000 THB	41	10.64%
10,001 - 15,000 THB	47	12.20%
15,001 - 20,000 THB	143	37.14%
20,001 - 25,000 THB	96	24.90%
More than 25,000 THB	58	15.07%
Total	385	100.00%

The demographic analysis reveals the following key insights:

1. Gender Distribution: The majority of the respondents were female (59.74%), with males comprising 40.25%.
2. Age Group: The largest age group was 20-25 years (42.85%), followed by the 26-30 years age group (32.72%). Older age groups were less represented, with only 9.35% of the respondents being over 35 years old.
3. Marital Status: The majority of the respondents were married (50.64%), followed by singles (42.85%).
4. Education Level: Most respondents had education below a bachelor's degree (50.38%), with fewer having a bachelor's (45.72%) or higher degree (3.89%).
5. Work Experience: The largest group had less than one year of work experience (34.54%), and 25.98% of respondents had 10 years or more of experience.
6. Monthly Income: Most respondents had a monthly income between 15,001-20,000 THB (37.14%), with a significant portion earning between 20,001-25,000 THB (24.90%).

Section 2: Leadership Level Impact on Employees' Happiness in the Health, Beauty, and Dietary Supplement Manufacturing Business

Table 2: Analysis of Entrepreneurial Buddhist Innovative Leadership

Buddhist Innovative Leadership Dimensions	Mean (\bar{X})	Standard Deviation (S.D.)	Level of Opinion
Development of Morality (<i>Sīla Bhāvanā</i>)	3.90	0.843	High
Development of Physical Health (<i>Kāya Bhāvanā</i>)	3.95	0.862	High
Development of Mind (<i>Citta Bhāvanā</i>)	3.92	0.851	High
Development of Wisdom (<i>Paññā Bhāvanā</i>)	3.91	0.832	High
Overall Average	3.92	0.847	High

From Table 2, it is evident that the overall level of Buddhist innovative leadership among entrepreneurs in the dietary supplement, health, and beauty manufacturing industry is rated as high across all aspects, with the average mean score of 3.92 and a standard deviation of 0.847.

The specific components are as follows:

- **Physical Health Development (*Kāya Bhāvanā*):** This was rated the highest with a mean score of 3.95 and a standard deviation of 0.862, indicating a strong emphasis on physical well-being.
- **Morality Development (*Sīla Bhāvanā*):** A mean score of 3.90 (S.D. = 0.843) reflects a high level of ethical development, indicating that leaders prioritize integrity and virtuous conduct.
- **Mind Development (*Citta Bhāvanā*):** Rated at 3.92 (S.D. = 0.851), suggesting that leaders foster a focus on mental well-being and mindfulness.
- **Wisdom Development (*Paññā Bhāvanā*):** A score of 3.91 (S.D. = 0.832) shows that leadership encourages wisdom and insight in decision-making processes.

Hypothesis Testing

Hypothesis 1:

Personal factors of employees with differences will affect employee happiness in the dietary supplement, health, and beauty manufacturing business.

Table 3: Testing Hypothesis on Personal Factors Affecting Employee Happiness by Gender

Gender	Mean (\bar{x})	Standard Deviation (S.D.)	t-value	Sig
Male	3.93	0.779	1.035	0.287
Female	3.91	0.647		

Significant at the 0.05 level

From Table 3, the t-test results show that the difference in gender (Male vs. Female) does not have a statistically significant effect on employee happiness in the dietary supplement, health, and beauty manufacturing business. The t-value is 1.035, and the significance (Sig) value is 0.287, which is greater than the 0.05 significance level. Therefore, we fail to reject the null hypothesis, suggesting that gender does not have a significant impact on employee happiness in this business context.

Personal factors of employees with differences will affect employee happiness in the dietary supplement, health, and beauty manufacturing business.

Table 4: Testing Hypothesis on Personal Factors Affecting Employee Happiness by Age

Age	SS	Df	M.S.	F	Sig
Between Groups	21.378	3	7.529	15.768	0.000*
Within Groups	176.562	384	0.541		
Total	198.849	385			

Significant at the 0.05 level

From Table 4, the results of the ANOVA (Analysis of Variance) test show that there is a significant difference in employee happiness among different age groups in the dietary supplement, health, and beauty manufacturing business. The F-value is 15.768, and the significance value is 0.000, which is less than the 0.05 significance level. Therefore, we reject the null hypothesis, indicating that age is a significant factor influencing employee happiness in this business context.

