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# The Model of Happiness Workplace with Dhamma Music by Buddhist Peaceful Means: A Case Study of Flâneur Tea Café

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*Received 23/01/2025; Revised 19/02/2025; Accepted 21/02/2025*

## Abstract

This research article aims to develop a Happiness Workplace Model by integrating Buddhist teachings and Dhamma music. The objectives of the study were: (1) to analyze the environment of Flâneur Tea Café and explore the theories surrounding happiness in the workplace; (2) to investigate how Buddhist teachings and Dhamma music can promote happiness in work settings; and (3) to present a Happiness Workplace Model that utilizes Dhamma music at Flâneur Tea Café, grounded in the principles of Buddhist peaceful means. The research employed qualitative methods, including SWOT analysis, semi-structured interviews, and a 14-day trial implementation at Flâneur Tea Café. The data were analyzed using descriptive statistics and content analysis.

The findings revealed three key insights:

1. The concept of happiness in the workplace encompasses physical, emotional, and social elements, fostering overall wellness and productivity. Flâneur Tea Café embodies the principles of workplace happiness through its architectural design, natural materials, and a contemplative environment.

2. Dhamma music is vital for creating a tranquil and focused workspace, as it fosters an auditory setting that enhances emotional stability and concentration.

3. The Happiness Workplace Model integrates mindfulness practices, biophilic design elements, and soothing auditory stimuli such as Dhamma music. These components promote mindfulness, ethical communication, and emotional resilience within organizational settings.

This research highlights the significant transformative potential of combining Buddhist principles with contemporary workplace needs. The Happiness Workplace Model offers a systematic and scalable framework for cultivating mindfulness, sustainability, and heightened productivity across diverse organizational environments.

**Keywords:** Happiness Workplace; Buddhist Principles; Dhamma Music; Sensory

## Introduction

The COVID-19 pandemic has significantly transformed workplace interactions, increasing the popularity of hybrid and remote work formats. While these changes have provided greater flexibility, they have also introduced challenges such as social isolation, unclear boundaries between personal and professional life, and heightened stress levels. As a result, there is an urgent need for workplaces to focus on both productivity and emotional wellness. Recent studies highlight the importance of sensory design and mindfulness techniques in creating environments that foster happiness and balance. For example, biophilic design—incorporating elements of nature—has been shown to reduce stress and improve concentration (Kellert & Wilson, 2008). Additionally, as described by Kabat-Zinn (2003), mindfulness approaches have been demonstrated to enhance emotional regulation and resilience.

Buddhist principles can contribute to workplace cohesion by promoting ethical behavior, mutual respect, and employee interconnectedness (Lee et al., 2014). Furthermore, Buddhist teachings offer an effective strategy for fostering trust and respect, reducing the need for constant oversight, and promoting a more cohesive and productive work environment (Pansuwan, 2017). Buddhist schools and meditation centres utilize these doctrines to create peaceful environments for meditation and religious practices (Siddhinundo, 2024). However, a significant gap remains in exploring how ancient wisdom, particularly Buddhist philosophies, can be integrated into workplace design to create holistic frameworks that prioritize employee well-being, moving beyond traditional religious objectives.

The configuration of occupational settings substantially impacts employee well-being and satisfaction, enhancing job fulfilment and productivity through elements such as biophilic design and auditory stimuli. Auditory landscapes, including meditative or ambient music, can alleviate stress and improve emotional regulation (Hong et al., 1996). However, these sensory strategies are often implemented without thorough philosophical integration, limiting their effectiveness. In educational management, the study (Gotiram et al., 2023) discusses the Sappāya 7 principles, which promote a balance between tangible and intangible aspects. Integrating these principles in educational and residential settings has yielded significant benefits. Siddhinundo's article analyzes the relevance of Buddhist doctrine to Sappāya 7 in monastic governance, emphasizing the importance of harmony, supportive relationships, and contextual relevance.

Music plays a critical role in influencing emotions and cognitive focus. Dhamma music, characterized by its meditative melodies and rhythmic chants, has been noted for its stress-reducing and mindfulness-enhancing properties (Trewin, 1995). Rana et al. (2011) demonstrated that gentle sounds can uplift emotional states and increase productivity. Nonetheless, the integration of Dhamma music in organizational settings remains underexplored, suggesting an opportunity to investigate its potential contributions to workplace happiness and concentration.

