
Developing a Meditation Model for Employee Well-Being: Loving-Kindness and Dhamma Music in Practice at ACE

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Abstract

This research article aimed to develop and evaluate a Buddhist-informed meditation model for enhancing the mental well-being of employees at Absolute Clean Energy Public Company Limited (ACE). The study had three objectives: (1) to study the work-related problems affecting the mental well-being of ACE employees; (2) to develop a Loving-Kindness Meditation model integrated with Dhamma Music for enhancing employee well-being; and (3) to evaluate and present the effects of the model on employees' mental well-being. The study employed a mixed-methods research design combining qualitative inquiry and a one-group pretest-posttest quasi-experimental design. Qualitative data were collected through documentary analysis, in-depth interviews, and focus group discussions with relevant stakeholders, including employees, executives, meditation teachers, business leaders, and mindfulness trainers. Quantitative data were collected from 18 ACE employees using a mental well-being questionnaire before and after participation in the intervention. Data were analyzed through thematic content analysis, descriptive statistics, and a dependent-samples t-test.

The findings revealed that ACE employees experienced several work-related stressors, including prolonged sitting, high workload, time pressure, financial concerns, work-life imbalance, fatigue, anxiety, sleep difficulty, and reduced motivation. The developed model integrated Loving-Kindness Meditation, Dhamma Music, mindful breathing, walking meditation, forgiveness reflection, mindful bowing, gratitude practice, and parent appreciation activities. These components were designed to cultivate mindfulness, compassion, emotional regulation, relaxation, gratitude, and interpersonal empathy. The quantitative results showed that participants' mean mental well-being score increased from 76.17 before the program to 97.78 after the program, with a statistically significant difference ($t = 5.99967, p = .000014$). Qualitative findings also indicated reduced stress, improved emotional balance, better sleep quality, greater patience, and improved relationships with colleagues. The study contributes to applied Buddhist studies and workplace well-being by presenting

a culturally grounded meditation model that may serve as a promising employee wellness strategy in Thai corporate settings.

Keywords: Loving-Kindness Meditation; Dhamma Music; Employee well-being; Buddhist workplace meditation; Mindfulness; Workplace mental health

Introduction

Mental well-being in the workplace has become an increasingly important concern for organizations worldwide. Rapid changes in work environments, intense competition, high workloads, and constant performance demands have contributed to stress, burnout, emotional fatigue, and reduced work-life balance among employees. The World Health Organization (2022) identifies mental health at work as a major global issue, emphasizing that psychosocial risks can reduce productivity, weaken relationships, and affect overall quality of life. Similarly, Mamun and Khan (2020) note that job pressure, motivation, and organizational conditions are closely connected with employee performance and psychological well-being. In Thailand, workplace stress has also become a growing concern, especially among employees in urban corporate sectors, where time pressure, sedentary work, and high responsibility often affect both physical and mental health (Department of Mental Health, 2023).

In response to these challenges, mindfulness-based approaches have increasingly been applied in organizational and therapeutic contexts. Mindfulness-Based Stress Reduction and Mindfulness-Based Cognitive Therapy have been widely recognized for their support of stress management, emotional regulation, and psychological resilience (Kabat-Zinn, 2013; Segal et al., 2018). However, many workplace interventions are secular in orientation and may not fully reflect the cultural and spiritual resources available in Buddhist societies. In the Thai context, Buddhist practices can provide a meaningful foundation for workplace well-being by combining mindfulness, ethical reflection, compassion, and emotional balance.

Loving-Kindness Meditation (LKM), rooted in the Buddhist cultivation of *mettā*, has been studied as a contemplative practice that promotes compassion, positive emotions, self-acceptance, and interpersonal empathy. Recent studies suggest that LKM can reduce stress and support subjective well-being (Petrovic et al., 2024; Zeng et al., 2022). In addition, music has been shown to support emotional engagement and meditative focus. Tang et al. (2024) found that background music can enhance the effects of loving-kindness meditation on

positive emotions, while Ramirez et al. (2022) demonstrated that audio elements can deepen meditative engagement in a loving-kindness meditation experience. Within Buddhist practice, Dhamma Music may serve not merely as background sound but as a culturally resonant medium that supports calmness, reflection, and emotional connection.

Despite these developments, limited research has examined how Loving-Kindness Meditation and Dhamma Music can be integrated into a structured corporate well-being model in Thailand. This gap is especially important in high-pressure organizational settings such as the renewable energy sector. Absolute Clean Energy Public Company Limited (ACE) provides a relevant case because its employees face demands related to responsibility, time pressure, physical fatigue, and workplace stress. Therefore, this study aimed to develop and evaluate a Loving-Kindness Meditation model integrated with Dhamma Music to enhance the mental well-being of ACE employees. The research contributes to Buddhist psychology, mindfulness studies, workplace mental health, and organizational well-being by proposing a culturally grounded intervention model for modern corporate environments.

