

Buddhist Entrepreneurial Leadership Innovation and Its Impact on Employee Happiness at Work: A Case Study of the Comprehensive Health and Beauty Supplement Manufacturing Business of SCG GRAND Co., Ltd. and Its Affiliates

Ntapat Worapongpat^{1*}

¹*Knowledge Transfer Center, Technology, Community Innovation, Entrepreneurship, Tourism and Education Eastern Institute of Technology Suvarnabhumi (EIT)

and SCG Grand Research and Development Center

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Abstract

This study explores the impact of Buddhist-inspired Innovative Leadership on employee job satisfaction within SCG GRAND Co., Ltd., a company specializing in the manufacturing of dietary supplements, health, and beauty products. The research integrates Buddhist leadership principles, including the Four Bhāvanās (Sīla, Kāya, Citta, and Paññā) and emphasizes the holistic development of employees through morality, physical well-being, mental well-being, and wisdom. The study identifies key factors influencing job satisfaction, including interpersonal relationships, job security, and the alignment of leadership practices with employee development. Findings suggest that Buddhist-inspired Innovative Leadership significantly enhances job satisfaction by fostering an environment of trust, stability, and mindfulness. The application of these principles leads to higher employee engagement, satisfaction, and organizational success. This research contributes to a deeper understanding of how Buddhist leadership can be applied to modern entrepreneurial settings, offering valuable insights for organizations seeking to integrate ethical leadership and improve employee well-being.

Keywords: Buddhist creative leadership, Employee happiness, Job satisfaction, Organizational leadership, SCG Grand Co., Ltd.

*Corresponding Author: dr.thiwat@gmail.com

INTRODUCTION

In the modern business landscape, characterized by rapid transformations, technological advancements, and intense competition, leadership plays a pivotal role in ensuring organizational adaptability, long-term sustainability, and overall success (Prayukvong & Rees, 2010). This is particularly evident in the health and beauty industry, where consumer preferences and market trends continuously evolve (Jinlei et al., 2024), necessitating agile and forward-thinking leadership (Zhi Chao et al., 2023). Organizations within this sector must prioritize not only product innovation and market expansion but also workplace culture and employee well-being to maintain a competitive edge (Sophon & Worapongpat, 2025).

SCG GRAND Co., Ltd., along with its affiliated companies, operates in the comprehensive health and beauty supplement manufacturing sector, offering high-quality products designed to enhance consumers' well-being (Worapongpat, 2023a). Recognizing that sustainable business success is closely linked to a motivated and engaged workforce, the company has embraced the concept of Buddhist-inspired innovative leadership, a leadership model that integrates effective organizational management practices with core Buddhist teachings (Worapongpat, 2023b). This approach fosters ethical decision-making, promotes workplace harmony, and enhances employee happiness, ultimately driving productivity and long-term growth (Dongjie et al., 2024).

The Buddhist-inspired innovative leadership model draws inspiration from fundamental Buddhist doctrines, including the Four Divine Abidings (Brahmavihara) loving-kindness (Metta), compassion (Karuna), empathetic joy (Mudita), and equanimity (Upekkha) which cultivate a compassionate and supportive work environment. (Wei et al., 2020). These principles foster positive relationships, reduce conflict, and create a sense of belonging, all of which contribute to employee happiness. (Liu et al., 2020). Additionally, it incorporates the Four Noble Truths (Ariyasacca), which provide a framework for understanding and addressing workplace challenges through mindfulness, ethical responsibility, and problem-solving. (Worapongpat.2023c). By embedding these principles into leadership practices, organizations can foster a corporate culture that values ethical conduct, emotional intelligence, and innovation (Worapongpat.2023d).