Cafés have emerged as alternative workspaces due to their combination of social interaction and tranquility. Pathirana & Wijesundara (2024) argue that café atmospheres can enhance creativity and efficiency through sensory and social stimuli. Oldenburg's (1991) "third place" theory highlights the importance of communal spaces for emotional health and collaboration. Multi-local workers, who come from diverse backgrounds and practices, often utilize coffee shops and libraries for various activities (Di Marino & Lapintie, 2018). Research (Vanichvatana, 2018) indicates that coffee shops in Thailand are preferred for remote work over traditional offices, with coworking spaces as a close second. Flâneur Tea Café, located on Sathorn Road within the Central Business District, effectively attracts employees from nearby businesses, supporting the hypothesis regarding job satisfaction. Its spacious layout fosters a conducive work atmosphere.

In summary, this investigation explores the integration of the Sappāya 7 principles and Dhamma music within Flâneur Tea Café to enhance workplace well-being. Through qualitative assessment, it examines the extent to which these components promote a harmonious and supportive environment, thereby enhancing employee satisfaction and creating a positive ambiance for customers. This approach highlights the effectiveness of Buddhist-inspired design in establishing a genuinely rewarding and happiness-centric workplace.

### **Research Objectives**

1. To analyse the environment of Flâneur Tea Café and study the theories of Happiness workplace
2. To study Buddhist teaching and Dhamma music which be promoting happiness in the workplace
3. To present the Model of Happiness workplace utilising Dhamma music at Flâneur Tea Café, grounded in the principles of Buddhist Peaceful means.

## **Literature Review**

The concept of a "Happiness Workplace" has garnered significant scholarly interest, particularly in enhancing well-being and productivity within occupational environments. This review synthesizes existing studies, Buddhist teachings, and the role of Dhamma music to address gaps in understanding and situate these components within the framework of workplace well-being. It explores the convergence of these elements, proposing a Happiness Workplace Model informed by Buddhist principles and sensory design.

### **1. Happiness Workplace and Environmental Design**

Research and Buddhist philosophical traditions suggest that individual cognitive frameworks, societal norms, and contextual variables influence happiness. Nitnithruth (2007) highlights the importance of ethical living and self-sufficiency in attaining happiness, aligning with the principles of Buddhist economics, which emphasize interdependence and well-being over material accumulation (Gao, 2022; Song, H. C. (2021).

Buddhism conceptualizes happiness as a profound realization of reality achieved through mental discipline and the practice of compassion. The Mind Training (Dalai Lama, 2014) and the Gross National Happiness framework (Hewavitharana, 2004) emphasize ethical behavior and collective welfare. Nirvana is viewed as the ultimate state of happiness, reinforcing that true fulfillment stems from inner tranquility, meaningful relationships, and communal harmony (Kittiprapas, 2022).

Pathirana and Wijesundara (2024) establish a significant correlation between workplace design and employee satisfaction, highlighting the importance of spatial arrangement, ventilation, furnishings, and sanitation. These findings align with Abouelela (2022), who asserts that a well-structured workspace fosters creativity and innovation, significantly influencing productivity. Contemporary workplace design principles emphasise holistic well-being, promoting a sense of belonging and emotional fulfillment (Kakkar, 2022). A balanced and aesthetically pleasing work environment resonates with Buddhist perspectives, where harmonious surroundings support professional efficiency and spiritual well-being.

### **2. Buddhist Teachings and Workplace Well-Being**

Buddhist teachings, particularly the Sappāya 7 principles, provide a robust framework for enhancing occupational well-being. These principles emphasize supportive environments, ethical relationships, and mindfulness-based practices. Kabat-Zinn (2003) discusses the role of mindfulness-based stress reduction in improving emotional regulation and concentration.

Lomas et al. (2017) further explores how mindfulness enhances teamwork and resilience. However, systematic applications of the Sappāya principles in workplace design remain underexplored, presenting an opportunity for further research.

### **3. Role of Dhamma Music in Workplace Happiness**

Extensive research suggests that music positively influences occupational performance and employee health. Serpian et al. (2023) demonstrate that musical elements in work environments enhance concentration and job satisfaction. Buddhist chanting and melodies have been found to foster inner peace, reduce stress, and cultivate compassion (Yan, 2015; Ning & Liu, 2019). The calming harmonies of Dhamma music encourage emotional balance and mindfulness, creating a serene workspace conducive to well-being and efficiency (Kalkumbe, 2024).

### **4. Cafes as Alternative Workplaces**

Coffee shops have emerged as essential alternative workspaces, offering environments that enhance productivity, creativity, and collaboration. The concept of "coffitivity" suggests that ambient noise and social atmosphere stimulate focus and efficiency (Droumeva, 2017). Dewi et al. (2022) argue that cafes offer a flexible alternative to traditional offices, particularly for remote workers seeking a structured yet dynamic work setting. Additionally, studies indicate that the scent of coffee can enhance cognitive functions, including attention and memory, making these environments conducive to creative tasks (Hawiset, 2019).