Research Objectives

1. To study the work-related problems affecting the mental well-being of employees at Absolute Clean Energy Public Company Limited (ACE).
2. To develop a Loving-Kindness Meditation model integrated with Dhamma Music for enhancing the mental well-being of ACE employees.
3. To evaluate and present the effects of the Loving-Kindness Meditation with Dhamma Music model on the mental well-being of ACE employees.

Literature Review

This literature review examines prior studies on Loving-Kindness Meditation, Dhamma Music, and workplace mental health interventions to identify the knowledge gap this research addresses. The review is organized into three areas: Loving-Kindness Meditation and emotional well-being, Dhamma Music as a supportive contemplative medium, and Buddhist-informed workplace mental health interventions.

Loving-Kindness Meditation and Emotional Well-Being

Loving-Kindness Meditation (LKM) is a Buddhist contemplative practice rooted in the cultivation of mettā, or unconditional goodwill toward oneself and others. In Buddhist psychology, mettā is one of the Four Brahmavihāras, together with compassion, appreciative joy, and equanimity. These qualities support emotional balance, non-hostility, empathy, and harmonious relationships. In the context of employee well-being, LKM is especially relevant because workplace stress often involves emotional tension, interpersonal conflict, self-criticism, and reduced patience.

Recent studies support the psychological value of Loving-Kindness Meditation. Petrovic et al. (2024) found that loving-kindness interventions can improve positive mental health outcomes and reduce negative emotional states. Similarly, Zeng et al. (2022) showed that the quality of loving-kindness and compassion meditation practice is associated with stronger subjective well-being. These findings suggest that LKM may support emotional regulation, self-compassion, gratitude, and interpersonal empathy. However, much of the existing research has focused on clinical, educational, or general well-being contexts. Fewer studies have examined how LKM can be adapted as a structured model for employees in corporate workplaces, especially in Thai organizational settings.

Dhamma Music as a Supportive Contemplative Medium

Music has long been recognized as a medium that can influence mood, attention, memory, and emotional regulation. In meditation practice, sound may support calmness, concentration, and emotional engagement when used appropriately. Tang et al. (2024) found that background music can strengthen the effects of loving-kindness meditation on positive emotions. Ramirez et al. (2022) also demonstrated that audio-supported loving-kindness meditation can deepen participants' meditative engagement within a virtual reality environment. These studies indicate that auditory elements may enhance contemplative experience by making meditation more emotionally accessible and engaging.

Dhamma Music differs from ordinary background music because it carries Buddhist meaning, devotional tone, and ethical reflection. It can communicate teachings on compassion, gratitude, peace, impermanence, and inner calm through sound and lyrics. In the Thai Buddhist context, Dhamma Music may function as a culturally resonant tool that helps participants connect meditation

practice with familiar Buddhist values. Nevertheless, formal academic research on Dhamma Music as part of workplace mental health intervention remains limited. This study addresses that gap by integrating Dhamma Music with Loving-Kindness Meditation in a structured program for ACE employees.

Workplace Mental Health Interventions

Workplace mental health has become a major global concern. The World Health Organization (2022) emphasizes that mental health at work is affected by psychosocial risks such as high workload, low support, poor work-life balance, and stressful organizational conditions. In Thailand, workplace stress is also increasingly recognized as a public health concern, especially among employees in urban and corporate sectors (Department of Mental Health, 2023). Mamun and Khan (2020) further suggest that organizational conditions, motivation, and work pressure can influence employee performance and well-being.

Mindfulness-based interventions such as Mindfulness-Based Stress Reduction and Mindfulness-Based Cognitive Therapy have been widely applied to support emotional regulation and psychological resilience (Kabat-Zinn, 2013; Segal et al., 2018). These models are evidence-based and useful, but they are often secular in orientation. For Thai employees, Buddhist-informed practices may offer additional cultural and spiritual relevance. Jiwattanasuk et al. (2025) found that mindfulness-based practices can support mental well-being when adapted to the needs of meditation practitioners. However, limited research has developed and evaluated a Buddhist-based meditation model that combines LKM, Dhamma Music, mindful breathing, walking meditation, gratitude reflection, and forgiveness practice in a real corporate setting.

Therefore, the literature reveals a clear research gap. Although previous studies support the benefits of Loving-Kindness Meditation, music-assisted meditation, and mindfulness-based workplace interventions, few studies have integrated these elements into a culturally grounded Buddhist meditation model for employee well-being in Thailand. This study fills that gap by developing and evaluating a Loving-Kindness Meditation with Dhamma Music model for employees at Absolute Clean Energy Public Company Limited.

