

THE DYNAMIC OF HAPPINESS CONCEPT AND MANAGERIAL APPROACH – BEST PRACTICE IN PUBLIC ADMINISTRATION AND FUTURE MANAGEMENT

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ABSTRACT: *The paper deals with the happiness concept after the intervention of Buthan state (2011) within The General Assembly of United Nations, for the last years. In our days, happiness is a study object related with quality of life. And education together with research domains have put pressure on public administration to refocus on a new indicator Gross National Happiness against Gross National Product. Buthan has included in its Constitution as a purpose and main objective, happiness, as a concept and happiness index. Today, we can speak about happiness in European Union and at the planetary level, too. Some variables and dimensions are shown from the point of view of social and macroeconomic approach. The new concept of happiness shows that happiness is specific for different cultures and is measurable. Public policies oriented to happiness are a MUST and TO DO for the member states of UN. Conclusion is that as soon as it is possible, a hollistical approach in public administration and in private management and spiritual leadership must be adopted, as this new trend is the future of a realistical health economies of states and at the planetary level. Only in this way, it is possible to speak about a New Humanitarian Approach, based on Peace, Equilibrium and Harmony.*

KEYWORDS: *happiness - as a change, best practice in Bhutan, new type of management upon peace, happiness, inner harmony in organizations and public administration, respiritualization in management.*

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1. INTRODUCTION

All over the earth, there are two main aspects of happiness, from the dualistic point of view: tangible dimensions and the intangible one. We can speak about tangible aspects, such as: economical, political, judicial, social, pschyhological, cultural, ecological, legislative, institutional, technological, scientific, educational, demographical, religious, massmedia. We can also speak about local, regional or planetary dimensions, such as European, Oriental, Russian, American, global at the planetary level.

Both dimensions represent an official demand and invitation on behalf of United Nation Organization, starting with 2011, when the unanimity of all member states decides upon *Happiness: towards a holistic approach to development*. The Resolution has

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the number 65/309/2011 and was adopted by General Assembly. It invites all the governments of member states to design public policies oriented to the happiness of citizens and well-being.

According with the Charter of the United Nations, all peoples have the right to an economical and social development and that is why to achieve Millennium Development Goals it must be done only by sustainable development and not like it is happening in our days. Poverty is a reality today, so that it is necessary to design a new orientation of public policies, with the main scope of assuring happiness and well-being. This idea should be a MUST. Only in this way, inclusion without discrimination, a more equitable and balanced geographical development approach should become objectives for an economic growth, in order to assure happiness and well-being for all peoples. A very oppressive state with high taxes-558 taxes and fares, established by a number of 185 normative acts-, can destroy the economical development and produce negative social polarization, such as in Romania, according with Lucian Chiriac and Ximena Moldovan (Chiriac & Moldovan, 2009)

In such a case, can we speak about a real state of happiness if a state of poverty is putting pressure on an employee, due to the high taxes?

Within the same resolution above, we can find the initiative role of Bhutan and the invitation of Member States to develop new indicators and to share informations that can complete the Gross National Product indicator¹.

2. BHUTAN KING AND THE BASICS OF HAPPINESS CONCEPT IN THE LAST 50 YEARS

Since 1970, the fourth king of Bhutan state, Jigme Singye Wangchuck used for the first time the expression *gross national happiness*. So, he declared that “Gross national happiness is more important than gross national product”². The concept means a hollistical approach oriented to sustainable development in comparison with economical progress in our days, which does not take care that material resources of the Planet are limited. Starting from this idea, today, only United Nation Organization can assure a frame to discuss general and main objectives at the Planetary Level. So, a small state like Bhutan, after almost 40 years, by the help of its proposal succeed to influence and got the agreement of all Member States, as its proposal has been voted in unanimity.

It is a new orientation at the Planetary Level to intangible and non economical approach, such as happiness.

But what was considered intangible few years ago, in our days, already became tangible due to the Sabina Alkire and James Foster methodology³. For more than 49 years ago, Bhutan was looking for measurable instruments to count the degrees and levels of happiness, so that, these tools could be used in designing public policies and help for the motivation of governments, political parties, non governmental organizations, factories and companies.

