

## An Assessment of Faculty's Happiness in Terms of Time Use at Work Place

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### Abstract

*Employees are deemed to be happy when there is job satisfaction, job security and work-life balance. This study used quantitative approach. The foremost aims of the study were to assess the employees' happiness in terms of time use in business colleges of Bhutan and to find out the difference between employees' happiness in terms of time use for public and private business colleges of Bhutan. This study has adopted the time use dimension from GNH of Business which consists of working hours, work pressure, flexi-time, work-life balance, adequate break and sleeping hours. Using census survey method, all 141 academics from GCBS and RTC were enumerated. The study found that overall employee's happiness in terms of time use is 67.34% where employees of GCBS are happier (73.52%) than employees of RTC (60.82%).*

**Keywords:** *Assessment, happiness, time use, work place, GNH*

### Introduction

Time is essential yet a limited resource for everyone and the way every person uses it has implications on economic and social well-being (Galay, 2018). Precisely, limited time and ineffective use of time in workplace have implications on the well-being of the workers. Workers' happiness is primarily constructed based on mental and physical experience at the workplace and aims to instil a duty of care for worker's well-being, and significant association has been observed between workplace happiness and overall life quality of the workers (Schulte & Vainio, 2010).

Thus, time use analysis provides information on what faculty members actually do in their personal lives and their work over a period of time. It is useful to understand the overall transformation or change experienced by societies and to know the work-life balance in individuals in the society. It also provides information on hours that the workers and individuals spend on work and other activities with family, friends, in sports and other leisure activities. The imbalance

in time use between work and other activities is because of an increase in the number of work hours and, as a result, they do not find time to do things that they want to do. Therefore, those people are not happier but more stressed than others (Kahneman, Krueger, Schkade, Schwarz, & Stone, 2004).

As per the European Quality of Life Survey (2003), there was a strong correlation between time use and workers well-being where most of the countries found that people who had long working hours generally had low subjective well-being (Bohnke & Petra, 2005). Most of the researchers have pointed out that a series of stress related to the impacts on the health of the workers are those who usually have long working hours, thereby, having a higher variety of diseases than those who have less work and stress.

The more time employees spend at work, the less time they have for leisure. So, it is found that leisure time is important to workers for their well-being and it also proves that the destitute are not only suffering from economic poverty but also time poverty. Therefore, there is low well-being (Blackden & Wodon, 2005). It is empirically proven that organizational performance depends upon employee happiness and their happiness depends upon time use (Ngasa, 2015). It is found that there is a positive correlation between employee happiness and employee engagement and performance where an organization is greatly benefited when it enhances employee happiness. The time use and employee happiness are found crucial in Bhutan as well to escalate the outcome. In the framework of GNH, one of the main indicators of employees' happiness is time use (Wangdi, 2017). From the perspective of a working environment, effective time use is crucial and indispensable without which it increases the level of stress to every worker and ineffective use of time at the workplace has negative impact such as frustration, anger, health issue, sadness and disappointment on the employees which directly affect the performance of the workers and the organizations' overall performance. (Kendall, Murphy, O'Neill, & Bursnall, 2000).

Given this importance and concern, the use, and allocation, of time is studied by academics and policy analysts since the early twentieth century (Edgerton, 2012) but there is no such comparative study carried out about the time use and workers' happiness in colleges within Bhutan. Therefore, the study was conducted to assess

the employees' happiness in terms of time use in the business colleges of Bhutan. The measurement methods and indicators developed by Gross National Happiness (GNH) commission was implemented for this study. Time use indicators for worker happiness as per the GNH indicators are working hours, work pressure, flexibility of time, work-life balance, adequate break and sleeping hours. Hence, the happiness level of the business colleges (public and private) of Bhutan is studied in terms of their time use.