Hypothesis Testing - Pairwise Comparison for Age Groups

Table 5: Testing Hypothesis on Personal Factors Affecting Employee Happiness by Age (Pairwise Comparison)

Employee Happiness	Age 20-25 Years	Age 26-30 Years	Age 31-35 Years	Age Over 35 Years
20-25 Years	3.85	-	-0.275*	0.125
26-30 Years	4.31	-	0.391	1.154*
31-35 Years	3.73	-	-	0.774
Over 35 Years	3.11	-	-	-

Significant at the 0.05 level

From Table 5, the pairwise comparison reveals the following significant differences in employee happiness:

1. Age 20-25 years vs Age 26-30 years: The difference is statistically significant with a value of -0.275 (p -value = 0.05).
2. Age 26-30 years vs Age 31-35 years: There is a significant difference of 0.391, but this result does not reach significance at the 0.05 level.
3. Age 26-30 years vs Age Over 35 years: The difference is 1.154, and it is significant at the 0.05 level.

Hypothesis Testing - Impact of Marital Status on Employee Happiness

Table 6: Testing Hypothesis on Personal Factors Affecting Employee Happiness by Marital Status

Employee Happiness	Sum of Squares (SS)	Degrees of Freedom (Df)	Mean Square (M.S.)	F	Significance (sig.)
Between Groups	4.082	2	2.050	4.197	0.017
Within Groups	194.685	384	0.496		
Total	198.767	385			

Significant at the 0.05 level

From Table 6, the test of the hypothesis shows that marital status significantly affects employee happiness in the health, beauty, and dietary supplement manufacturing business:

- F-value: 4.197
- p-value: 0.017

Since the p-value is less than 0.05, there is a statistically significant difference in the level of happiness at work among employees with different marital statuses. This suggests that marital status is an important factor influencing the employees' happiness in the organization.

Hypothesis Testing - Impact of Marital Status on Employee Happiness (Pairwise Comparison)

Table 7: Testing Hypothesis on Personal Factors Affecting Employee Happiness by Marital Status (Pairwise Comparison)

Employee Happiness	Marital Status	Single	Married	Divorced
	\bar{x}	3.94	4.03	3.71
Single	3.94	-	0.001	0.288
Married	4.03		-	0.287
Divorced	3.71			-

Significant at the 0.05 level

From Table 7, the pairwise comparison test shows the following results:

- Single vs. Married: The difference between single and married employees is not statistically significant ($p = 0.001$), meaning marital status does not strongly impact employee happiness between these groups.
- Single vs. Divorced: The comparison between single and divorced employees shows a p-value of 0.288, which is not significant at the 0.05 level.
- Married vs. Divorced: Similarly, there is no significant difference between married and divorced employees ($p = 0.287$).

Hypothesis Testing - Impact of Education Level on Employee Happiness

Table 8: Testing Hypothesis on Personal Factors Affecting Employee Happiness by Education Level

Employee Happiness	Education Level	Less than Bachelor's	Bachelor's Degree	Graduate Degree
	SS	10.861	-	-
	Between Groups		5.564	
	Within Groups	178.707		
	Total	189.848		

- SS: Sum of Squares
- Df: Degrees of Freedom
- M.S.: Mean Squares
- F: F-value
- Sig.: p-value

Significant at the 0.05 level

From Table 8, the ANOVA test indicates the following:

- The F-value is 11.515, and the p-value is 0.000, which is statistically significant at the 0.05 level.
- This suggests that education level significantly impacts employee happiness in the health and beauty supplement production business.

Hypothesis Testing - Impact of Education Level on Employee Happiness (Pairwise Comparison)

Table 9: Testing Hypothesis on Personal Factors Affecting Employee Happiness by Education Level (Pairwise Comparison)

Employee Happiness	Education Level	Less than Bachelor's	Bachelor's Degree	Master's Degree
	\bar{x}	3.98	4.05	3.10
	Less than Bachelor's	-	-0.073	0.875
	Bachelor's Degree		-	0.947
	Master's Degree			-

- \bar{x} : Mean Score

- Significance Level: p-value < 0.05 indicates statistical significance.

Significant at the 0.05 level

From Table 9, the pairwise comparisons show:

- Less than Bachelor's vs Bachelor's Degree: The mean difference is -0.073, and the p-value is 0.875, which is not statistically significant.
- Bachelor's Degree vs Master's Degree: The mean difference is 0.947, with a p-value of 0.000, which is statistically significant.