¹file:///C:/Users/Me/Downloads/A_RES_65_309-EN.pdf

²<http://www.grossnationalhappiness.com/Conference%20Proceedings/6th%20GNH%20Conference/6th%20GNH%20Proceedings%20DP%2006.01.2018.pdf>, p. 3.

³<https://ophi.org.uk/research/multidimensional-poverty/alkire-foster-method/>

There are two dimensions which define Gross National Happiness Index: the first one takes into consideration traditional vector based oneconomical and social development, too, while the second one is the non traditional vector oriented to the culture and psychological well-being. The main value of the collective thinking is the wisdom of culture. So, the general well-being of the Bhutanese people includes the concrete psychological well-being, too⁴.

3. THE GROSS NATIONAL HAPPINES INDICATOR – A STRATEGICAL VIEW OF BHUTAN GOVERNMENT

What we must underline is the orientation of this Gross National Happiness index in time, space and context. Starting from Bhutan, these three variables are today the way to analyze the evolution of this indicator. So, by the help of history in the last years and in different geographical spaces, slowly but sure, the graphs appeared in our days as a normal approach of happiness, where happiness is linked with quality of life.

Using traditions which could assure and sustain the evolution of the Bhutanese people during past times, the timing shows us that we can speak about a dynamic indicator. As a concrete action, this indicator is analyzed by taking into account the geographical space of Bhutan state, which has 20 districts, but takes into consideration the change of it during time, too. The conclusion is that Gross National Happiness Index has a managerial dimension and that a special organization must be in charge with the measurement of the index, analyzes it and design active measures to improve it. So, the Bhutanese Government is in charge with measurements and the main law-Bhutan Constitution-, stipulates that the state is in charge to ensure a good quality of life and develop Gross National Happiness⁵.

We can say that Article 3 from the Bhutan Constitution shows that Buddhism can be considered from the management point of view, a channel, an impressive tool for improving good thinking and behavior, even the basement of compassion, tolerance, peace and non-violence.

In Romania, mediation is also a tool and a methodology which can assure peace and inner harmony of both parties, as the decision of stopping inter-relational conflict belong to them-the mediator only support and help parties to find a common solution. From this point of view, we can say that Bhutan state is a mediator at the national level.

In our days, every government should think and design objectives of assuring happiness, strategies for happiness, assure a minim measurement of this indicator per year, a macro and a micro view within a state.

Good governance, sustainable socio-economic development, cultural preservation, and environmental conservation are the main four pillars that define the concept of happiness.

These four pillars which can be compared with the foundation of the managerial act-macro and micro level-, are classified into nine domains; all of them have the same importance and must be integrated in a holistic view within a strategy for happiness

⁴<https://ophi.org.uk/policy/national-policy/gross-national-happiness-index/>

⁵https://www.nationalcouncil.bt/assets/uploads/docs/acts/2017/Constitution_of_Bhutan_2008.pdf, p.18.

development. From the point of view of public administration, Bhutan State already became a best practice.

The Center for Bhutan Studies & GNH was the trusted organization as a research center by The Royal Government of Bhutan in 2005. So, for the first time, the wisdom of culture based on Buddhism started to be transformed in tangible and measurable indicators. The ancient tradition gave the direction for a future development oriented to happiness and supported by very moral values and principle, where compassion and tolerance are on top. But we know, that every culture and nation have their own wisdom. So, it is possible that cultural factor to influence Gross National Happiness Index in a specific way in any other country.

Using as a tool the questionnaire, a pilot survey has been implemented for the first time in 2006 and the number of respondents was 350. Due to the fact that the time for answering for an interviewer was about 5-6 hours, a better questionnaire was designed, so that a new survey started in 2007. The new questionnaire includes this time, 750 variables which are objective, subjective and open questions and was applied in only 12 districts, due to the limited budget. The sample size was of 950 interviewers. Later on, The Center finalized in 2015 a report on GNH, with the title "A COMPASS TOWARDS A JUST AND HARMONIOUS SOCIETY"⁶.

