IOSR Journal of Business and Management (IOSR-JBM)
e-ISSN:2278-487X, p-ISSN: 2319-7668. Volume 26, Issue 8. Ser. 10 (August. 2024), PP 18-31
www.iosrjournals.org

Geomancy And Business Performance

Author

Abstract
Despite abundant business management theories, the impact of ***Geomancy or Feng shui*** *on business performance remains underexplored. This research aims to bridge this gap by investigating the potential link between Geomancy, decision-making, on business success. An experimental quantitative approach will be used for its effectiveness in establishing causal relationships.*
This study investigates the impact of energy management-Geomancy- on business performance through a survey of Lebanese managers. The combined Form School and Compass School Flying Star method was used to calculate Geomancy scores for participating organizations. The results reveal a positive correlation between the energy management and business performance, with managerial decision-making playing a mediating role. These findings suggest that incorporating energy management principles can enhance company performance and offer valuable insights for entrepreneurs seeking to improve business outcomes. The study's methodology, employing a mixed Flying Star method, contributes to the existing knowledge on Energy management and its potential benefits in business management. This empirical study investigates the potential application of Geomancy principles within the business world. By examining the influence of workplace Geomancy on performance, the research aims to determine if it can optimize an organization's potential and contribute to its success. Furthermore, the study explores the possibility of energy management impacting managerial mindsets and decision-making, with a view towards understanding its potential role in enhancing overall business performance.

Keywords: *Geomancy-energy management-work environment-performance-decision making-quality.*

Date of Submission: 19-08-2024 Date of Acceptance: 29-08-2024

I. Introduction:

Geomancy or Feng Shui is an ancient Chinese system of Energy management based on balance of life with the energy Qi, or Ch'i of earth (Octavia, L. & Gunawan, T, 2014) Ancient Chinese believed things in nature were living organism with the cosmos and nature generating Ch'i, a vital force or cosmic energy, Feng Shui is believed in Asia, including China, Korea, Japan, Singapore, Malaysia, Vietnam and the Philippines (Singh, 2000). Hong Kong businessman, Eric Hotung bought Senator Ted Kennedy's house but sold it in 2001 because of energy was bad (Trudeau, 2001).

Far more people believed in Feng Shui including businessman, designers, also home buyers and were willing to pay heavy Feng Shui fees to energy masters (Octavia & Gunawan, 2014).[1]

(Freedman, 1968) wrote about the ritualistic nature of human-environment interaction and referred to geomancy as mystical ecology.

Energy management or geomancy has been applied to improve career and quality of life. Professionally, to expand business, to increase sales, enhancing health and performance of employees for workplace including hospitals, The process of energy management spread first in America followed by Europe in the twentieth century (Bruun, 2008).

In various regions such as China (including Hong Kong and Taiwan), Singapore, South Korea, Southeast Asia, Japan, and the Western world, people from the Chinese community commonly embrace and adhere to energy management practices. Particularly, business owners often factor in Geomancy principles when selecting a location, while homebuyers may consider it when choosing an apartment. Energy management-Feng shui -is perceived as a method rooted in comprehending and observing the energetic environment within and around a site (Lynch, 2003).

China:

Eastern cultural societies such as Hong Kong clearly demonstrate the applications of Geomancy in both domestic and business settings.

A 1980 survey carried out in Hong Kong revealed that 35 percent of the participants believed in Geomancy. This belief was applied in business settings, such as banks and jewelry stores. where it was used to enhance wealth, productivity and health. and 16% of business or workplace sample were much more likely to hire a Geomancy expert when redecorating or moving (Emmons, 1992).

The foundation of Beijing's courtyard dwellings was deeply rooted in Geomancy principles. In the

formal city planning of Beijing, the capital of China, the organization of the city and its courtyard houses followed a grid system, The architectural design of these structures was heavily influenced by the concept of the "Eight Trigrams "of energy management. Geomancy a practice aimed at attracting prosperity and well-being, emphasizes harmonious coexistence with earth, and humanity. Its environmental conception encompasses elements such as Ch'i (vital energy), physical space, and time, extending from celestial bodies to earthly domains, and from human interactions to natural surroundings (Xu P. , 1998)

Malaysia:

A study by (Lee, C. L., Shamsudin, F. M., & Mohamad, S. A. , 2017) explored the relationship between geomancy compliance and organizational performance in Malaysian businesses. The research found that companies that integrated Feng Shui principles into their physical spaces reported higher employee satisfaction, lower turnover rates, and increased profitability compared to those that did not prioritize energy management Feng Shui.