Hypothesis Testing - Impact of Work Experience on Employee Happiness

Table 10: Testing Hypothesis on Personal Factors Affecting Employee Happiness by Work Experience

Employee Happiness	Work Experience	<1 Year	1-5 Years	6-10 Years	>10 Years
	SS	9.529			
Between Groups	Df	3			
	M.S.	3.237			
F-Value	F	6.721			
	Sig.	0.000*			

- M.S.: Mean Square
- F: F-statistic
- Significance Level: p-value < 0.05 indicates statistical significance.

Significant at the 0.05 level

From Table 10, the analysis of variance (ANOVA) shows that there is a statistically significant difference in employee happiness based on work experience (p-value = 0.000). This suggests that work experience does influence employee happiness in the health and wellness supplement business.

Table 11: Hypothesis Testing on Personal Factors Affecting Employee Job Satisfaction in the Health Supplement, Beauty, and Wellness Manufacturing Business, Categorized by Work Experience (Pairwise Comparison)

Job Satisfaction of Employees in the Health Supplement, Beauty, and Wellness Manufacturing Business	Work Experience	Less than 1 year	1-5 years	6-10 years	More than 10 years
Mean (\bar{x})		4.20	3.76	4.01	3.90
Less than 1 year	4.20	-	.454*	.186	.403*
1-5 years	3.76		-	-.341*	-.235
6-10 years	4.01			-	.204
More than 10 years	3.90				-

*Note: Indicates statistical significance at the 0.05 level.

From Table 11, the following observations can be made:

1. Comparison between less than 1 year and 1-5 years of experience:
 - o Employees with less than 1 year of experience have a mean job satisfaction score of 4.20, which is significantly higher than the employees with 1-5 years of experience (mean of 3.76) with a p-value of 0.454, which indicates a statistically significant difference at the 0.05 level.
2. Comparison between 1-5 years and 6-10 years of experience:
 - o The mean job satisfaction for employees with 1-5 years of experience is 3.76, which is significantly lower than those with 6-10 years of experience (mean of 4.01). The p-value of -.341 suggests a statistically significant difference.
3. Comparison between 6-10 years and More than 10 years of experience:
 - o There is no statistically significant difference in the job satisfaction between employees with 6-10 years (mean of 4.01) and more than 10 years (mean of 3.90) experience as indicated by the p-value of .204.

The data suggests that work experience plays a role in influencing job satisfaction, with employees having less than 1 year of experience having the highest satisfaction levels. Additionally, the gap in job satisfaction decreases with employees who have 6-10 years and more than 10 years of experience. However, there is no significant difference between employees with 6-10 years and more than 10 years of experience.

Table 12: Hypothesis Testing on Personal Factors Affecting Employee Job Satisfaction in the Health Supplement, Beauty, and Wellness Manufacturing Business, Categorized by Average Monthly Income

Job Satisfaction of Employees in the Health Supplement, Beauty, and Wellness Manufacturing Business	Average Monthly Income	SS	Df	M.S	F	Sig.
		13.613	4	2.971	6.216	.000*
Between Groups		13.613	4	2.971	6.216	.000*
Within Groups		178.327	384	0.561		
Total		189.849	385			

*Note: Indicates statistical significance at the 0.05 level.

From Table 12, the following conclusions can be made:

1. The F-value is 6.216, and the p-value is 0.000, which is less than the significance level of 0.05. This indicates that there is a statistically significant difference in job satisfaction between employees in different income groups.
2. The Between Groups SS value of 13.613 represents the variation in job satisfaction among employees with different levels of income.
3. The Within Groups SS value of 178.327 indicates the variation within each income group.

The data suggests that average monthly income significantly influences job satisfaction among employees in the health supplement, beauty, and wellness manufacturing business. Employees with different income levels experience different levels of job satisfaction, confirming the hypothesis that income plays a key role in shaping employee happiness at work.

Table 13: Hypothesis Testing on Personal Factors Affecting Employee Job Satisfaction in the Health Supplement, Beauty, and Wellness Manufacturing Business, Categorized by Average Monthly Income (Pairwise)

Job Satisfaction of Employees in the Health Supplement, Beauty, and Wellness Manufacturing Business	Average Monthly Income	≤ 10,000 Baht	10,001 - 15,000 Baht	15,001 - 20,000 Baht	20,001 - 25,000 Baht
		3.75	3.86	4.17	3.82
≤ 10,000 Baht	3.84	-	-0.114	-0.432*	-0.078
10,001 - 15,000 Baht	3.95		-0.327*	0.045	-0.095
15,001 - 20,000 Baht	4.26			-0.363*	0.241*
20,001 - 25,000 Baht	3.91				-0.131
> 25,000 Baht	3.93				

*Note: Indicates statistical significance at the 0.05 level.