### **Literature Review**

Happiness is important for all living beings and it has been found that happiness is being highly valued goal in most societies (Cynthia, 2010). Employees' happiness is defined as when they experience less stress, frustration, anger and depression in the workplace and the overall sense of satisfaction with life as a whole (Andrew, 2011). As per the Business Performance Improvement Resource (2011), employee happiness referred to as a mindset of the employees that are free from negative effects which enables them to maximize their performance, leading to job satisfaction, job security and work-life balance. Similarly, employees are said to be happy if the factors such as health and safety at workplace, job satisfaction, job security, flexible work schedule and equal opportunities are present in an organization (Wangdi, 2017). On the other side, time management is the process of determining needs, setting of goals, prioritising and planning the tasks to achieve organizational goals (Lakein, 1973). In educational institutions, "time management refers to the processes of constructing and implementing time table, distributing subjects and workloads, planning lessons, ensuring regularity and punctuality, planning in advance, offering counselling and guidance, allocating and using time effectively, organizing and preparing co-curricular activities" (Sahito et al., 2016, pp. 42-50).

Thus, employees not having enough time to complete their tasks at the workplace are found to be dragged to stress including fatigue and headache (Kendall et al., 2000). However, in Sweden, reducing the workers' weekly working hours from 8 to 6 with full pay is reported having more time for their friends and relaxation (Savage, February 2017). The balanced use of time, between work and personal use, therefore, is important. It is because the workers (24%) working for long hours, for instance in Australia, have effects not only on their physical health but also on

the quality of their work (Savage, February 2017). About 22% of European citizens reported that their working time does not fit well with their family and other commitments, making it difficult to accomplish their family-related duties (Dublin Castle and European Foundation, 2004). The study conducted on female teachers of Science and Arts Colleges in Coimbatore district of India showed them that workers face both personal and professional stress due to long working hours (Vadivel & Velmurugan, 2018). However, a study in private higher institutions in Jordan concluded that effective time management leads to increased productivity and higher satisfaction both at personal and professional levels (Bawaneh, 2015).

The Time Use Analysis in this study relates to one of the domains of GNH (Time Use) (Wangdi, 2017). The domain assesses the people/employees' happiness based on different indicators such as work-life balance, flexible work schedule, adequate break, sleeping hours, work pressure and working hours. So, the study attempts to assess employees' happiness through these different indicators.

Adequate break and flexible work schedule level higher work-life balance and happiness to the faculty members. Faculty members must get enough time to complete their work and insufficient use of time cause unnecessary pressure to workers such as anger, frustration, depression and mental illness. Therefore, the time schedule for socializing, family time, sport and recreational hours and vacation helps to improve the attitude of faculties in the workplace/organization (Robinson, 2014). Thus, it contributes towards the quality of health, ability and well-being of the employees. The study will, therefore, contribute towards the development of satisfactory approaches on using time to improve the quality of academic life, and provide comprehensive and accurate amount of time spent on working, sleeping, interacting with others, adequate breaks and timing for day-to-day activities.

The framework was adopted from the GNH for Business in worker happiness in terms of Time Use. Generally, GNH of Business has broadly divided them into two categories viz., workers' happiness and organizational conditions for happiness. In order to check workers' happiness, it is being further integrated with five main indicators namely psychological wellbeing, health, time use, education and living standards (Wangdi, 2017). Hence, this study has particularly focused on the

workers' happiness in terms of "time use" of the academic professionals of GCBS and RTC on the basis of the following indicators:

Table 1

*Indicators of Time Use and Workers' Happiness*

Indicators	Domains	Objective
<ul style="list-style-type: none"> <li>• Teaching Hours</li> <li>• Office Hours</li> </ul>	Working Hours	Employees' Happiness in terms of Time Use at Work Place
<ul style="list-style-type: none"> <li>• Work Time</li> <li>• No of periods</li> </ul>	Work Pressure	
<ul style="list-style-type: none"> <li>• Work Schedule (hours and days of work)</li> </ul>	Flexi Time	
<ul style="list-style-type: none"> <li>• Family Time</li> <li>• Office Hours</li> </ul>	Work-Life balance	
<ul style="list-style-type: none"> <li>• Lunch Break</li> <li>• Tea Break</li> <li>• Leisure Hours</li> </ul>	Adequate Break	
<ul style="list-style-type: none"> <li>• Number of hours slept</li> </ul>	Sleepings Hours	