The literature underscores workplace design, mindfulness, and music as pivotal to employee satisfaction. However, the integration of Buddhist principles, notably the Sappāya 7 and Dhamma music, into workplace models remains underexplored. This study addresses this gap by constructing a Happiness Workplace Model, illustrating the potential of these elements to foster a mindful, harmonious, and efficient work environment, exemplified through Flâneur Tea Café.

## **Conceptual Framework**

This research focuses on developing a model of a happy workplace using Dhamma music and the Sappaya 7 principle. This framework elucidates the relationship between Dhamma Music and Workplace Design regarding happiness workplace, as exemplified by the Sappaya 7 principle. The study employs qualitative methods to explore the integration

of stakeholder well-being and satisfaction within a cohesive framework to enhance organisational happiness. The details of the framework are as follows:

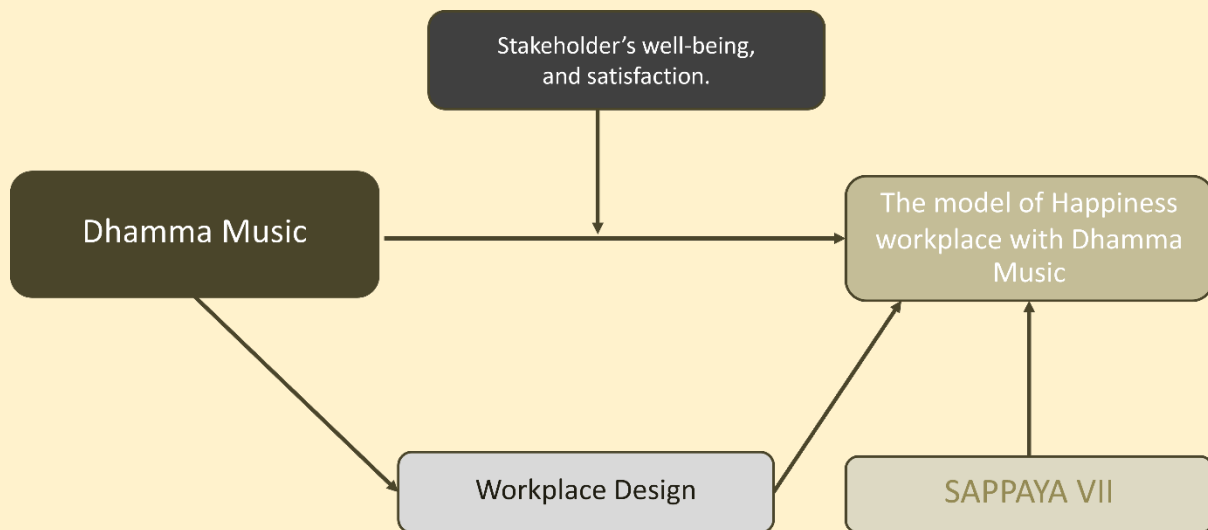


Figure 1: Conceptual Frameworks

## Research Methodology

This study employs a qualitative methodology. The Flâneur Tea Café is examined as a case study for its amalgamation of Buddhist principles, Dhamma music, and sensory design to enhance workplace well-being. The target population comprises individuals engaged in the café's operations and patronage. The sample includes 25 key informants, comprising four café owners, five employees, and fifteen customers, chosen via purposive sampling to align with the study's aims. The research tools are of three types:

1. *Interview Form*: In-depth interviews were conducted with the café proprietor, staff, and patrons. The questions were designed to explore their experiences with Buddhist teachings, Dhamma music, and the physical environment of the café. The interview form was developed based on theories of workplace happiness and the Sappāya 7 principles, with validation by experts to ensure reliability. This tool gathered insights into the influence of mindfulness practices on workplace and customer well-being.

2. *Documentary Analysis*: Buddhist texts, academic journals, theses, and secondary sources were reviewed to provide theoretical support for the research framework. This analysis focused on the intersection of Buddhist principles, sensory design, and workplace happiness.

3. *Sappaya 7 as a framework*: The Sappaya 7 principle was used to evaluate the café's environment and operations alongside SWOT analysis. Thematic analysis will examine the correlation between the café's practices, dhamma music, and stakeholders' happiness.