At SCG GRAND Co., Ltd., where the core mission revolves around delivering health and beauty solutions, employee happiness is considered a cornerstone of organizational success. (Worapongpat. 2023e). A positive and supportive workplace culture contributes to employee

satisfaction, engagement, and retention, ultimately benefiting key stakeholders, including customers, business partners, and the broader community. (Worapongpat.,2023f). By exploring the Buddhist-inspired innovative leadership model and its impact on employee happiness (Yicheng et al., 2024). this study aims to provide valuable insights into how organizations can integrate ethical leadership and innovative management strategies to cultivate a thriving and resilient business environment. (Tao et al., 2024).

At SCG GRAND Co., Ltd., where the core mission revolves around delivering health and beauty solutions, employee happiness is considered a cornerstone of organizational success. (Gongjing et al., 2024). A positive and supportive workplace culture contributes to employee satisfaction, engagement, and retention, ultimately benefiting key stakeholders, including customers, business partners, and the broader community. (Worapongpat.2024g). By exploring the Buddhist-inspired innovative leadership model and its impact on employee happiness, this study aims to provide valuable insights into how organizations can integrate ethical leadership and innovative management strategies to cultivate a thriving and resilient business environment. (Jianyu et al., 2024).

This research highlights the significance of compassionate and innovation-driven leadership in shaping a workplace that nurtures employee well-being while ensuring sustainable business growth. Understanding the intersection between Buddhist principles and modern leadership methodologies will serve as a guide for organizations seeking to enhance their internal culture, strengthen employee relationships, and build a sustainable, high-performing business ecosystem in the competitive health and beauty industry. Specifically, this study investigates the relationship between Buddhist-inspired innovative leadership practices and employee happiness within SCG GRAND Co., Ltd., providing a model for organizations seeking to foster both ethical leadership and employee well-being

RESEARCH OBJECTIVES

1 . To examine the level of Buddhist-inspired innovative leadership among entrepreneurs in the comprehensive health and beauty supplement manufacturing business.

2.To investigate the relationship between Buddhist-inspired innovative leadership among entrepreneurs and its impact on employee happiness at work.

3.To develop a predictive model of employee performance using Buddhist-inspired innovative leadership of entrepreneurs.

4. To study and develop a predictive model of Buddhist innovative leadership among entrepreneurs in relation to the work performance of employees in the comprehensive health and beauty supplement manufacturing business of SCG GRAND Co., Ltd. and its affiliates.