Conceptual Framework

This developmental and applied study aims to enhance the mental well-being of working individuals by integrating Loving-Kindness Meditation with Dhamma Music. The researcher defines the research conceptual framework based

on the concepts and theories of Loving-Kindness Meditation (LKM) in Buddhist psychology, as well as on Mindfulness and Loving-Kindness Meditation. The framework also incorporates principles of mental well-being drawn from contemporary psychological and wellness theories. The conceptual framework illustrates the relationships among the independent variables, the intervention process/tools, and the dependent variable. The details are as follows:

Table 1: Conceptual Framework of the Loving-Kindness Meditation with Dhamma Music Model.

Independent Variables	Process / Tools / Area / Target Audience	Dependent Variable
1. Loving-Kindness Meditation (LKM) practice	- Development of Mindfulness & Loving Kindness activities: ▪ Guided LKM sessions with	Enhanced Mental Well-Being of Employees at ACE
2. Dhamma Music integration	Dhamma Music ▪ Walking meditation ▪ Mindful breathing and gratitude practice	
	- Implementation area: Absolute Clean Energy Public Company Limited (ACE)	(e.g., reduced stress, improved mindfulness, inner peace)
	- Target group: Employees of ACE with an interest in mindfulness and well-being practices	

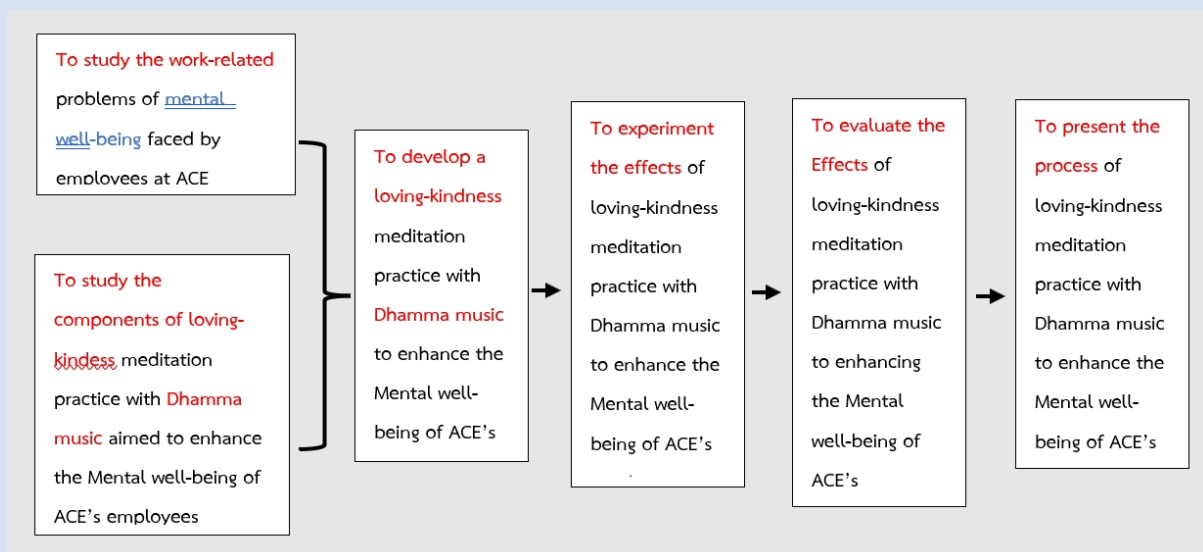


Figure 1: Conceptual Framework

In summary, the *independent variables* (Loving-Kindness Meditation and Dhamma Music) are applied through structured practices and activities. These are delivered within ACE's corporate environment, targeting employees experiencing work-related stress and mental health challenges. The expected *dependent variable* is a measurable improvement in their mental well-being, including reduced anxiety, greater emotional balance, increased mindfulness, and improved team harmony.

Research Methodology

This study employed a mixed-methods research design combining qualitative inquiry and a one-group pretest-posttest quasi-experimental design. The research aimed to examine work-related problems affecting the mental well-being of employees at Absolute Clean Energy Public Company Limited (ACE), to develop a Loving-Kindness Meditation model integrated with Dhamma Music, and to evaluate the model's effects on employees' mental well-being.

The research was conducted in three phases. The first phase examined work-related problems among ACE employees through documentary analysis and in-depth interviews with key informants. The interviews explored workplace stress, physical fatigue, emotional strain, sleep difficulty, work-life imbalance, coping strategies, and employees' needs for mental health support. The qualitative data were analyzed through thematic content analysis to identify major stressors and conditions affecting employee well-being.