### **Working Hours and Worker Happiness**

According to the GNH for Business (2017), working hours refer to a worker's average working hours in a normal work setting. For an instance, every academic employee at the University of Oslo has exactly the same working hours consisting of 37.5 hours per week. This applies to the posts such as lecturer, associate professors, professors, researchers, post-doctoral research fellow, scholarship holders and specialist graduate according to Norwegian Working Environment Act. They have 30 minutes lunch break which is unpaid but comes in addition to the 37.5 hours a week. 37.5 hours out of 168 hours a week seem to promote workers' happiness as they get sufficient hours for activities other than their job. Teaching must be carried out during the normal working hours unless the need specifies that the teaching has to be done at other times. Moreover, all the employees of the University of Oslo must be present in their respective workplace during the working hours unless professional or other grounds mean that the work has to take place in some other place.

The distribution of working hours for the professionals at University of Oslo is held as 75% on teaching assignment, 15% on professional development work and 10% on administration work.

Health- BMC Public (2017) asserts that the negative relationship between long working hours and sickness absence is not only due to relatively stable individual differences between those who typically work long hours and those who do not. Nevertheless, as per Zagorsek (2014), the effects of long working hours on worker's health are convincingly documented in such a way that it leads to a negative consequence like low quality sleep, stress, limited family time and health problems which ultimately lead to workers' unhappiness.

### **Work Pressure and Workers' Happiness**

Based on the report GNH of Business certification, workers need a certain amount of pressure to complete work on time and the pressure is such that workers are motivated but not stressed (Galay, 2018). The worker must be motivated in such a way that they enjoy the work pressure in the work place to complete assigned task on time but the work pressure should not hurt workers' emotions which may discourage the workers to accomplish task in a work place. Workplace stress negatively affects an individual's physical and emotional health, strains personal and professional relationships, and weakens the zeal to work (Mckee, 2017). Stress is usually caused by insufficient time to complete work and workers feel pressure of work which led to number of problems such as anger, frustration and serious mental issues which disturb the happiness of workers at work place. Therefore, work pressure which is the result of insufficient time hurts the life of professors and focusing too much on magical pressure of works leads to family strife, mental illness and kills the happiness of academic professors.

### **Time Flexibility and Workers' Happiness**

The flexibility in work time is one of the key indicators of happiness among the workers in a workplace. More flexibility in working time may improve employee's attitudes and happiness, which in turn increase workers' performance (Golden, 2014). Flexibility in working time contributes to positive mood of employees toward the work habit and helps to increase the performance of the organization. Gaskell (2016) claimed that flexibility in working time ensures happier workers

and has a direct relationship with the performance of the organization. As per Ritchie (2016), the ability to fit in family commitments around work is also beneficial, and flexible hours can increase happiness among the workers. Moreover, flexible working hours and environment have the potential to create a happier workforce.

### **Worklife Balance and Workers' Happiness**

Time is an essential resource for everyone and it matters how employees use it in an organization. As people age, demand for assistance and care increases, if demand for such care is not satisfied, well-being of old and sick will deteriorate (Andorka, 1987). In line with the above statement, workers must balance their time on work and for personal matter. Moreover, time analysis helps the professors to design work life balance in economic and social activities. Krueger, Schwarz and Stone (2004) developed a method called "day reconstruction" to quantify subjective wellbeing in terms of times spent on different activities. The respondents who rated high in enjoyment, and socializing with kids and friends show a strong correlation between economic and wellbeing of professionals at workplace.

### **Adequate Break and Workers' Happiness**

Workers in the organization need enough breaks such as tea break, lunch break, vacation and weekend, and a work break for the worker to be happier. Irrespective of time length, the break is the opportunity for employees to step away from their work and experience, the absence of work-related demand which allows the process of recovery from work to occur. The proper break in the workplace helps the workers to replenish their psychological resources which means energy and positive atmosphere that might have been lost during work hours. Thus, it improves the health, wellbeing, the ability of employees toward work performance (Fritz, Ellis, Demsky, Lin, & Guros, 2013).