CONCEPTUAL FRAMEWORK

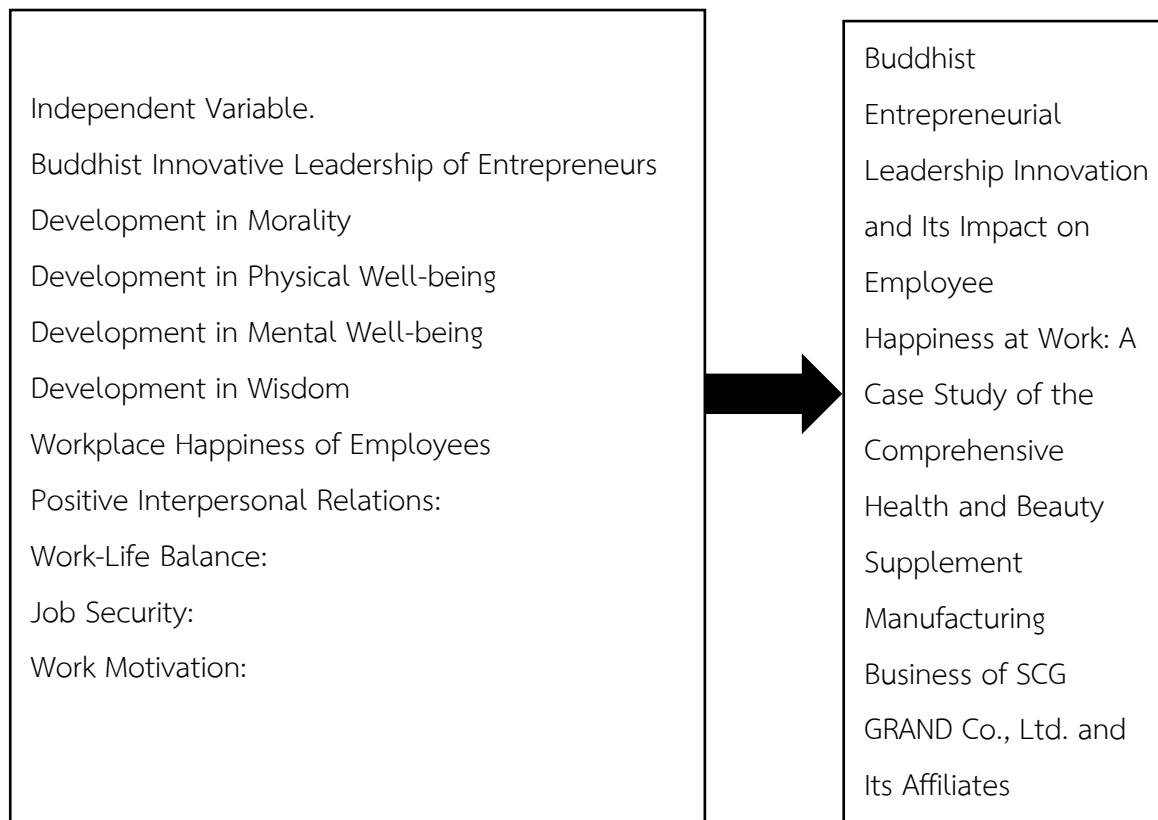


Figure 1. Conceptual framework of the research.

METHOD

Population and Sample

1.1 Population and Sample

The population and sample for this research consist of employees working in comprehensive health supplement and cosmetics manufacturing businesses located in the local administrative area of Samut Sakhon Province. Since the total population cannot be determined, the sample size was calculated using Cochran's formula (1977) for an unknown population. At a 95% confidence level and an allowable margin of error of 5%, with the proportion of the population characteristic of interest set at 0.5, the required sample size is 385. To mitigate potential errors during questionnaire collection, the researcher used a total

of 400 samples, selected through purposive sampling techniques. Data collection was conducted over five months, from January 1, 2024, to May 30, 2024.

1.2 Target Group

The target group includes: Experts (Connoisseurship): A total of 3 experts. Members of the Samut Sakhon Entrepreneurs Association: Specifically, 30 committee members involved in the food industry (Worapongpat,.2024h).

The research instruments include: Interviews Questionnaires Other tools

The quantitative data collection through questionnaires comprises the following details:

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

Part 2: Questionnaire on the analysis of the Buddhist innovative leadership levels of entrepreneurs in the performance of employees in comprehensive health supplement and beauty product manufacturing businesses, including SCG GRAND Co., Ltd., and its affiliates, using a 5-point rating scale.

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

Validation of Research Instruments

Questionnaire Refinement: The questionnaire was presented to advisors and revised according to their recommendations for accuracy and coverage.

Content Validation: The refined questionnaire was reviewed by three experts for content consistency using the Index of Item-Objective Congruence (IOC), which ranged between 0.80–1.00.

Pilot Testing: The questionnaire was piloted with a non-sample population of 30 individuals. Results showed discriminatory power between 0.25–0.75, and the reliability of the questionnaire, as measured using Cronbach's alpha, was 0.95.

Final Adjustments: The questionnaire underwent further adjustments based on expert feedback and advisor recommendations before being finalized and used for data collection.

Data Analysis

This research employed the SPSS (Statistical Package for the Social Sciences) software to process and analyze the data using the following statistical methods:

Part 1: Descriptive statistics (frequency and percentage) were used to analyze general respondent information, including gender, age, educational level, business size, and work experience, presented in tables accompanied by narrative descriptions.

Part 2: Analysis of Buddhist innovative leadership levels among entrepreneurs was conducted using mean and standard deviation. Results were presented in tables, summarized by aspects and individual items, using a 5-point scale for interpretation.