This suggests a tangible correlation between energy practices - Feng Shui - and organizational performance in Malaysia, underscoring the importance of cultural beliefs and traditional wisdom in shaping modern business practices.

Korea:

For instance, Korean landscape ecologists advise integrating the traditional Korean village design principle, Feng Shui, into contemporary landscape ecology planning. it was found that the latter aligns with theories of western landscape ecology and may serve as a foundation for Korean eco- village planning (Whang, C. & Lee, W, 2006).Ancient Chinese geomancy, or Feng Shui, was the source of the geomantic concept of Native Korean Feng Shui. This concept has been a major driving force behind environmental modifications in Korea (Yoon K., 2006).

Feng Shui has been accepted to a certain extent by home buyers, professionals and the business communities in Hong Kong and elsewhere in Asia. Thus, the relationship between energy management and business performance will be examined in this article. Hong Kong Bank (HSBC), Bank of China (Emmons, 1992)[2], and the Disney Corporation (Madeddu, M. & Zhang, X, 2017)are a few well-known businesses that have used geomancy.

With the primary research objectives outlined, we will investigate the influence of energy management-Geomancy- on decision making and business performances in Lebanon.

In order to complement existing research on the working environment and determine its effect on business performance, this article will integrate the flying stars theory.

Work environment:

Workplace spatial design should be regarded as a strategic initiative to enhance organizational competitiveness, serving as a platform for collaboration and facilitating both crucial interactions and individual task performance (Hua, Y., Loftness, V., Heerwagen, H. & Powell, M. , 2011) (Kamarulzaman, N., Saleh, A., Hashim, Z., Hashim, H. & Abdul-Ghani, A., 2011)argue that for optimal employee well-being and productivity, organizational leaders should look beyond traditional factors like temperature, lighting, and noise, and consider a wider range of elements including dust levels, indoor air quality, office layout, presence of plants, and even water quality. They reason that prolonged exposure to unfavorable office environments can negatively impact employees' performance, satisfaction, and overall health.

Energy management -Feng Shui-, with its focus on optimizing the flow of energy in a space, can be seen as a potential tool to influence the work environment (Too, 1995).

The study's primary goal is to investigate the impact of feng shui as essential element of work environment on corporate performance in Lebanon.

Managerial mindset

Managers who embrace energy principles recognize the office as a holistic environment impacting employee well-being and productivity. Similar to how an ecosystem thrives on balanced elements, they believe factors like layout, furniture placement, lighting, and color palettes influence energy flow and employee behavior. This aligns with research by (Ashkanasy, 2014), (Byron, 2015)demonstrating the link between physical workspaces and employee performance. Furthermore, studies like Kamarulzaman et al. (2011) [3]highlight the connection between a high- quality indoor environment and productivity, suggesting that geomancy's influence on managerial decisions can ultimately impact organizational success.

Feng Shui, rooted in the idea that our surroundings influence us, extends its principles to workspaces. Studies suggest it can improve organizational performance (Ganapathi, 2008)Given that workplace decisions often involve negotiation, politics, and self-interest (Tsang, 2004) Feng Shui could be a tool to guide managers

towards sound choices, ultimately impacting corporate performance. This study investigates the potential of energy management as a novel workplace variable influencing decision-making and organizational success.

Research Objectives

This research directly addresses call for a global investigation into the mathematical underpinnings of Chinese metaphysics (Mak, Y. & So, T, 2015). The aim is to establish a bridge between geomancy principles and contemporary scientific understanding.

The proliferation of misinformation surrounding Feng Shui is concerning. A simple internet search (e.g., Google) yields thousands of websites promoting questionable practices. Professor Sritawat Kitipornchai shares this concern, highlighting the negative impact this has on the reputation of Feng Shui or geomancy. However, as Mak and So suggest, there is a strong belief that many valid energy applications and theories hold potential for scientific validation. This study seeks to contribute to that effort.

This study focuses centrally on investigating the impact of Geomancy, taking into account the importance of decision-making processes as mediating variable, with implications for the performance. Our main objective is to use the experimental methodologies to illustrate the precise findings and conclusions regarding the energy management link to performance.