The second phase developed the Loving-Kindness Meditation with Dhamma Music model. The model was designed based on Buddhist principles, prior studies on Loving-Kindness Meditation and workplace well-being, and a focus group discussion with meditation teachers, Buddhist scholars, mindfulness trainers, business leaders, and corporate stakeholders. The developed one-day retreat model included guided Loving-Kindness Meditation, listening to Dhamma Music, mindful breathing, walking meditation, forgiveness reflection, mindful bowing, gratitude practice, and parent appreciation activities.

The third phase evaluated the model's effects using 18 ACE employees selected through purposive sampling. Participants completed a 15-item mental well-being questionnaire before and after the intervention. Quantitative data were analyzed using descriptive statistics and a dependent-samples t-test, with statistical significance set at $p < .05$. Additional qualitative feedback was collected through participant reflections and post-program interviews. Ethical

considerations were observed through voluntary participation, informed consent, confidentiality, and academic use of data only.

Research results

1) General Data of Sampling Group

Table 2: Demographic Characteristics of ACE Employee Participants

No.	Description		Number of participants	Percentage
1	Gender	Female	10	55.56
		Male	8	44.44
2	Age	20-30 years old	5	27.78
		31-40 years old	4	22.22
		41-50 years old	6	33.33
		51-60 years old	3	16.67
3	Position	Management	2	11.11
		Manager	8	44.44
		Leader	2	11.11
		Officer	6	33.33
4	Salary	10,000 Baht – 30,000 Baht	3	16.67
		30,001 Baht – 50,000 Baht	7	38.89
		50,001 Baht – 70,000 Baht	4	22.22
		More than 70,000 Baht	4	22.22
5	Education	Bachelor Degree	13	72.22
		Master Degree	4	22.22
		Doctoral Degree	1	5.56
6	Marital Status	Single	9	50.00
		Married	9	50.00
7	No. of Children	None	13	72.22
		1 person	5	27.78
8	No. of family members	2-3 persons	6	33.33
		More than 3 persons	12	66.67
9	Frequency of meditation practice	2-3 times	1	5.56
		4-5 times	3	16.67
		More than 5 times	14	77.78

In summary, the participants are mostly working adults in their 30s and 40s, with a good mix of men and women. Most have a high level of education,

especially at the bachelor's degree level, and earn a stable income, mostly between 30,000 and 50,000 Baht per month. The group includes both single and married individuals, and most live in families with more than three people. Many do not have children, and a large number regularly practice meditation, showing they care about their mental health. Overall, the group consists of well-educated, experienced professionals who value family and well-being.

2) The result of research based on objectives

Objective 1.

The results showed that employees at Absolute Clean Energy (ACE) face multiple work-related challenges that affect their physical and mental well-being. Through qualitative interviews with 18 participants, it was found that prolonged sitting, lack of exercise, and high-pressure work environments were major contributors to stress, fatigue, and reduced job satisfaction. Key factors include:

- Long hours in static postures, leading to musculoskeletal discomfort.
- High workloads and time constraints, resulting in emotional fatigue and anxiety.
- Limited coping mechanisms, with few organizational initiatives promoting mental wellness.

To provide a clearer context and reflect the severity of these challenges, short interviews with key participants were highlighted. For instance, one participant described the physical strain, stating, *"I often have to sit at my desk for long hours to meet tight deadlines, which causes chronic back pain and leaves me feeling physically and mentally exhausted by the end of the day."* Another employee reflected on the emotional toll and the lack of support, sharing, *"The high workload and constant time pressure make me feel highly anxious, and we currently lack specific activities or coping tools within the company to help manage this stress."* These direct reflections confirm that both physical discomfort and emotional fatigue are prominent and interconnected issues among the staff.

This finding is consistent with prior studies by Levecque et al. (2017), who noted high mental health risk among professionals due to workload and lack of autonomy, and with the World Health Organization (2022), which emphasized the need for structural mental health support in the workplace.

Table 3: Summary of Work-Related Challenges among ACE Employees

Problem Area	Symptoms/Effects	% of Participants Reporting
Physical fatigue	Back pain, stiffness, fatigue	85

Mental stress	Anxiety, burnout, and emotional exhaustion	90
Work-life imbalance	Poor concentration, relationship strain	65
Lack of coping tools	Feeling overwhelmed, helplessness	70

The summary of work-related challenges revealed four problem areas experienced by the participants. First, mental stress was the most prominent issue, as 90% of employees reported that they suffered from anxiety, burnout, and emotional exhaustion. Second, physical fatigue closely followed, because 85% of individuals experienced back pain, stiffness, and general fatigue. Furthermore, 70% of the participants indicated a lack of coping tools, which left them overwhelmed and helpless when they handled daily pressures. Finally, work-life imbalance affected 65% of the staff, leading to poor concentration and strained interpersonal relationships. Overall, these findings indicated that the employees faced significant physical and psychological difficulties that required immediate and structured workplace interventions.