1. Pairwise Comparison:

- The comparison of job satisfaction between employees earning less than or equal to 10,000 Baht and those earning 15,001 - 20,000 Baht shows a significant difference ($p = 0.432$), indicating that employees with an income in the latter group report significantly higher job satisfaction.
- Employees earning 10,001 - 15,000 Baht show a significant difference in job satisfaction when compared to those earning 15,001 - 20,000 Baht ($p = 0.327^*$) and 20,001 - 25,000 Baht ($*p = 0.131$).

2. Significant Differences:

- The significant differences (**marked with $p < 0.05$*) highlight key findings:
 - Employees with an income of 15,001 - 20,000 Baht report significantly higher job satisfaction compared to other income groups, particularly 10,001 - 15,000 Baht and 20,001 - 25,000 Baht.

From Table 13, it is concluded that average monthly income significantly affects job satisfaction among employees in the health supplement, beauty, and wellness manufacturing business. Particularly, employees with an income of 15,001 - 20,000 Baht tend to report higher job satisfaction than those with lower or higher income ranges. The hypothesis that personal

factors like income impact job satisfaction is supported by the statistical significance observed in the pairwise comparisons.

Table 14: Hypothesis Testing on Leadership Impacting Job Satisfaction of Employees in the Health Supplement, Beauty, and Wellness Manufacturing Business

Leadership Impacting Job Satisfaction	Unstandardized Coefficients	Standardized Coefficients	t	Sig
	B	Std. Error	Beta	
(Constant)	1.222	0.081		12.338
Leadership in Morality (Silapavana)	0.336	0.059	0.301	3.713
Leadership in Physical Aspects (Kayapavana)	0.355	0.065	0.326	3.548
Leadership in Mental Aspects (Cittapavana)	0.216	0.068	0.156	1.713
Leadership in Wisdom (Paññapavana)	0.185	0.074	0.122	1.532
R = 0.862				
R ² = 0.736				
Sig = 0.000*				

*Note: * Indicates statistical significance at the 0.05 level.

1. Significant Variables: The leadership in morality (Silapavana) and leadership in physical aspects (Kayapavana) show a significant impact on job satisfaction. The standardized beta values of 0.301 and 0.326, respectively, are statistically significant ($p < 0.05$). The constant term also shows a significant value ($p = 0.000$), suggesting that even without the leadership factors, a basic level of job satisfaction is achieved.
2. Non-Significant Variables: Leadership in mental aspects (Cittapavana) and leadership in wisdom (Paññapavana) did not show statistical significance ($p > 0.05$), indicating that these leadership aspects do not have a direct impact on employee job satisfaction in this context.
3. Model Fit: The R^2 value of 0.736 indicates that the model explains 73.6% of the variation in job satisfaction, suggesting a strong model fit. The overall significance (Sig = 0.000) also confirms the reliability of the model.

Discussion

Results from Research Objective 1: To study the individual factors affecting workplace happiness. The study found that marital status, education level, work experience, and income level significantly influenced workplace happiness, whereby: Marital Status: Married employees reported higher happiness, potentially due to greater emotional and social stability (Worapongpat, 2023). Education Level: Higher education was associated with greater happiness, possibly due to increased job opportunities and confidence. Work Experience: Employees with less than 1 year of experience reported the highest happiness, likely due to the “honeymoon effect” (Worapongpat & Runghana, 2023). Income Level: Higher income was linked to greater happiness, possibly by reducing financial stress.

Results from Research Objective 2: To examine the level of leadership among executives and its impact on workplace happiness. Ethical leadership (Silapa-wana) and physical leadership (Kaya-wana) showed a significant positive impact on workplace happiness, while mental leadership (Citta-wana) and intellectual leadership (Panna-wana) had weaker correlations. Ethical Leadership: Fosters trust and respect, crucial for happiness (Worapongpat & Bhasabutr, 2024). Physical Leadership: Being present and supportive makes employees feel valued. Mental and Intellectual Leadership: While important for other outcomes, ethical and physical aspects may more directly influence immediate workplace happiness in this context.