Research Questions

"Energy management has found its way into numerous popular endeavors, ranging from harmonizing personality and interior design to boosting career prospects and work performance. Yet, increasingly, Geomancy is being embraced within professional environments to bolster sales, foster business growth, and promote employee performance and well-being" (Bruun, 2008)[4], (Ogilvie, M., Ng, D., Xiang, E., Ryan, M. & Yong, J, 2018) delve into the impact of Geomancy on business decisions, highlighting its role in generating value. They assert that Feng Shui not only alleviates managers' stress levels but also instills them with a sense of optimism and hope.

This research will attempt to identify Feng Shui as one of the variables of the working environment.

- How does Feng Shui affect Working Environment?
- What effect does Feng Shui have on the performance and management of businesses?

II. Literature Review

The literature review is performed on topics of working environment, mindset/decision-making and business performance.

To identify an energy management technique!

Research should review available literature on Geomancy to select a method that is more scientific and business-related (Emmons, 1992)[5].

In the last few decades, Feng Shui has been increasingly popular. It has gained momentum among professional associations, and millions of people have visited innumerable websites and thousands of publications about it have been published (Bruun, 2008)[6]. **the rich and famous might be care about Geomancy whenever possible.** (CHU, 1999) The purpose of this study is to fill in the gaps in the literature by examining the relationship between Feng Shui, mentality, and company performance. It also aims to make the empirical testing and logical analysis of Feng Shui's influence on business performance easier. Both academic scholars and commercial practitioners will find great value in these insights. This study aims to maximize the potential benefits of geomancy for business management by utilizing the abundance of existing literature on the subject, providing new insights.

Feng Shui schools and techniques are often overlooked in research (Wang, J., Joy, A. & Sherry, F. , 2013), There are two primary branches of Feng Shui: the Form School and the Compass School. The Compass School encompasses various methods, in this article we will adopt the flying stars method.

Feng Shui or -Geomancy-

Feng Shui, literally “Wind” and “Water”, also known as Chinese geomancy, originated approximately 4000 years ago in the Tibetan Region of China, is an ancient method of observing and working with the natural energy Ch’i (Lynch, 2003).[7] The three basic Feng Shui philosophies, the theory of Qi, the theory of Yin and Yang and theory of Five Elements were established since the warring states (480 – 221 BC).

The basic Yin-Yang theory

It represents eight diagrams heaven, lake, fire, thunder, wind, water, mountain and earth.

Critics of the basic Yin-Yang theory argue that its simplistic dualistic framework may oversimplify

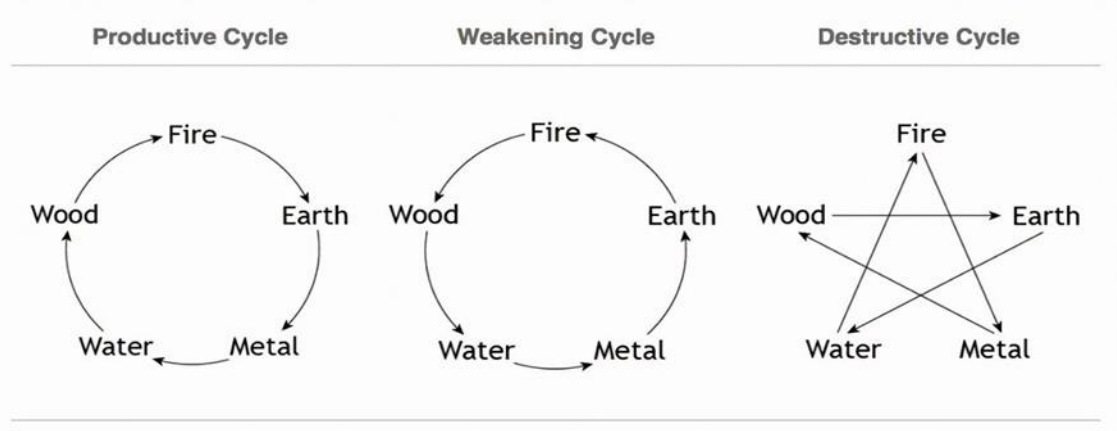
complex phenomena and fail to adequately capture the nuanced interplay of forces in the natural world. Some scholars contend that the theory's binary categorization overlooks the dynamic and multifaceted nature of reality, leading to potential misunderstandings and misinterpretations (Liu, 2004).

The Elements theory of the Five

This theory states everything in the universe is composed of the Five Elements, namely metal, wood, water, fire and earth.

In the destructive cycle, metal cuts wood, wood holds earth, earth block or retain water, water extinguishes fire and fire melts metal.