Objective 2.

The research documented the development of a Loving-Kindness Meditation (LKM) practice using Dhamma Music to enhance employees' mental well-being at Absolute Clean Energy (ACE). The development process began with a group discussion involving ten experts, including Vipassana meditation teachers, business leaders, and mindfulness trainers. The research team integrated Buddhist teachings, existing LKM models, and corporate wellness principles to design the program. All tools and activities underwent expert review and pilot testing to ensure they were practical and culturally appropriate for the corporate environment.

The developed model consisted of a one-day retreat program that included specific activities, each with a clear purpose and function. First, guided LKM sessions with Dhamma music were implemented. The purpose of this activity was to promote feelings of compassion, peace, and emotional warmth, while the music helped participants maintain concentration and emotional connection. Second, mindful breathing (Sati) and body contemplation (Kāya-kamma) were introduced. These practices increased present-moment awareness and facilitated physical relaxation, helping employees stay calm and focused. Third, walking meditation with Dhamma music was conducted to integrate mindfulness into physical movement. Fourth, forgiveness rituals and mindful bowing were included. The purpose of these rituals was to cultivate humility and empathy, which allowed participants to let go of interpersonal stress. Finally, parent

appreciation sessions were incorporated to deepen self-awareness, cultivate gratitude, and strengthen emotional well-being.

Following this structured development process, the research found that practicing this model offered many benefits for the employees. Participants reported that the practice helped reduce stress and anxiety. It helped them feel calmer, more relaxed, and emotionally stable. Many employees felt happier and more focused at work, with better clarity of thought and improved concentration. The meditation also helped them sleep better and feel more rested. In addition to personal peace, the practice helped employees become more patient and empathetic. This led to better communication and more positive relationships with coworkers. Participants also found it easier to deal with problems calmly, without feeling overwhelmed.

Spiritually, the practice helped deepen their connection to Buddhist teachings, especially those that promoted inner peace and contentment. The practice is connected to Metta, one of the Four Divine Abidings (Brahmavihāra), which encourages kindness and emotional balance in relationships. Employees also reflected on the Four Noble Truths, which helped them understand suffering and find ways to overcome it. Additional reflections on Anicca (impermanence), Dukkha (suffering), and Anattā (non-self) helped employees let go of stress and attachment, which brought mental clarity and resilience. In conclusion, the research showed that the developed Loving-Kindness Meditation model, incorporating Dhamma music, successfully helped employees improve their emotional, mental, and spiritual health.

Objective 3.

The results showed that integrating Loving-Kindness Meditation with Dhamma Music significantly improved the mental, emotional, and physical well-being of ACE employees. This conclusion was supported by both qualitative feedback and quantitative data from the pretest-posttest evaluation.

1) The results of Quasi-experimental research:

Table 3: Pretest and Posttest Comparison of Mental Well-Being Scores

Comparison	Pre-test		Post-test		T-test	p-value	The critical two-tailed
	Mean	SD	Mean	SD			
Score	76.17	18.4048	97.78	6.7958	5.99967	0.000014	2.109816

The findings from the quasi-experimental phase indicate that Loving-Kindness Meditation with Dhamma Music was associated with a statistically significant improvement in employees' mental well-being at Absolute Clean

Energy (ACE). Based on data from 18 senior practitioners, the comparison of pre-test and post-test scores using a 15-item Mental Well-Being Questionnaire showed a clear improvement. The average mental well-being score increased from 76.17 before the practice to 97.78 after the practice. The statistical analysis using a dependent t-test showed a *t-value* of 5.99967, which is much higher than the critical value of 2.109816, and a p-value of 0.000014, which is far below the standard significance level of 0.05. This means the improvement is *statistically significant* and not due to chance.

In conclusion, the practice of Loving-Kindness Meditation combined with Dhamma Music significantly enhanced participants' mental well-being. It helped reduce stress, improve emotional stability, and promote greater inner peace. These results support the use of Buddhist-based contemplative practices as effective interventions for promoting emotional and mental wellness in the workplace.