Part 3: Employee performance analysis in comprehensive health supplement and beauty product manufacturing businesses was performed using mean and standard deviation, with findings presented in tables summarized by aspects and individual items, using a 5-point scale for interpretation.

Part 4 : Hypothesis testing was conducted using Pearson's Product-Moment Correlation Coefficient to examine the relationship between Buddhist innovative leadership levels and employee performance. Multiple regression analysis (Enter Method) was applied to identify the impact of at least one aspect of leadership on employee performance.

Statistical Methods

The statistical methods used in the research include: Instrument Validation: Index of Item-Objective Congruence (IOC): To check the consistency between questions and definitions.

Reliability Testing: Using Cronbach (1977) to assess the reliability of the questionnaire, which yielded a reliability coefficient of 0.98.

Data Analysis: Frequency, percentage, arithmetic mean, and standard deviation.
Hypothesis Testing: Pearson's Product-Moment Correlation Coefficient. Multiple Regression Analysis (Enter Method).

RESEARCH RESULTS

Research on Buddhist Innovative Leadership of Entrepreneurs Affecting Employee Happiness in Comprehensive Health, Beauty, and Dietary Supplement OEM Businesses: SCG GRAND Co., Ltd. and Its Affiliates

1. Study of Employee Characteristics in the Comprehensive Health, Beauty, and Dietary Supplement OEM Businesses of SCG GRAND Co., Ltd. and Its Affiliates

Table 1: Number and Percentage of General Information of Respondents

Variable	Number (persons)	Percentage (%)
1) Gender		
(1) Male	108	27.00
(2) Female	292	73.00
Total	400	100.00
2) Education Level		
(1) Bachelor's Degree	251	62.75
(2) Higher than Bachelor's Degree	149	37.25
Total	400	100.00
3) Work Experience		
(1) Less than 5 years	104	26.00
(2) 5-10 years	125	31.25
(3) More than 10 years	171	42.75
Total	400	100.00
4) OEM Business Size		
(1) Small	58	14.50
(2) Medium	154	38.50
(3) Large	60	15.00
(4) Extra Large	128	32.00
Total	400	100.00

From Table 1, the data indicates the following

- Gender The majority of respondents were female (73.00%), while male respondents accounted for 27.00%.
- Education Level Most employees held a Bachelor's degree (62.75%), with 37.25% holding higher degrees.
- Work Experience Employees with more than 10 years of work experience made up the largest group (42.75%), followed by those with 5-10 years (31.25%), and less than 5 years (26.00%).

- OEM Business Size Most employees worked in medium-sized businesses (38.50%), followed by extra-large businesses (32.00%), large businesses (15.00%), and small businesses (14.50%).

2. Study of the Level of Buddhist Innovative Leadership of Entrepreneurs in Employee Work at SCG GRAND Co., Ltd. and Its Affiliates

Table 2: Analysis of the Level of Buddhist Innovative Leadership of Entrepreneurs in Employee Work in Comprehensive Health, Beauty, and Dietary Supplement OEM Businesses at SCG GRAND Co., Ltd. and Its Affiliates

Aspect of Buddhist Innovative Leadership	\bar{x}	S.D.	Level of Opinion
Development of Moral Discipline (Sīla Bhāvanā)	3.90	0.843	High
Development of Physical Practice (Kāya Bhāvanā)	3.95	0.862	High
Development of Mental Practice (Citta Bhāvanā)	3.92	0.851	High
Development of Wisdom (Paññā Bhāvanā)	3.91	0.832	High
Overall	3.92	0.847	High

From Table 2, it was found that the overall level of Buddhist innovative leadership of entrepreneurs in employee work was rated high ($\bar{x} = 3.92$, S.D. = 0.847). Among the four aspects evaluated

- Physical Practice (Kāya Bhāvanā) received the highest mean score ($\bar{x} = 3.95$, S.D. = 0.862), indicating a strong emphasis on fostering physical well-being.