Results from Research Objective 3: To study the Buddhist Innovative Leadership of Entrepreneurs Affecting Employee Workplace Happiness. The positive influence of ethical and physical leadership aligns with key principles of Buddhist Innovative Leadership, such as compassion (Karuna) in physical leadership and ethical conduct (Sila) in ethical leadership. Ethical Leadership: Consistent with Sila, promoting trust and peace of mind. Physical Leadership: Reflects Karuna by caring for employees' well-being happiness (Worapongpat & Narong Uttamavangso, 2024). Further research specifically measuring “Buddhist Innovative Leadership,” including mindfulness (Sati) and wisdom (Panna) in an innovative context, is needed to fully understand its unique contribution to workplace happiness in this industry (Worapongpat & Aekaraj, 2024). Conclusion: Workplace happiness is influenced by YongMing, C., Worapongpat, N., & Wongkumchai, T., 2024). individual factors and leadership, particularly ethical and physical leadership, which align with Buddhist Innovative Leadership principles. Creating a supportive and ethical work environment is key to promoting employee well-being.

Originality and body of knowledge

From the study of Buddhist Innovative Leadership of Entrepreneurs Affecting Employees' Workplace Happiness in Comprehensive Health, Beauty, and Dietary Supplement Manufacturing Businesses Its Affiliates knowledge that can be summarized into a diagram. Here is the visual model illustrating the gratitude and contributions in your research study. It shows the interconnected elements representing key contributors such as the Academic Advisor, Study Participants, Institution/Department, Family and Friends, and Scholars/Authors, symbolizing the flow of support and collaboration throughout the research process

Suggestions

Based on the analysis of factors influencing employee happiness in the dietary supplement, health, and beauty production business, the following suggestions are proposed:

1. Policy Implications:

Compensation and Benefits: Organizations should review and potentially enhance their compensation and benefits packages to ensure fair and competitive pay, particularly for employees earning below 15,000 Baht per month. This could include exploring options for salary increases, performance-based bonuses, or additional benefits that address financial well-being.

Work-Life Balance Initiatives: Given the potential for decreased happiness among longer-tenured employees, policies promoting work-life balance are crucial. This could involve flexible work arrangements, generous vacation and leave policies, and initiatives to prevent burnout, such as workload management strategies and employee assistance programs.

Ethical Leadership Development: Organizations should invest in training and development programs that specifically focus on cultivating ethical leadership behaviors among managers at all levels. This includes emphasizing fairness, integrity, and creating a supportive work environment.

Physical Leadership Engagement: Encourage leaders to be actively present and engaged with their teams. This can be facilitated through regular check-ins, open communication channels, and leadership visibility within the workplace. Policies could support time allocation for these interactions.

Support for New Employees: While new employees report high happiness levels, organizations should have robust onboarding programs and mentorship opportunities to sustain this enthusiasm and integrate them effectively into the company culture.

2. Education and Training:

Employee Development Programs: Recognizing the link between higher education and job satisfaction, organizations should provide opportunities for continuous learning and professional development for all employees. This can include skills-based training, tuition reimbursement programs, and internal mobility opportunities to enhance career prospects and a sense of competence.

Leadership Training Curricula: Educational initiatives for leaders should incorporate the principles of ethical and physical leadership, providing practical tools and techniques for fostering a supportive and engaging work environment. Training could also address strategies for recognizing and addressing signs of burnout in long-term employees.

Financial Literacy Education: Given the impact of income on happiness, offering financial literacy workshops or resources could empower employees to manage their finances effectively, potentially reducing financial stress and improving overall well-being.

3. Industrial Considerations:

Benchmarking and Best Practices: Industry associations and organizations can facilitate the sharing of best practices related to employee happiness initiatives within the dietary supplement, health, and beauty production sector. Benchmarking compensation, benefits, and leadership development programs against industry standards can help companies identify areas for improvement.

Research and Development: Further research within the industry can explore the specific nuances of employee happiness and the effectiveness of different interventions. This could include investigating the impact of specific job roles, work processes, and organizational cultures on employee well-being.

Promoting Ethical Standards: Industry-wide initiatives to promote ethical business practices and fair labor standards can contribute to a more positive overall work environment and enhance employee trust and satisfaction across the sector.

Addressing Burnout in Experienced Employees: Given the finding regarding experienced employees, the industry could explore collaborative solutions to address potential burnout, such as workload sharing strategies, mentorship programs where experienced employees can take on different roles, or opportunities for skill diversification.

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