#### **Data Collection:**

Data collection occurred from January 2025 through various methodologies. Proprietor interviews investigated the fusion of Buddhist principles and sensory aesthetics, while staff discussions emphasised teamwork and mindfulness effects. During a two-week trial, customer interviews assessed interactions with Dhamma music and environmental conditions. Complementary observations of café operations and atmosphere were also undertaken.

#### **Data Analysis:**

Thematic analysis was used to discern patterns concerning workplace happiness, mindfulness, and the impact of sensory design. SWOT analysis yielded insights into the café's internal and external factors. These results were integrated into a narrative to formulate a Happiness Workplace Model incorporating Sappāya 7 principles and Dhamma Music.

The findings reveal that Dhamma music, Sappāya 7 principles, and biophilic design foster a conducive and efficient workplace. This research enhances both theoretical understanding and practical implementations, presenting a scalable model to promote mindfulness, emotional wellness, and productivity in professional environments.

### **Research Results**

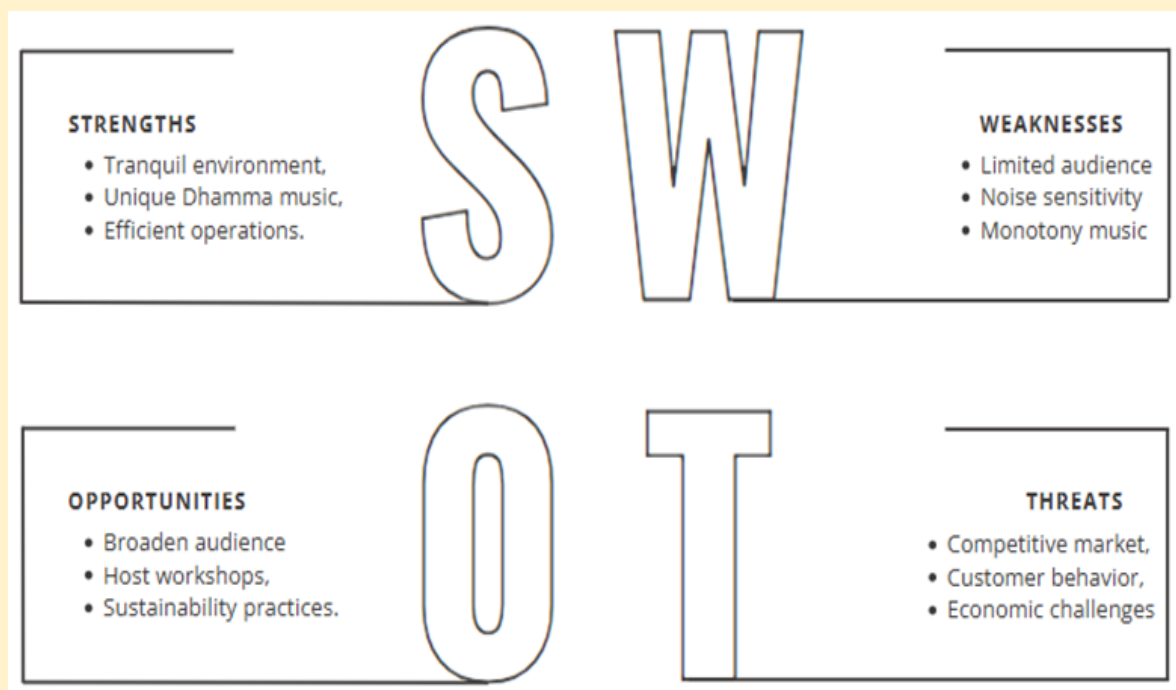
**Objective 1:** A happy workplace is designed to enhance employee well-being, satisfaction, and productivity by fostering physical, emotional, and social balance, as highlighted in the literature review that outlines the key principles of these environments.



**Figure 2:** The concept of happiness workplace

A happy workplace integrates physical, psychological, and ethical components to enhance well-being and productivity. Organised environments featuring biophilic design and ergonomic considerations mitigate stress and improve comfort, while mindfulness and positive interactions promote emotional stability and collaboration. Synchronising organisational objectives with ethical and sustainable practices fosters a sense of purpose, and environments that stimulate creativity and development lead to enduring contentment. From a Buddhist lens, Metta and Karuna advocate for ethical conduct, while the Sappāya 7 principles establish a foundation for mindfulness, concentration, and holistic workplace wellness.

The results from a comprehensive interview and thematic analysis showed that the environment of Flâneur Tea Café supports workplace happiness through its physical design, biophilic elements, and mindful atmosphere. A SWOT analysis examined the café's strengths, weaknesses, opportunities, and threats. The findings include:



**Figure 3:** SWOT analysis of Flâneur Tea Café

These findings indicate that the café's environment aligns well with happiness workplace theories but requires strategic adjustments to expand its impact and inclusivity.