- This was followed closely by Mental Practice (Citta Bhāvanā) ($\bar{x} = 3.92$, S.D. = 0.851) and Wisdom (Paññā Bhāvanā) ($\bar{x} = 3.91$, S.D. = 0.832).

- Moral Discipline (Sīla Bhāvanā) also scored highly ($\bar{x} = 3.90$, S.D. = 0.843), reflecting a focus on ethical behavior and discipline.

Table 3: Mean, Standard Deviation, and Components of Workplace Happiness of Employees in Comprehensive Health, Beauty, and Dietary Supplement OEM Businesses at SCG GRAND Co., Ltd. and Its Affiliates

No.	Components of Workplace Happiness	\bar{x}	S.D.	Level
1	Interpersonal Relations	4.05	0.87	High
2	Work-Life Balance	4.34	0.62	High
3	Job Security	4.44	0.61	Very High
4	Work Motivation	4.05	0.82	High
Overall		4.22	0.73	High

From Table 3, it was found that the overall level of workplace happiness among employees was rated as high ($\bar{x} = 4.22$, S.D. = 0.73). Among the components evaluated

- Job Security received the highest mean score ($\bar{x} = 4.44$, S.D. = 0.61), indicating that employees feel very secure in their careers.

- Work-Life Balance followed closely with a high score ($\bar{x} = 4.34$, S.D. = 0.62), showing satisfaction with balancing work and personal life.

- Interpersonal Relations ($\bar{x} = 4.05$, S.D. = 0.87) and Work Motivation ($\bar{x} = 4.05$, S.D. = 0.82) were also rated highly, reflecting positive interactions and strong motivation among employees.

These findings emphasize the importance of job security, balance, and interpersonal connections in fostering happiness in the workplace.

Table 4: Correlation Analysis of the Relationship Between Entrepreneurial Buddhist Innovation Leadership and Employee Workplace Happiness in Comprehensive Health, Beauty, and Dietary Supplement OEM Businesses at SCG GRAND Co., Ltd. and Its Affiliates

Buddhist Innovation Leadership	Workplace Happiness Components
	X_1
X_1 (Development of Precepts)	1.00
X_2 (Development of Body)	0.37
X_3 (Development of Mind)	0.34
X_4 (Development of Wisdom)	0.40
Overall (X)	0.457

Note: Significant at the 0.01 level

From Table 4, it can be observed that there are significant positive correlations between the Buddhist innovation leadership dimensions (X_1 - X_4) and all components of employee workplace happiness (Y_1 - Y_4) at the 0.01 significance level. Specifically:

- Development of Precepts (X_1) correlates positively with all components of workplace happiness, with the strongest correlation found with Work-Life Balance (Y_2) at 0.583.
- Development of Body (X_2) shows positive correlations with workplace happiness, especially with Work Motivation (Y_4) (0.490).
- Development of Mind (X_3) shows strong positive correlations with workplace happiness, with Work Motivation (Y_4) being the highest at 0.557.
- Development of Wisdom (X_4) displays the strongest positive correlations, especially with Job Security (Y_3) (0.682) and Workplace Happiness Overall (Y) (0.777).

These findings suggest that all dimensions of Buddhist innovation leadership have a significant and positive impact on employee workplace happiness, with Development of Wisdom (X_4) showing the highest correlation.