Figure 1.1 Productive and Destructive cycles of five elements Mak, Y. & So, T, (2015)[8]



Energy management principles were installed in the offices and buildings of numerous businesses including banks, airlines, phone companies, malls, and hotels (Bruun, 2008)[9].

There are about 2500 protected villages in China that were built by villagers on the advice of Geomancy masters to simulate a landscape in the absence of mountains, and are situated in fortunate areas encircled by Feng Shui forests (Mohurd, 2014).

The Form School:

The Form School, a prominent school of Feng Shui, emphasizes the influence of the external environment, particularly the shapes and formations of surrounding landmasses, on a building's energy flow (qi). This school posits that auspicious landforms promote positive energy, while inauspicious ones hinder it. While the Form School, as initially described by Lin (2000), focused primarily on topography and landscape features, its limitations include subjectivity and difficulty in application within urban environments. Critics like Yoon (2010) argue that the school's overemphasis on external factors can neglect the significance of interior layout and occupant behavior on energy flow and overall well-being.

The Compass School:

The Compass School of Geomancy focuses on understanding the directional relationships within a building, utilizing principles from the Eight Trigrams or the Bagua map. It involves assigning specific energy sectors to different areas of the building, with each zone associated with many aspects of life such as health, wealth, and career. This approach is deeply rooted in orientation and astronomical changes, which are considered on both the interior and exterior of buildings at a micro level (Xu J. , 2003)

A-Eight Mansions Method

There are many methods within the Compass School of which Eight Mansions is one of the easier and more popular methods which offers a straight forward formula to assess the occupant's fate with house.

the location of the 5 elements plays an important role in determining the quality of Feng Shui. Fate Gua number from 1 to 9 is assigned to the owner according to the year of birth.

Your best energy directions				
Kua Number	For money and success	To improve health	To attract love	For personal growth
1	SE	E	S	N
2	NE	W	NW	SW
3	S	N	SE	E
4	N	S	E	SE

5 Female	W	NW	W	NE
5Male	NW	W	NW	SW
6	W	NE	SW	NW
7	NW	SW	NE	W
8	SW	NW	W	NE
9	E	SE	N	S

Table 1: Reference Chart to find out Fate *Gua* number (Mak & So, 2015)[10]

It is ideal for the Fate Gua 1, 3, 4 and 9 to live in the East company Group and Fate Gua 2, 5, 6 ,7 & 8 to live in the West company Group.

The four directions of the Eight Trigram of each group are considered as favorable positions.

For East group, Kan (1), Zhen (3), Xun (4) and Li (9) are good position. For West Group, Kun (2 & 5), Qian (6), Dui (7) and Gen (8) are considered favorable positions.

As a critic, there are imperfections in the method of Eight Mansions as to the determination of the fate as well as the judgment of a house from Eight Mansions perspective is different or even contradictory of the Flying Stars Method described in the next section according to researchers and energy management masters (Mak & So, 2015)[11].but this method Can be overly rigid, neglecting individual needs and preferences. Critics argue that this method's reliance on fixed directional sectors may limit its effectiveness in addressing the unique needs and circumstances of each space (Cheung, 2014).

The Bagua-or the Eight Trigrams:

The Bagua map is a tool that helps you identify what you should and shouldn't do. Each of the nine sectors on the Bagua map focuses on a crucial area of your life. Those nine sectors provide Feng Shui principles and instructions for every area of your life. Additionally, the Bagua map finds the appropriate element for every facet of life by concentrating on the five-element idea. Based on the related aspects, this aids in the improvement of that particular area in your life.

(Spear, 1995) recommended to use the Eight Trigrams, or Bagua. But, the static nature of the Bagua map fails to account for the dynamic needs and preferences of occupants (Chen, W., & Li, H., 2016) advocate for a more comprehensive spatial analysis approach that considers a broader range of factors to better address the intricacies of environmental design and expert experience.