**Objective 2:** The comprehensive interview and thematic analysis results showed that Buddhist teachings, particularly the Sappāya 7 principles and Dhamma music, significantly enhance workplace happiness. The following key observations were made:



### 1. Application of Sappāya Principles:

- Sappāya Āvāsa (Supportive Places): The café's biophilic design fosters emotional well-being and reduces stress.

Stakeholder Insight:

"The combination of the soft music, ergonomic seating, and nature-inspired design makes this café feel like a retreat from the daily grind."

"The music and natural design elements create a sanctuary for work and relaxation."

- Sappāya Puggala (Supportive People): Ethical relationships and compassionate communication promote harmony among staff and patrons.

Stakeholder Insight:

"The café feels inviting and inclusive—perfect for peacefully connecting with others."

"Customer behavior plays an important role. If customers are respectful and mindful, the atmosphere remains pleasant."

- Sappāya Gocara (Supportive Activities): Structured workflows and mindfulness practices improve focus and reduce workplace tension.

Stakeholder Insight:

"The café's ambiance keeps me grounded and focused, even on challenging days."

"We incorporate mindfulness principles and a service-oriented mindset into our work, ensuring staff and customers have a pleasant experience."

- Sappāya Dhamma (Suitable Speech): Foster positive reflection through dhamma music and educate staff on mindful, compassionate actions.

Stakeholder Insight:

"The music and ethical approach make this café feel more meaningful than others."

"The music helps me be more mindful in conversations. I find myself communicating with more patience and awareness."

- Sappāya Iriyāpatha (Suitable Posture & Comfort): Ergonomic seating promotes comfort. Functional layouts enhance mobility.

Stakeholder Insight:

"Having a spacious and well-arranged workspace allows employees to move freely and work more efficiently."

"Keeping the workspace organised is important, even if the café is small. Proper arrangement of tables and chairs ensures smooth movement and easy cleaning."

- Sappāya Utu (Suitable Faculties): Foster a constructive work environment and establish designated areas for tranquility and mindfulness.

Stakeholder Insight:

“This café is not just a workspace; it is a retreat for personal growth and focus.”

“The atmosphere is peaceful, helping to create relaxation and comfort.”

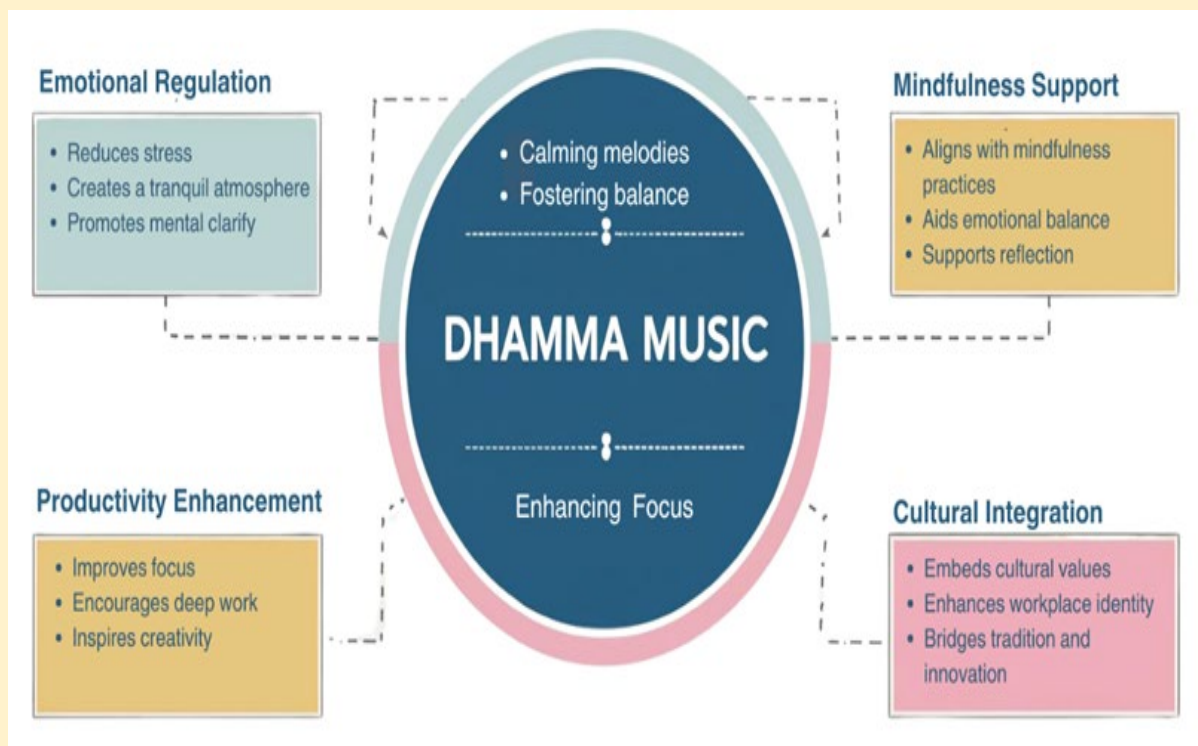
- Sappāya Bhojana (Suitable Food & Nourishment): Cognizant culinary preparation, attentive service, and soothing dining atmospheres.