Table 5: Results of the Standardized Regression Coefficients Analysis of Entrepreneurial Buddhist Innovation Leadership in Employee Work Performance at SCG GRAND Co., Ltd. and Its Affiliates

Variable	b	β	SE x	t	P-value
Constant	1.319		0.262	8.452	0.000
Leadership in Precepts (Sīla) (X_1)	0.276	0.267	0.057	3.965**	0.000
Leadership in Body (Kāya) (X_2)	0.181	0.255	0.064	1.783	0.092
Leadership in Mind (Citta) (X_3)	0.310	0.406	0.083	3.205**	0.002
Leadership in Wisdom (Paññā) (X_4)	0.348	0.881	0.061	5.101**	0.000
R	0.776				
SE x (estimation)	0.420				
F	129.64				
R^2	0.708				
α	1.519				

Note: Significant at the 0.01 level

From Table 5, the regression analysis reveals the following significant findings:

1. Leadership in Precepts (Sīla) (X_1) has a positive and significant effect on employee work performance with a standardized regression coefficient (β) of 0.267 and a p-value of 0.000, indicating a highly significant relationship at the 0.01 level.
2. Leadership in Body (Kāya) (X_2) shows a positive effect on work performance with a β of 0.255; however, the p-value of 0.092 indicates that it is not statistically significant at the 0.05 level.
3. Leadership in Mind (Citta) (X_3) has a significant positive effect with a β of 0.406 and a p-value of 0.002, showing a strong relationship at the 0.01 level.
4. Leadership in Wisdom (Paññā) (X_4) demonstrates a very strong positive effect with the highest β of 0.881 and a p-value of 0.000, indicating a highly significant impact at the 0.01 level.

The overall R^2 value of 0.708 indicates that the model explains 70.8% of the variation in employee work performance. The F-value of 129.64 suggests that the model as a whole is

statistically significant. The alpha value (α) of 1.519 represents the intercept in the regression model.

Thus, Leadership in Wisdom (Paññā) (X_4) has the most significant positive influence on employee work performance, followed by Leadership in Mind (Citta) (X_3) and Leadership in Precepts (Sīla) (X_1), while Leadership in Body (Kāya) (X_2) is not statistically significant.

DISCUSSION OF RESULTS

Objective 1 The findings indicate that Buddhist innovative leadership among entrepreneurs significantly influences employees' job happiness in the dietary supplements, health, and beauty manufacturing sector of SCG GRAND Co., Ltd. and its affiliated companies. The development of leadership qualities based on the Buddhist principles of morality (Sīla), physical well-being (Kāya), mental stability (Citta), and wisdom (Paññā) plays a pivotal role in enhancing employees' job satisfaction. This can be attributed to the integration of Buddhist leadership principles, which emphasize holistic development and work-life balance. These findings align with the theory of human mental development, which underscores the significance of mindfulness and spiritual growth in fostering job satisfaction (Worapongpat et al., 2023; Worapongpat, 2024).

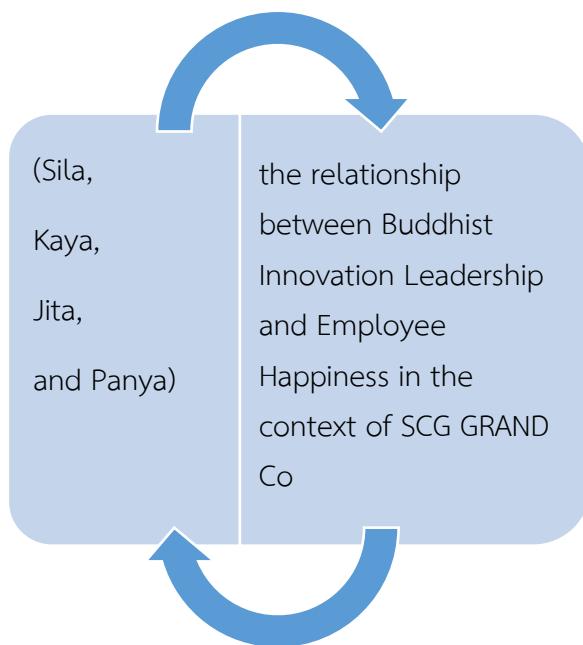
Objective 2 The study further reveals a significant positive relationship between interpersonal relations, job security, and job satisfaction. Employees who experience strong workplace relationships and job stability report higher levels of happiness at work. This can be explained by the essential role of positive workplace relationships in reducing stress and enhancing job satisfaction. These findings are consistent with the work of Worapongpat and Uttamavangso/Sendaranath (2024), and Worapongpat et al. (2025), who assert that relationship-building and job security are fundamental psychological needs that contribute to both personal development and workplace happiness.