It was used the methodology of multidimensional poverty by Alkire and Foster, as the authors consider it to be easy operationally, easily replicable, and technically solid and above all has the ability to target the poor, track changes and guide policies⁷. The method is good enough for measuring the poverty, as in the end, the goal of governance is to manage the multidimensional poverty and of course to decrease it by public policies and active measures.

Statistical approach tells us that because of the limited size, the survey was not considered valid but the questionnaire has been improved, so that a new survey that lasts nine months, started in 2010.

This time, the survey is nationally representative (8700 interviewers and 7142 respondents with fully completed questionnaires, spreaded in all 20 districts) and National Statistics Bureau (NSB) was also involved, too.

For soon, on 4th November, 2019 there was a call on by Mrs. Paola Pampaloni, DMD, European External Action Service, Brussels, and her delegation, to the Secretary, GNHCS. This was on the sidelines of the 8th Bhutan-EU Biannual Consultation⁸.

We can see, that the interest of EU member states upon GNH Index is increasing for more than 4 years.

4. EMOTIONS, THE INFLUENCE OF HEALTH AND HAPPYNESS STATE

In our days, it is well known that emotions, are the main cause of our diseases. The health state today can be improved with a positive attitude and special positive behavior,

⁶<http://www.grossnationalhappiness.com/wp-content/uploads/2017/01/Final-GNH-Report-jp-21.3.17-ilovepdf-compressed.pdf>

⁷<https://www.grossnationalhappiness.com/survey-results/index/>

⁸[Sursahhttps://www.gnhc.gov.bt/en/?p=3817](https://www.gnhc.gov.bt/en/?p=3817), Call on by EU delegation)

but only together with a healthy way of thinking. The believe that we can be our own healer by the help of the mind, must be very strong without any doubts(Loyd & Johnson, 2011). On the other hand, the influence of the grup mind is well known today, so that the relation between individual mind and grup or collective mind is a key success factor(Rud, 2014).

Knowing the causes of sufferings is the main theme of HH Dalai Lama, so that if an individual is aware to know, to identify and to face the causes which can provoke sufferings, than any individual can reach the happiness(Sanctitatea Sa Dalai Lama, 2013).

Now, the difference between the speed of consciounees and the speed of subconsciousness in processing the information is so big-from 40 bytes/sec to 20.000.000 bytes/sec-, so that to develop awareness is a must for a human mind oriented to seek for the happiness(Braden, 2008).

On short, if an individual-man or woman, employee or a volunteer-, will know a-all types of positive and negative emotions, will be b-aware all the time to identify the signals of these emotions appearance upon the physical body, will know c-how to act with the thinking mind in such a way, that in the end the suffering will not affect the physical body.

An employeehas a relation with a company or with the owner of the company, so that, the state of health for every individual is a task for assuaring the state of happiness. The judicial ratio of the linking between employee and employer must be improved with this new indicator of happiness.

Although the Romanian legislature was not concerned about this indicator, however, in Romanian legislation, the employee enjoys multilateral protection considered to be the weaker part of the contract(Roba, 2017).

Given the exponential growth of organizational stress in the workplace, especially in the consumer society, we recommend that in internal regulations and collective agreements where appropriate, provisions should be introduced for the measurement of organizational stress indicators at least once a year.

Such an indicator could serve as a basis for subsequent measurement of the happiness indicator in the organization, in the future.

The employer must be aware that it can produce organizational stress and thereby affect health.

Moral harassment is also one of the forms of stress, consisting of any conduct based on race, nationality, ethnicity, language, religion, social category, belief, gender, sexual orientation, membership of a disadvantaged category, age, disability, refugee status or asylum status or any other criterion leading to the creation of an intimidating, hostile, degrading or offensive environment. Thus, the effects of this kind of moral harassment are the emergence of negative emotions and feelings such as anger, hatred, fear, sadness, etc.

In Romania, where the person is subject to such treatment, the court may apply for compensation. The burden of proof in such a dispute lies with the employer(Roba, 2018).