1) Result of the Qualitative Research

Research from the focus group discussion with meditation experts emphasized that the program's success depends on a structured design, alignment with employee needs, and effective facilitation. The program's strength lies in its flexibility, simplicity, and ease of integration into daily work life. In-depth interviews with 18 employees revealed that the program helped reduce anxiety and stress while improving emotional awareness, mood stability, sleep quality, and relationships. Employees felt that Dhamma music made the practice more engaging and reinforced emotional positivity over time.

Additional supportive activities, such as forgiveness rituals, walking meditation with Dhamma music, mindful bowing, and parent appreciation sessions, were highly appreciated. These activities promoted empathy, gratitude, mindfulness, and humility, leading to stronger emotional well-being and better work relationships. Regarding *physical and mental health*, employees reported better sleep, reduced fatigue, muscle relaxation, fewer headaches, and increased physical energy. Mentally, they experienced increased inner peace, mindfulness, and self-compassion, as well as reduced anxiety and improved emotional clarity.

Overall, the practice was rated with a high satisfaction score of 8.50 out of 10, reflecting its success in promoting peace, happiness, and workplace harmony. The research strongly supports integrating Loving-Kindness Meditation with Dhamma music as a valuable, practical, and culturally appropriate wellness program for employee mental health at ACE.

Discussion

The findings of this study can be discussed according to the three research objectives. Regarding the first objective, the study found that ACE employees experienced several work-related problems affecting their mental well-being, including prolonged sitting, high workload, time pressure, physical fatigue, anxiety, sleep difficulty, lack of coping tools, and work-life imbalance. These findings are consistent with previous research on workplace stress and employee performance. Mamun and Khan (2020) emphasize that organizational pressure, motivation, and reward systems influence employee performance and psychological functioning. Similarly, Levecque et al. (2017) show that work organization and occupational pressure are strongly associated with mental health problems, while the World Health Organization (2022) highlights the need for workplace mental health promotion and prevention of psychosocial risks. The present findings confirm that employee well-being cannot be separated from organizational conditions. At ACE, stress was not merely an individual emotional issue but was linked to working patterns, physical strain, and limited structured support for mental recovery.

Regarding the second objective, the study developed a Loving-Kindness Meditation model integrated with Dhamma Music, mindful breathing, walking meditation, forgiveness reflection, mindful bowing, gratitude practice, and parent appreciation activities. This model is consistent with Buddhist principles of mettā, mindfulness, gratitude, and compassion. It also corresponds with contemporary research showing that Loving-Kindness Meditation can enhance positive emotions and reduce negative mental states (Petrovic et al., 2024; Zeng et al., 2022). The integration of Dhamma Music adds a distinctive contribution to the model. Tang et al. (2024) found that background music can strengthen the emotional effects of loving-kindness meditation, while Ramirez et al. (2022) showed that audio-supported loving-kindness practice can deepen engagement. The present study extends these findings by applying music-supported LKM in a Thai workplace context. Unlike purely secular mindfulness programs, this model draws upon Buddhist cultural familiarity, making it accessible and meaningful for Thai employees.

Regarding the third objective, the evaluation results showed a statistically significant improvement in employees' mental well-being after participation in the program. The mean score increased from 76.17 to 97.78, and the dependent-samples t-test indicated a significant difference ($t = 5.99967$, $p = .000014$). Qualitative feedback also showed improvement in stress reduction, emotional

stability, sleep quality, patience, empathy, and workplace relationships. These findings are consistent with Kabat-Zinn's (2013) view that mindfulness supports present-moment awareness and emotional regulation, and with Segal et al. (2018), who explain that mindfulness-based practices can help individuals relate differently to negative thoughts and emotional patterns. The findings also support Jiwattanasuk et al. (2025), who found that mindfulness-based practices can contribute to mental well-being when adapted to culturally diverse meditation practitioners.

However, the results should be interpreted with appropriate caution. Because this study employed a one-group pretest-posttest design with 18 participants and no control group, the findings should be interpreted as evidence of improvement within this group rather than as definitive causal evidence. Other factors, such as group support, the retreat atmosphere, expectation effects, or temporary relief from work routines, may also have contributed to the observed improvement. Nevertheless, the convergence of quantitative and qualitative findings suggests that Loving-Kindness Meditation with Dhamma Music may serve as a promising Buddhist-informed employee wellness strategy. Its value lies not only in reducing stress but also in cultivating compassion, gratitude, emotional awareness, and healthier interpersonal relationships. Therefore, this study contributes to applied Buddhist studies by demonstrating how Buddhist contemplative practices can be adapted for organizational well-being in a modern corporate setting. Future studies should include a larger sample size, a comparison group, and a follow-up assessment to confirm the model's long-term effectiveness and broader applicability.