Further, the workers having proper lunch break at work is said to have higher level of relaxation. For instance, the workers who are engaged in respite activities such as socializing and napping developed more positive emotions and fewer negative emotions after the break. Therefore, Fritz, Ellis, Demsky, Lin, and Guros (2013) also concluded that workers who are engaged in work activities such as preparing work materials for the next meeting during break hours experience more emotions

in the workplace. Thus, it results in increasing work stress and decreasing work performance. Therefore, for workers' happiness in a workplace, workers need adequate breaks such as tea breaks, lunch breaks, vacations and weekends to replenish and regenerate the energy in a workplace.

### **Sleeping Hour and Workers' Happiness**

Sufficient sleep duration requirements vary across lifespan and from person to person. The recommendations reported here represent guidelines for healthy individuals and those not suffering from a sleep disorder. Sleep durations outside the recommended range may be appropriate but deviating far from the normal range is rare. An adult not getting proper sleep suffers from diseases like cancer (Park, 2008). According to the American Psychological Association (n.d.), consistently failing to get enough sleep is the equivalent of spending more money than you make.

Workers must get enough sleep for a minimum of eight hours a night for work-life balance in the workplace. So, getting enough sleep leads to employee's happiness (Morrison, 2016). Hence, in this context, the reasonable sleeping hour provided to the employees contributes towards workers' happiness whereas inadequate sleeping hour drives toward workers' disharmony in the workplace.

### **Methodology**

#### **Research Design**

The study has adopted a quantitative approach. This approach is crucial because it incorporates a survey-based approach to gain feedback in relation to population's ideas and opinions about time-use (Gunderson, 2002). Aliaga and Gunderson (2002) describe quantitative research approach as explaining of an issue or phenomenon through gathering data in numerical form and analyzing with the aid of mathematical methods, in particular statistics. Similarly, Creswell (2009) and Williams (2011) state that quantitative research "employ strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield statistical data" (p. 18).

## Conceptual Framework

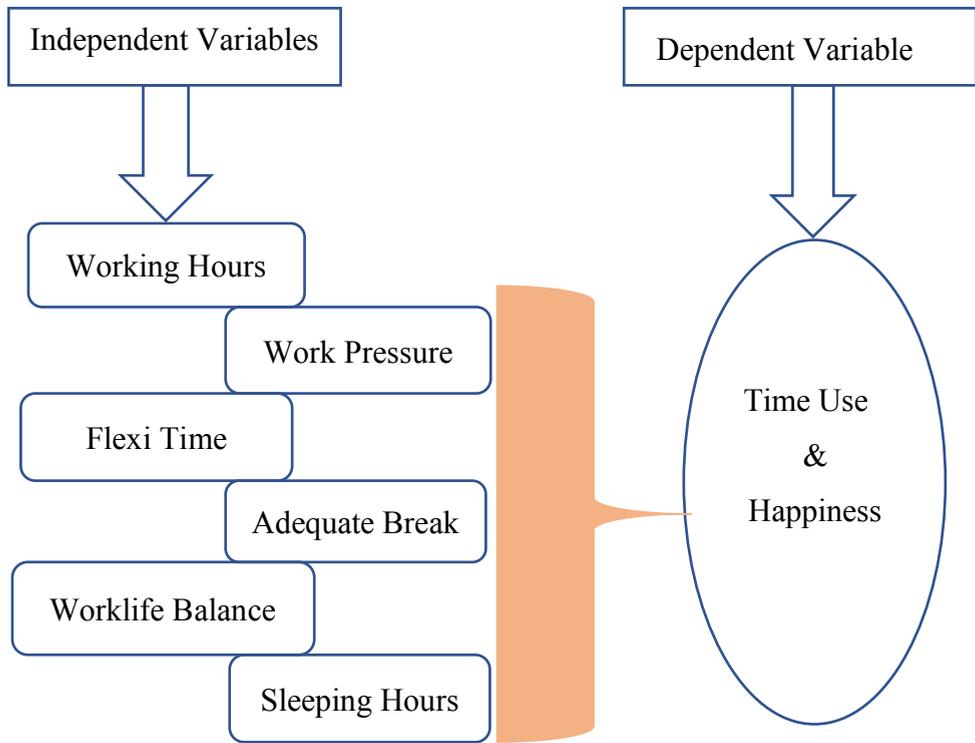


Figure 1. Conceptual Framework: Dimensions of Workers' Happiness in terms of Time Use at Workplace

The conceptual framework was adopted from GNH of Business. There are six dimensions such as working hours, work pressure, flexi-time, adequate break, work-life balance and sleeping hours that influence the time and employees' happiness

### Study Area

This study was conducted focusing on academics of GCBS under Chukha dzongkhag and RTC under Thimphu dzongkhag. In total, there are 141 academics where all were enumerated.