B -Flying Stars school

This approach examines the dynamic energy flows within a building, considering intricate annual, monthly, and daily cycles. It utilizes flying star charts to pinpoint auspicious and inauspicious sectors and suggests adjustments accordingly. In contrast to the Form School's focus on spatial elements, the Compass School adopts a space-time perspective. The Eight Mansion method, places minimal emphasis on temporal considerations (Mak & So, 2015)[12]. The Flying Star method, on the other hand, integrates concepts of energy, direction, and time (Skinner, 2003). It addresses both spatial and temporal dimensions, Traditional geomancy texts assert that it involves mathematical calculations, logical reasoning, formulas, and the manipulation of Ch'i energy (Mak & So, 2015)[13]; (Skinner, 2003). This method is the analysis of Ch'i or energy that affects the structure in which we live and work, but it **Requires intricate calculations and interpretations, making it inaccessible to beginners. The emphasis on constant change can be overwhelming for some practitioners.** The Flying Star method is still a theory that needs to be tested and proven by geomancy experts (Mak & So, 2015)[14]

That is why I thought about learning and seeking guidance from a professional master to understand how to apply it effectively. It required a year of learning devoted to acquiring the necessary expertise to carry out this research.

C-Modern/Intuitive Feng Shui school:

Some contemporary interpretations of Feng Shui, as exemplified by Chin (1998), prioritize adapting traditional principles to modern lifestyles and creating comfortable spaces based on intuition and observation of energy flow. While this approach emphasizes personal experience and user comfort, it lacks the structured framework of classic schools like the Form School. This can lead to inconsistencies and misinterpretations in applying Feng Shui principles. Critics argue that this simplified approach dilutes the core principles and practices of traditional Feng Shui. Since (Tsang, 2004) has identified two significant factors—uncertainty and rationality—that stand between superstition (Feng Shui) and business decision-making, he suggests that superstitious business decision-making is a non-traditional management topic with huge opportunities for exploration. **Superstition is a reaction to uncertainty, whereas rational business decision- making requires choosing a course of action when faced with uncertainty (**Tsang, 2004)[15].

In uncertain situations, individuals may experience reduced confidence and heightened stress, often

lacking the necessary inputs for logical decision-making. Consequently, they may rely on emotional cues and base decisions on passions, and hopes. Geomancy can play a significant role in navigating decisions under uncertainty, offering guidance and stability. This holds particular significance for executives operating at upper echelons, navigating frequent encounters with pivotal decisions amid conditions of ambiguity and unpredictability **(**Tsang, 2004)[16].

We will adopt the Flying star Feng Shui Method to test the hypotheses of the linkages of Geomancy and business performance. once the results corroborate the theories., this Feng Shui method alone, and no other methods, is defined here as Feng Shui. "Perhaps it is time that we listen more carefully to the knowledge accumulated over the millennia by our forbearers (Paton, 2015)**.**

Work Environment

Research is increasingly exploring the intersection of big data and Feng Shui. Studies, for example, have utilized Feng Shui data to predict residential property values. These studies suggest that properties aligned with auspicious Feng Shui principles may command higher prices compared to those with less favorable configurations.

Modern western designers are progressively integrating geomancy principles into their designs in response to customers concerns about inspiration. This entails attention to energy dynamics and tools Lynch (2003)[17]. In today's business landscape, optimizing organizational performance is essential for long-term success. The contingency approach posits that a company's performance is intricately linked to its environment. (Miller, D., & Friesen, H., 1982) argue that the relationship between the environment and performance is contingent, meaning that organizational structure and management practices must adapt to suit the specific environmental conditions in order to achieve optimal performance.

The Form School of geomancy directs attention to external surroundings, the Compass School utilizes the map to establish correlations between specific aspects of life and various regions within a space. By aligning decision-making processes with the corresponding Bagua sector (e.g., the career zone for business-related decisions), individuals may experience heightened empowerment and concentration (Yap, 2004).

This research investigates the potential for energy management, specifically the Compass School's Flying Star method, to influence decision-making by examining the link between physical space and cognitive processes. By understanding this connection, the aim is to design environments that not only promote well-being but also empower individuals to make informed and confident choices. While scientific validation of Feng Shui's impact is ongoing, this study seeks to integrate its principles with established decision-making models and enhance self-awareness for optimal decision-making environments.

Performance

(Venkatraman, 1986) a prominent management researcher, has significantly influenced the theory and application of performance assessment. Within the realm of non-financial evaluation, Venkatraman's model proposes that performance evaluation systems should encompass the company's non-financial objectives.

Non-financial performance refers to evaluating a company's performance using metrics beyond traditional financial measures like net profit or return on investment. (Ittner, D., & Larcker, F. , 1999)has helped to demonstrate that non-financial performance is an important aspect of a compan̄y's overall performance and can be a reliable indicator of future financial performance. According to Ittner and Larcker, non-financial performance can be defined as "the measurement of a company's performance in terms of non-financial indicators, including customer satisfaction, employee satisfaction, corporate social responsibility, and innovation".