Knowledge from Research

This research generates new knowledge by developing a Buddhist-informed workplace well-being model that integrates Loving-Kindness Meditation (LKM) with Dhamma Music and related contemplative activities. The model addresses work-related stress among employees at Absolute Clean Energy Public Company Limited (ACE) by integrating Buddhist psychological principles with a practical corporate wellness framework.

The first body of knowledge concerns the nature of employee stress in a modern corporate setting. The findings indicate that ACE employees experienced work-related pressures, including prolonged sitting, heavy workloads, tight deadlines, financial concerns, work-life imbalance, physical fatigue, anxiety, sleep difficulties, and reduced motivation. These problems show that workplace well-being is not only an individual psychological matter but also a condition

shaped by organizational routines, physical work patterns, emotional pressure, and limited coping support.

The second body of knowledge is the development of the Loving-Kindness Meditation with Dhamma Music model. The model integrates guided LKM, Dhamma Music listening, mindful breathing, walking meditation, forgiveness reflection, mindful bowing, gratitude practice, and parent appreciation activities. These components work together to cultivate mindfulness, compassion, emotional calmness, gratitude, humility, and interpersonal empathy. Dhamma Music serves as a supportive medium that helps participants sustain attention, deepen emotional connection, and engage more naturally in Buddhist contemplative practice.

The third body of knowledge concerns the model's practical application in workplace well-being. The one-day retreat format makes the model simple, low-cost, and adaptable for organizational use. The quantitative findings showed improvement in mental well-being scores after participation in the program, while qualitative reflections indicated reduced stress, better sleep quality, improved emotional regulation, greater patience, and more positive relationships with colleagues. However, because the study used a one-group pretest-posttest design with a limited sample, these findings should be understood as promising evidence within this participant group rather than definitive causal proof.

The main new knowledge from this research may be summarized as the LKM–Dhamma Music Workplace Well-Being Model, consisting of four interrelated dimensions: (1) workplace stress recognition, (2) Buddhist contemplative practice, (3) emotional and relational transformation, and (4) organizational well-being application. This model contributes to applied Buddhist studies by showing how Buddhist meditation can be adapted beyond temple and retreat settings into modern corporate life. It also provides a practical framework for organizations seeking culturally grounded methods to support employee mental health, compassion, resilience, and workplace harmony.

Table 4: Key Knowledge Areas from the Research

Research Dimension	Knowledge Gained	Practical Meaning
Workplace Stress Recognition	Employees experienced stress from workload, sedentary routines, time pressure, fatigue, anxiety, and work-life imbalance.	Workplace well-being requires structured support, not only individual coping.

Research Dimension	Knowledge Gained	Practical Meaning
Buddhist Contemplative Practice	LKM, Dhamma Music, mindful breathing, walking meditation, forgiveness, bowing, gratitude, and parent appreciation were integrated into one model.	Buddhist practices can be adapted into an accessible workplace wellness format.
Emotional and Relational Transformation	Participants reported reduced stress, better emotional balance, improved sleep, greater patience, empathy, and more positive relationships.	The model supports both personal well-being and interpersonal harmony.
Organizational Application	The one-day retreat format is simple, practical, and adaptable for corporate settings.	The model may serve as a promising Buddhist-informed employee wellness strategy.

This body of knowledge provides a replicable, scalable, and spiritually grounded model for improving employee mental health and promoting a compassionate organizational culture. It bridges the gap between ancient Buddhist wisdom and modern corporate mental health needs, as shown in the activities in Figure 2.