## Sampling Design

Census survey method was used to collect the data since the size of the population was relatively small. In total, 141 academic professionals consisting of 70 and 57 from GCBS and RTC respectively were enumerated.

## Data Collection Procedures

Structured questionnaire was used to collect the primary data through online mode. A set of structured questionnaires was adopted from GNH of Business including six anchors with rating scale (0-10: not balanced or extremely balanced) and dichotomy rating.

## Data Analysis

The data was analysed using descriptive statistics such as frequency, percentage and calculation of weight. Tools like Statistical Package for Social Sciences (SPSS) and excel were used.

The findings are presented in the form of statistical tables. Denscombe (1999) avows to presenting enough information without drowning the readers with information overload, helping the readers to interpret the table or chart through visual clues, and using an appropriate chart for the purpose at hand. Therefore, only significant information that is understandable to the readers were presented.

## Results

Table 1

### *Demographic Detail*

	Frequency	Percentage
Gender		
Male	59	77.6
Female	17	22.4
Age		
25 below	1	1.3
25-30	11	14.5
31-35	23	30.3
36-40	15	19.7
>40	26	34.2

College		
GCBS	39	51.3
RTC	37	48.7
Designation		
Assistance Lecturer	2	2.6
Assot Lecturer	19	25
Lecturer	38	50
Asst. Prof	9	11.8
Prof	8	10.5
Nationality		
Bhutanese	51	67.1
Indian	21	27.6
Others	4	5.3

A total of 79 employees of GCBS and RTC has participated in this study on employees' happiness in terms of time use. By gender, 77.6% respondents were male and 22.4% were female. This study has covered novice academics as well as experienced academics of both colleges. There are 1.3% respondents whose age is below 25. 14.5%, 30.3% and 19.7% of respondents' ages lie in the range 25-30, 31-35 and 36-40 respectively. There are 34.2% respondents whose age is above 40. By college wise, GCBS was represented by 51.3% and RTC was represented by 48.7%. By designation (position level), Professor was represented by 10.5%, Assistant Professor by 11.8%, Lecturer by 50%, Associate Lecturer by 25%, and Assistant Lecturer by 2.6%. By nationality, 67.1% respondents are Bhutanese and 32.9% are expatriates.

Table 2

*Workers' Happiness of RTC*

	Indicators	No of Sufficiencies	Weight	Total Score
1	Work-life Balance	18	16.67	300.06
2	Flexi Time	26	16.67	433.42
3	Work Pressure	22	16.67	366.74
4	Working Hour	29	16.67	483.43
5	Sleeping Hours	10	16.67	166.7
6	Adequate Break	30	16.67	500.1
Total			100	2250.45
Employees Happiness (%)				60.82%

Overall, RTC employees' happiness in terms of time use is 60.82%. According to GNH of Business, RTC employees' happiness in terms of time use falls under "good category" as the overall score lies in the range of 60 -79.99%. This study suggests that employees of the RTC are happy in terms of time use.

The overall score was computed by way of assigning equal weights to six indicators such as work-life balance, flexi-time, work pressure, working hours, sleeping hours and adequate break. Once the weight is assigned, the total score was computed by multiplying the weight of each indicator with a number of sufficiencies of each indicator. RTC's college management may look into employee's happiness related to work-life balance (13.33%) and sleeping hours (7.41%) as the scores are low compared to scores of rest indicators.

Table 3  
*Workers' Happiness of GCBS*

	Indicators	No of Sufficiencies	Weight	Total Score
1	Work-life Balance	30	16.67	500.1
2	Flexi Time	35	16.67	583.45
3	Work Pressure	29	16.67	483.43
4	Working Hour	33	16.67	550.11
5	Sleeping Hours	9	16.67	150.03
6	Adequate Break	36	16.67	600.12
Total			100	2867.24
Employees Happiness (%)				73.52%

Overall, GCBS employees' happiness in terms of time use is 73.52%. According to GNH of Business, GCBS employees' happiness in terms of time use falls under "good category" as the overall score lies in the range of 60 - 79.99%. This study reveals that the GCBS employees are happy in terms of time use. However, college management may look into the employee's happiness pertaining to work pressure (17%) and sleeping hours (5.233%) as the score against these indicators are low.