Objective 3 The results also demonstrate that Buddhist innovative leadership has a direct and positive impact on job satisfaction among employees. The application of Buddhist leadership principles in management fosters a work environment where employees feel valued and supported in their professional growth. This leadership approach facilitates the development of critical skills necessary for achieving job happiness. These findings align with Daniel Goleman's Theory of Leadership (YongMing, C., Worapongpat, N., & Wongkumchai, T., 2024), which highlights the importance of leading with compassion and wisdom to optimize organizational outcomes.

Objective 4: The study contributes to the development of a predictive model for Buddhist innovative leadership among entrepreneurs, demonstrating its impact on employees' work performance (Worapongpat, 2024j; Worapongpat et al., 2023). The model highlights key factors such as ethical leadership, mindfulness, and skill development, which collectively enhance employee motivation and productivity. By integrating Buddhist leadership principles into organizational management, businesses can foster a more engaged and satisfied workforce. These findings align with contemporary leadership theories, emphasizing the role of ethical and mindful leadership in driving organizational success.

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From the study of Buddhist Innovative Leadership of Entrepreneurs and Its Impact on Employee Happiness at Work: A Case Study of the Comprehensive Health and Beauty Supplement Manufacturing Business of SCG GRAND Co., Ltd. and Its Affiliates knowledge that can be summarized into a diagram.



Once again, the focus is on the Buddhist Innovative Leadership of Entrepreneurs and Its Impact on Employee Happiness at Work: A Case Study of the Comprehensive Health and Beauty Supplement Manufacturing Business of SCG GRAND Co., Ltd. and Its Affiliates.

Based on Figure 2, the following is a model diagram summarizing the relationship between Buddhist Innovative Leadership and Employee Happiness in the context of SCG GRAND Co., Ltd. and its affiliated companies. This visual representation illustrates the key leadership

components—*Sīla* (moral discipline), *Kāya* (physical action/leadership in practice), *Citta* (mental cultivation/emotional intelligence), and *Paññā* (wisdom)—and their influence on critical employee happiness factors: interpersonal relationships, work-life balance, job security, and work motivation.

CONCLUSIONS AND RECOMMENDATIONS

This research concludes that the application of Buddhist Innovative Leadership principles by entrepreneurs significantly enhances employee happiness in the dietary supplement, health, and beauty manufacturing sector of SCG GRAND Co., Ltd. and its affiliated companies. The development of morality (*Sīla*), physical action (*Kāya*), mental cultivation (*Citta*), and wisdom (*Paññā*) plays a pivotal role in fostering a positive and supportive work environment, ultimately leading to higher levels of job satisfaction.

The study further confirms that interpersonal relationships and job security are key determinants of employee happiness. These findings align with established theoretical frameworks such as Maslow's Hierarchy of Needs and Goleman's Leadership with Ethics, emphasizing the importance of creating a work environment where employees feel safe, appreciated, and connected.

Moreover, Buddhist Innovative Leadership directly influences job satisfaction by promoting a balanced and ethical leadership style that incorporates compassion, mindfulness, and moral integrity into everyday business practices. This holistic approach to leadership not only enhances employee well-being but also contributes to a more resilient organizational culture, improved productivity, and long-term success.

The findings underscore the significance of integrating ethical leadership models that support both individual fulfillment and organizational growth. By embracing leadership grounded in Buddhist principles, businesses can cultivate a culture of happiness, responsibility, and collective progress. This study offers valuable insights into the modern application of traditional values, highlighting their relevance in enhancing organizational effectiveness and employee well-being in the contemporary business context.

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