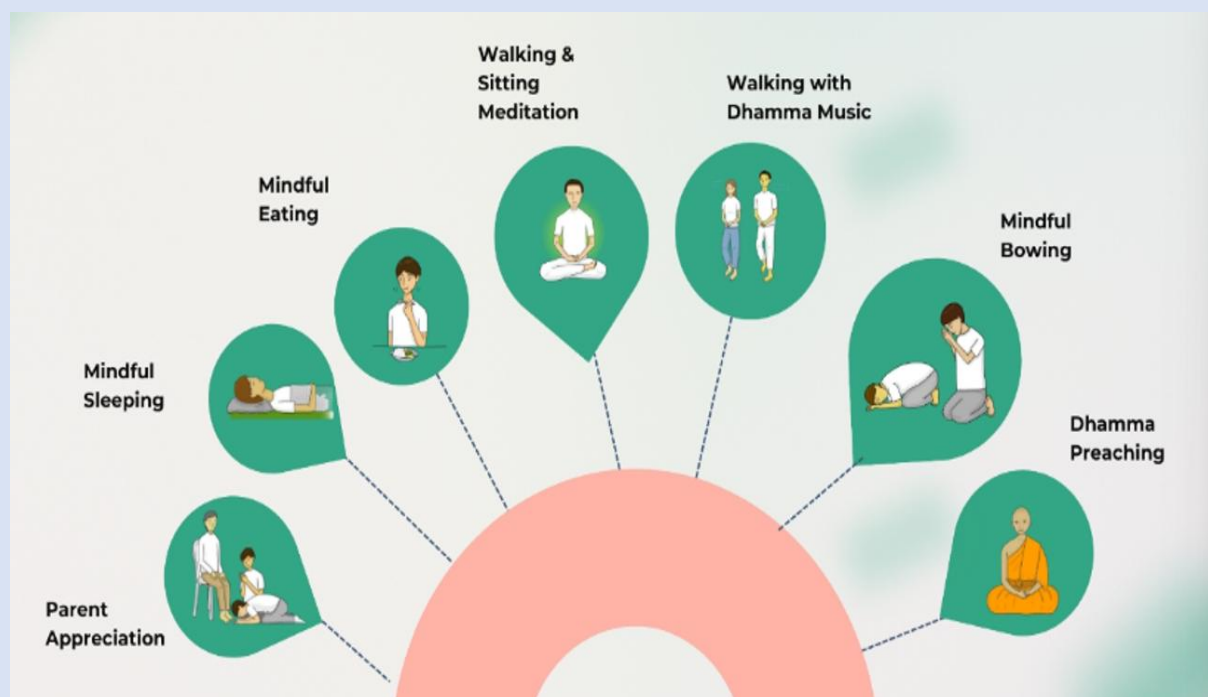


Figure 2: LKM–Dhamma Music Workplace Well-Being Model

Conclusion

This study developed and evaluated a Loving-Kindness Meditation model integrated with Dhamma Music to enhance employees' mental well-being at Absolute Clean Energy Public Company Limited. The conclusions correspond directly to the three research objectives.

First, the study found that ACE employees experienced several work-related problems affecting their mental well-being. These included prolonged sitting, high workload, tight deadlines, physical fatigue, anxiety, sleep difficulty, low motivation, limited coping tools, and work-life imbalance. These problems affected not only individual emotional health but also workplace concentration, interpersonal relationships, and overall work satisfaction. The findings indicate that employee well-being requires structured organizational support rather than relying only on individual coping.

Second, the study successfully developed a Buddhist-informed meditation model suitable for corporate employees. The model integrated Loving-Kindness Meditation, Dhamma Music, mindful breathing, walking meditation, forgiveness reflection, mindful bowing, gratitude practice, and parent appreciation activities. These practices were designed to cultivate mindfulness, compassion, emotional calmness, gratitude, empathy, and interpersonal harmony. Dhamma Music served as a supportive medium that helped participants maintain concentration, deepen emotional connection, and engage more fully in the meditation process. The one-day retreat format also made the model practical and adaptable for workplace settings.

Third, the evaluation showed that the model produced positive effects on employees' mental well-being. Quantitative results indicated a statistically significant increase in mental well-being scores after the intervention, while qualitative findings confirmed reduced stress, improved emotional regulation, better sleep quality, greater patience, increased empathy, and improved workplace relationships. These results suggest that Loving-Kindness Meditation with Dhamma Music may be a promising Buddhist-based approach to employee wellness in Thai corporate contexts.

The main contribution of this research is the development of a culturally grounded and practically applicable meditation model that connects Buddhist

contemplative wisdom with modern workplace mental health needs. It demonstrates that Buddhist practices can be adapted beyond temple or retreat settings and applied meaningfully in organizational life. However, because the study used a small sample and a one-group pretest-posttest design without a control group, future research should include a larger sample, a comparison group, a follow-up assessment, and application in other sectors such as education, healthcare, public administration, and community organizations. This would help confirm the model's long-term effectiveness and broader adaptability.

Although the findings indicate promising improvement, the study's design does not allow strong causal claims. Therefore, the model should be regarded as a promising Buddhist-informed workplace well-being approach that requires further validation through larger-scale and controlled studies.

Suggestions

This research has found that integrating Loving-Kindness Meditation with Dhamma Music significantly improves employees' mental well-being, reducing stress, enhancing emotional balance, and strengthening workplace relationships. The important thing is that the meditation model is simple, culturally appropriate, and highly adaptable for use in real work settings.

It can be applied to support mental health programs in businesses, educational institutions, and community organizations. The government and private sectors should prioritize this approach, especially in high-stress professions, by incorporating mindfulness-based models into employee wellness or mental health policies.

For the next research issue, researchers should examine the use of this meditation model with other target groups, such as teachers, healthcare workers, or youth, and explore its long-term effects on emotional resilience, job performance, and social harmony.

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