Stakeholder Insight:

“The relaxed dining experience complements the calm working environment.”

“It is not just a spot to grab coffee—it is somewhere you can focus and get things done without feeling overwhelmed.”

**2. Impact of Dhamma Music:** Dhamma music is crucial in establishing a serene and focused work environment. Its calming melodies reduce stress, improve concentration, and promote emotional equilibrium. Both clients and staff valued the music's ability to foster mindfulness and boost efficiency. Like the Middle Way's promotion of harmony, Dhamma music creates an auditory environment that aids individuals in maintaining emotional stability and focus in their activities.



**Figure 3:** Dhamma Music as a Unique Workplace Enhancement Tool

Comprehensive illustrations can be articulated for enhanced comprehension in the following manner:

- Emotional Regulation: Calming melodies alleviate stress and enhance mental clarity, supported by customer feedback.

*Customer Insight:*

“The music creates a workspace where I can focus while staying stress-free.”

“Dhamma songs don’t have sad lyrics or heavy tones, making the atmosphere light and stress-free.”

- Productivity Enhancement: Rhythmic and atmospheric qualities foster concentration and creativity, significantly improving productivity-oriented environments.

*Customer Insight:*

“It creates a relaxed and focused mindset.”

“I can concentrate longer and complete my work efficiently.”

- Cultural Innovation: Dhamma music integrates cultural elements into auditory design, establishing a model for global workplace design that respects local traditions.

*Customer Insight:*

“It creates a gentle and compassionate mindset, making me feel more positive and motivated in my work.”

“It helps clear my mind, making me more creative and productive.”

- Mindfulness Support: Calming melodies enhance concentration in mindfulness-related vocations, promoting emotional balance and facilitating serene communication and introspection.

*Customer Insight:*

“It allows me to stay focused and relaxed for long periods”

“It encourages a mindful, balanced approach to work—no pressure, just smooth productivity.”

**Objective 3:** The study demonstrated the successful development and testing of the Happiness Workplace Model at Flâneur Tea Café over a span of 14 days. Principal findings from clients visiting the café more than five times in the experiment are summarised below:

**1. Mindfulness and Emotional Well-Being:** Staff and patrons reported enhanced mindfulness and diminished stress levels. The café evolved into a venue for serene contemplation and effective productivity.

**2. Core Components of the Model:**

2.1 Physical Design: The incorporation of biophilic elements, such as vegetation and natural illumination, improved the ambience. Auditory Landscape: Dhamma music established a calming auditory environment that facilitated mindfulness.

2.2 Ethical Practices: Instruction in mindfulness and empathetic communication bolstered team unity.



**Figure 5:** Core elements in the model of happiness workplace at Flâneur Tea Café

**Challenges and Solutions:**

*Challenge 1:* Monotonous Dhamma music playlists decreased participant engagement.

*Solution:* Implemented varied playlists to maintain interest.

*Challenge 2:* Ambient noise interfered with the serene setting.

*Solution:* Improved soundproofing and created designated quiet areas.

## Discussions

This study explored integrating Buddhist principles and biophilic design in fostering a happiness-centric workplace at Flâneur Tea Café. The findings demonstrate that the café's environment, practices, and ethical foundations collectively enhance emotional well-being, productivity, and community cohesion, aligning with the theoretical framework of Sappāya (supportive conditions) derived from Buddhist teachings.