Table 4

*Comparative Analysis of Workers' Happiness of Two Colleges*

Indicators		GCBS	RTC
1	Work-life Balance	500.1	300.06
2	Flexi Time	583.45	433.42
3	Work Pressure	483.43	366.74
4	Working Hour	550.11	483.43
5	Sleeping Hours	150.03	166.7
6	Adequate Break	600.12	500.1
Total		2867.24	2250.45
Employees Happiness (%)		73.52%	60.82%

Work-life balance is assessed based on the absence of conflict between work and non-work activities. Flexi-time is assessed with arrangements that give some degree of flexibility on the time and days of work. Working hour is assessed based on whether or not the employees require increasingly longer hours at the workplace. Sleeping hour is assessed based on how much time an individual employee gets to sleep per night or average hours in a week. The availability of breaks such as lunch break, tea and coffee break, and rest at the workplace are essential for workers and adequate break is assessed based on aforementioned variables. As per the standard set by GNH of Business, overall employees' happiness in terms of time use for GCBS and RTC falls under "good category" as it lies in the range of 60-79.99%. This study suggests that employees of both the colleges are happy. However, the aggregate score of employees' happiness for GCBS (73.52%) is higher than RTC (60.82%).

Table 5

*Workers' Happiness in Terms of Gender*

Indicators	Weighted	Male		Female	
		Numbers	Total Score	Numbers	Total Score
Work-Life Balance			633.46		166.7
	16.67	38		10	
Flexi Time			816.83		200.04
	16.67	49		12	

Work Pressure			650.13		200.04
	16.67	39		12	
Working Hour			816.83		216.71
	16.67	49		13	
Sleeping Hour			250.05		66.68
	16.67	15		4	
Adequate Break			850.17		250.05
	16.67	51		15	
Total			4017.47		1100.22
Happiness			68.1%		64.72%

By gender, male employees are much happier (68.1%) than female employees (64.72%). However, irrespective of gender, their happiness score falls under “good category”. College management of Gedu College of Business Studies and Royal Thimphu College may need to look into the male and female employees’ happiness with regard to work-life balance (15.77%, 15.15%) and sleeping hours (6.22%, 6.06%) respectively as the score of these indicators are comparatively lower than the other indicators. According to GNH of Business, the rating should be greater than 6.06 out of 0 - 10 Likert rating scale for work-life balance, and employees must get sleeping time of 8 hours or more. Most of the ratings are below 6.06 for work-life balance and employees suggested that they rarely get 8 hours or more to sleep. Both male and female employees indicated that they are quite happy with the provision of adequate break time with the highest score (21.16% & 22.71%). An adequate break includes a lunch break, tea break, time for rest at the workplace and break time, each with a duration of one hour or more (GNH of Business, 2017).

Table 6  
*Workers’ Happiness in Terms of Nationality*

Indicators	Weig hted	Bhutanese		Indian		Others	
		Numbers	Total Score	Numbers	Total Score	Numbers	Total Score
Work-Life Balance	16.67	33	550.11	13	216.71	2	33.34

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Flexi Time	16.67	45	750.15	14	233.38	2	33.34
Work Pressure	16.67	37	616.79	13	216.71	1	16.67
Working Hour	16.67	44	733.48	15	250.05	3	50.01
Sleeping Hour	16.67	15	250.05	3	50.01	1	16.67
Adequate Break	16.67	45	750.15	18	300.06	3	50.01
<b>Total</b>			<b>3650.7</b>		<b>1266.92</b>		<b>200.04</b>
<b>Happiness</b>			<b>71.58%</b>		<b>60.33%</b>		<b>50.01 %</b>

Overall, happiness score (50.01%) for those expatriates other than Indian falling under the average category 40-59.99% (GNH of Business, 2017) indicates that they are somewhat happy but not quite happy in terms of time. However, the happiness score for Bhutanese and Indian employees falls under “good category” indicating that they are happy.