This index of happiness can be segmented or categorized after population grups, such as man and woman, and not only. The indexes and domains are targeted to analyze different aspects of wellbeing and different aspects to satisfy the fundamental needs of people which can be included inside the levels of Maslow pyramid.

The Gross National Index is based on a special method, the multidimensional Alkire-Foster method which was adapted for measuring the state of national happiness, but starting from measuring the poverty index. This method which is under copyright law was used by Oxford Poverty and Human Development Initiative (OPHI) from the University of Oxford and is named in this way after the two persons who innovate it- Sabina Alkire and James Foster⁹. The main measurable groups are four, such as: unhappy, narrowly happy, extensively happy, and deeply happy. Examples of how was used this method in US and Indonesia can be find within a special paper¹⁰.

So, since 2011, The Bhutanese Government took into consideration 33 indexes belonging to the nine domains above and the index measure direct the wellbeing of the nation¹¹.

For soon, in Prague, was founded a research center about happiness and in UK, National Institute of Statistics designed a standard of happiness, while in Romania have been made some research about quality of life by The Research Institute of Life Quality, few years ago..

So, we can see a change in thinking and a change in doing.

5. CONCLUSIONS, PROPOSALS AND TRENDS FOR A NEW TYPE OF MANAGEMENT WITHIN ORGANIZATIONS

-For the first time, positive and negative emotions, which are very important especially in Buddhism, are considered very important variables in influencing GNH, where the moral values and principles are stipulated in Bhutan Constitution;

-Bhutan Constitution and the Government shows that it is possible to calculate a new GNH Index;

-There are nine domains and 33 indicators which support the measurement of GNP Index;

-Spirituality must not be linked only with religious aspect, but with the main nine domains, according with Bhutanese approach, so that, if we link it with transcending the human mind and with transdisciplinary approach, than spirituality can be find within all types of sciences;

-The interest of EU is a real proof that changes are coming within-see the visit of an official delegation, twice a year in last four years;

-As soon as it is possible, a hollistical approach in public administration and in private management and spiritual leadership must be adopted, as this new trend is the future of a realistical health economies of states and at the planetary level;

-On long term, children, pupils and students, by the help of families, can be educated *to know, to do, to feel and to be, oriented to learn to live together* and this is possible by happiness. (see Jaques Delors UNESCO Report in 1996). At the end, governments will have a network of specialists in happiness;

⁹<https://ophi.org.uk/research/multidimensional-poverty/alkire-foster-method/>

¹⁰<https://ophi.org.uk/working-paper-number-32/>.

¹¹<http://www.grossnationalhappiness.com/wp-content/uploads/2017/01/Final-GNH-Report-jp-21.3.17-ilovepdf-compressed.pdf>, p.p.61-62.

-The new type of management will be the management of happiness within organizations and in public administration, too;

-Today, a new type of progress is based on GNH Index which improves GNP Index from the economical progress point of view - is changing the paradigm;

-Happiness concept is based on quality of life, positive and negative emotions, and spirituality;

-If we think about logical intelligence (IQ), emotional intelligence (EQ) and spiritual intelligence (SQ), we can see that the new trend of humanity is moving to spirituality evolution-see the research results of HeartMath Institute about the relation od mind and heart, the inner coherence of hearth against organizational stress¹².

-By development of spiritual wisdom (the basics of GNH Index) within education, research, science and digital technologies with the main scope of assuaring happiness of citizens, according with UN Resolution nr. 65/309/2011, we can speack in the future about a new science-the science of coherence of heart by the resetting the mind, or putting down the mind by leading it by the hearth intelligence;

-Using transdisciplinary approach, a new education based on inner peace and harmony will be developed, such as Chue Elise L. demonstrates within the book *Exploring Curriculum as an Experience of Consciousness Transformatin*¹³;

-The new type of management will be the management of happiness within organizations and in public administration, too.

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¹²<https://www.heartmath.org/assets/uploads/2019/06/hmi-annual-report-2018.pdf>;
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¹³<https://www.palgrave.com/gp/book/9783030177003>