Consistent with Objective 1, the café's atmosphere adheres to biophilic design principles, incorporating natural light, greenery, and harmonious spatial arrangements to promote mindfulness and tranquillity. Stakeholders emphasized the café's role as a "serene escape" from urban stressors, facilitated by ergonomic seating and nature-inspired décor. These elements resonate with the Sappāya *Āvāsa* principle, prioritising environments that nurture focus and calm (Pathirana & Wijesundara, 2022). However, external disruptions such as urban noise occasionally undermined this ambience, echoing Oldenburg's (1991) assertion that "third places" require insulation from chaotic surroundings. To address this, soundproofing measures could enhance the café's efficacy as a restorative space, as recommended by studies on biophilic workplaces (Ryan & Browning, 2020).

The findings for Objective 2 highlight the centrality of Sappāya Puggala (supportive individuals) and Sappāya Dhamma (supportive principles) in cultivating workplace harmony. Employees reported that mindfulness practices, rooted in compassionate communication, improved job satisfaction and service quality. This aligns with Kabat-Zinn's (2003) Mindfulness-Based Stress Reduction (MBSR) framework, which links mindfulness to emotional regulation and reduced workplace tension. Furthermore, Dhamma music's calming influence fostered emotional balance, though repetitive playlists occasionally reduced engagement. Diversifying music selection could sustain its therapeutic benefits, as varied auditory stimuli are shown to enhance cognitive performance (Lesiuk, 2005).

Objective 3 revealed that combining biophilic design, Dhamma music, and mindfulness practices significantly improved focus, collaboration, and community bonds over 14 days. The Sappāya *Gocara* principle, which emphasizes supportive activities, was instrumental in structuring stress-reducing practices. Challenges such as inconsistent customer expectations and noise pollution underscored the need for adaptive strategies, including staff training in conflict resolution (Hülshager et al., 2013). Additionally, the Sappāya *Utu* principle highlighted

the café's role as a sanctuary for mental clarity, with stakeholders valuing its organized layout and opportunities for personal reflection.

Sappāya Bhojana (suitable nourishment) enriched the workspace experience. High-quality food and attentive service enhanced physical and mental comfort. Participants linked mindful dining to sustained productivity, reinforcing the café's identity as a holistic well-being hub. Flâneur Tea Café exemplifies how Buddhist principles and biophilic design can synergize to create a happiness-oriented workplace. While environmental and interpersonal challenges persist, the study underscores the value of intentional design, ethical engagement, and adaptive strategies in fostering workplace harmony. Future research could explore longitudinal impacts of such models across diverse cultural contexts.

### **Knowledge from Research**

This scholarly investigation has yielded substantial insights regarding the amalgamation of Buddhist principles, Dhamma music, and sensory design to formulate a Happiness Workplace Model. The results offer an extensive framework for promoting mindfulness, emotional wellness, and productivity within professional environments, especially in co-working or hospitality contexts. The research produced the following key findings as below:

#### **1. Integration of Sappāya 7 Principles:**

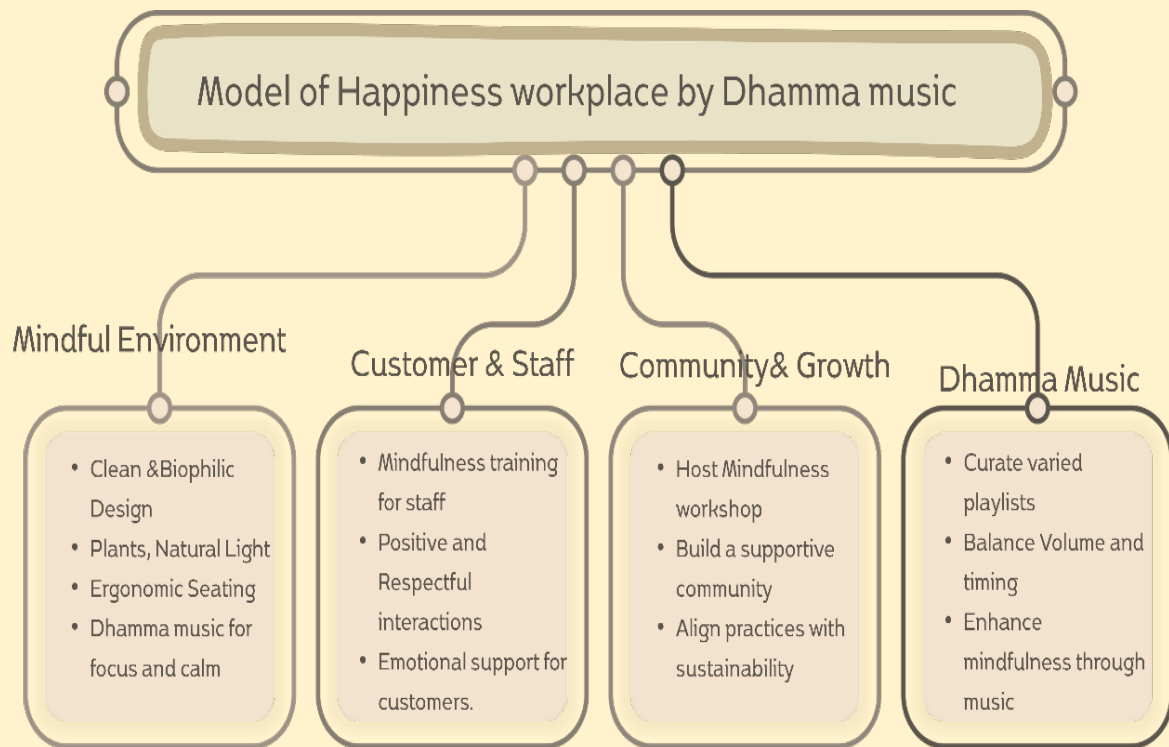
Applying Sappaya 7 in this study provides new insights into how Buddhist principles foster a happy workplace. This study highlights that a biophilic and mindful environment (Sappāya Āvāsa) reduces stress, while ethical relationships (Sappāya Puggala) and mindfulness-based workflows (Sappāya Gocara) enhance focus and workplace harmony. Additionally, Dhamma music (Sappāya Dhamma) promotes positive reflection, and ergonomic design (Sappāya Iriyāpatha) improves comfort and mobility. It also reveals that a supportive work climate (Sappāya Utu) strengthens employee well-being, and conscious culinary preparation (Sappāya Bhojana) contributes to mindful living. These findings establish Sappaya 7 as a practical model for integrating Buddhist peaceful means into modern workplaces, creating a sustainable balance between mindfulness, happiness, and business success.