Table 7

*Overall Level of Workers' Happiness*

	Indicators	Number of Sufficiencies	Weight	Total Score
1	Work-life balance	48	16.67	800.16
2	Flexi time	61	16.67	1016.87
3	Work pressure	51	16.67	850.17
4	Working hour	62	16.67	1033.54

5	Sleeping hours	19	16.67	316.73
6	Adequate break	66	16.67	1100.22
Total				5117.69
Worker Happiness (%)				67.34%

The overall workers' happiness falls under "good category" which expounds that, in general employees are happy with time use (67.34%). Amongst the six indicators, employees have rated that they are quite happy with "adequate break" (22%, 1100.22) indicating employees are getting break time more than one hour. Employees have also indicated that they are getting some degree of flexibility on the time and days of work (20%, 1016.87). Conversely, employees have rated low on sleeping hours (6.2%, 316.73) and it indicates that the employees are getting less than 8 hours of sleep.

### **Discussion and Conclusion**

The overall employees' happiness falls under "good category" which expounds that, in general employees are happy with time use (67.34%). GCBS employees' overall happiness in terms of time use is 73.52% and RTC employees is 60.82%. This study finds that employees of both the colleges are happy, however, GCBS employees are happier than RTC employees.

Amongst the six indicators, employees have rated that they are quite happy with "adequate break" (22%, 1100.22) indicating employees are getting break time more than one hour. Employees have also indicated that they are getting some degree of flexibility on the time and days-off from work (20%, 1016.87). On the other hand, employees have rated low on sleeping hours (6.2%, 316.73) and it indicates that the employees are getting less than 8 hours of sleep.

By nationality, Bhutanese employees under GCBS and RTC are happier (71.58%) than the expatriate employees (60.33%) and (50.01%). By gender, male employees are much happier (68.1%) than female employees (64.72%). However, irrespective of gender, their happiness score falls under "good category". The college management of both the colleges may need to look into the male and female

employees' happiness with regard to work-life balance (15.77%, 15.15%) and sleeping hours (6.22%, 6.06%) respectively as the scores of these indicators are comparatively low than the other indicators.

### **Recommendations**

Following are the areas that the two college managements may look into:

- Findings of this study indicated that employees were getting less than 8 hours to sleep (6.2%, 316.73) which is the lowest among the six indicators. Enough sleep is important for employees' health. It affects our ability to sustain attention, our performance and interpersonal relationships amongst others (GNH of Business, 2017). Therefore, college management may need to assess the class timetable and need to strategize the nighttime teaching hours for continuing education students in the case of RTC.
- College management may also need to pay attention to work pressure (16.61%) and work-life balance (15.63%). Work-life balance is a critical indicator as workers who have balance tend to have greater satisfaction with life in general by witnessing lower levels of stress (Shujat, Cheema, & Bhutto, 2011). The managements of both the colleges may need to allocate the modules as per the educational background of the academics and need to look into teaching hours per class.

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## Appendices

Table 1

*Identifying and Applying Sufficiency Threshold*

Indicators	Variables Used	Sufficiency Threshold
Work life balance	Work-life balance rating	The rating should be >6.06 on a 0-10 point scale
Flexi Time	Flexi time	Having a ‘fixed’ or ‘flexible’ work schedule
Work Pressure	Drains so much energy/time affecting family life Drains so much energy/time affecting social life Work is causing sleeping deprivation	‘Sometimes’, ‘Rarely’, or ‘Never’ to all three items
Working Hours	Work hours	48 hours or less per week
Sleeping Hours	Time spend sleeping	8 hours or more
Adequate break	Lunch break, tea break, and time for rest at work place	One hour or more

The happiness of academics between GCBS and RTC are assessed on six indicators of time use, which consists of 10 variables classified under one domain of Gross National Happiness. The sufficiency thresholds were identified and applied to assess academics’ sufficiency in each of the six indicators. Thus, the value ‘1’ is assigned if academics have attained the sufficiency and similarly ‘0’ to those academics who have not attained the sufficiency.