## 2. Dhamma Music as a Mindfulness Tool

The study established that Dhamma music serves as an effective auditory element for fostering emotional regulation and focus. By reducing stress and enhancing mindfulness, it aligns with modern workplace needs while incorporating traditional Buddhist practices.

## 3. Happiness Workplace Model:

The model integrates physical design, ethical practices, and sensory elements to create a balanced, productive, and emotionally supportive environment. This model is replicable across various industries, emphasising its scalability.



**Figure 5:** Happiness workplace model by dhamma music

## Conclusion

This study explores the impact of Dhamma music and biophilic design in fostering a happiness-oriented work environment at Flâneur Tea Café. Employing the Sappāya 7 framework, the research demonstrates that intentional environmental design, mindfulness practices, and ethical engagement are crucial in enhancing employee well-being, satisfaction, and productivity.

The findings reveal Dhamma music is vital for reducing stress, improving focus, and achieving emotional balance. Its calming auditory landscape allows employees and patrons



to practice mindfulness while sustaining productivity, although various playlists are necessary for prolonged engagement. Additionally, biophilic design elements—such as natural light, greenery, and ergonomic arrangements—significantly enhance comfort, minimize stress, and promote cognitive health. Incorporating structured workflows and mindful interactions further contributes to workplace harmony and efficiency.

The Happiness Workplace Model illustrates how the café evolved into a space for mindfulness, reflection, and productivity. Introducing biophilic elements and Dhamma music fostered a tranquil atmosphere, while mindfulness-based ethical practices improved team collaboration and customer engagement. Challenges like repetitive playlists and background noise were effectively addressed through a diverse selection of music and designated quiet areas to maintain engagement. Ultimately, this research affirms that combining Dhamma music and the Sappāya 7 framework successfully establishes a structured model for a joyful workplace, nurturing a harmonious environment that promotes mindfulness, emotional stability, and overall workplace satisfaction through intentional design and ethical engagement.

## **Suggestions**

This study crafts a replicable Happiness Workplace Model by weaving together Buddhist principles, Dhamma melodies, and sensory aesthetics, fostering mindfulness, emotional harmony, and enhanced productivity. The Sappāya 7 principles, when applied within professional environments, promote emotional regulation, mindfulness, and collaborative teamwork. This model applies to sectors such as hospitality, coworking environments, and service-oriented enterprises focused on well-being and productivity. Organisations must prioritise creating mindful environments through biophilic design, ethical practices, and auditory components such as Dhamma music to enhance employee and customer well-being. Further refinement of the model necessitates exploring various sensory elements and sustainable practices.

Future research should examine the long-term implementation of the Happiness Workplace Model across different cultural and organisational frameworks, emphasising the adaptability of Buddhist teachings and Dhamma music in varied workplace contexts.



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