Professor Michael Porter (1996) defines business performance as a company's ability to deliver value to its customers, shareholders, and other stakeholders, measured by both financial and non-financial indicators like customer satisfaction and social responsibility.

(Han, C., & Chen, C. , 2010) aimed to investigate the impact of Feng Shui principles on the cognitive performance of 68 office workers in Taiwan.

The results indicate that offices with good Feng Shui design may positively influence specific aspects of cognitive performance, such as processing speed and cognitive inhibition. Hence, Future research should address the limitations of this study and explore the potential effects of Feng Shui in different work environments and cultural contexts.

Decision making

The context in which decisions are made, including psychological, emotional, and ecological factors, plays a significant role in determining their rationality (Woschank, 2017).

-Uncertainty Reduction: Feng Shui provides a framework for understanding the energy dynamics of the environment, potentially reducing uncertainty and fostering a sense of control in decision- making processes.

Studies suggest that adherence to Geomancy principles can enhance individuals' confidence and empowerment in decision-making (Lai, H., Hui, M., & Lin, Y. , 2012)

-Cognitive Enhancement: Environments aligned with Feng Shui principles have shown to enhance focus, concentration, and creativity. This leads to clearer cognitive processes and facilitates more informed decision-making (Han, C., & Chen, C. , 2010).Some argue that aligning a space with Feng Shui principles can tap into these intuitive channels, resulting in more holistic decision- making (Lau, 2009).

(LENG C. , 2021)highlights the significant influence of energy management on strategic decision-making within Malaysia's real estate market. This research explores its potential impact on Lebanese businesses. By examining the link between Feng Shui, decision-making, and corporate success, this study aims to bridge the knowledge gap and inform best practices in the Lebanese context, where Feng Shui's role remains under-explored.

III. Methodology:

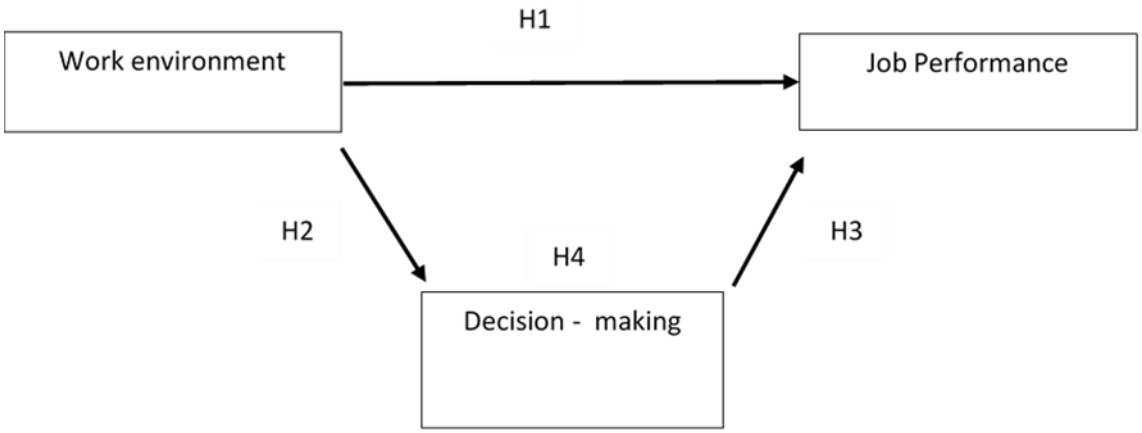
As a branch of philosophy, epistemology is regarded as the foundation of all other disciplines. It is a study of how significant knowledge is formed, this study employs a hypothetico-deductive approach, a cornerstone of positivism. Rooted in epistemology, the philosophy of knowledge formation (Piaget, 1967), this method emphasizes formulating hypotheses based on existing literature and testing them through empirical data collection. The observed data, along with established validity criteria, serves as the foundation for a mathematical model that integrates theoretical and practical elements. By analyzing the correlations between variables, the research seeks to establish causal relationships and ultimately derive logical conclusions that can inform new knowledge and potentially lead to the formulation of laws.

(Kirk, 1996) delved into the utilization of ANOVA with small sample sizes in his book. He underscored that although larger sample sizes are generally favored for ANOVA.

Regarding the role of a mediator in statistical analysis, a mediator variable serves to elucidate the link between variables. It sheds light on the mechanism through which the independent variable exerts its influence on the dependent variable.

Hypotheses:

After conducting the literature research and developing the hypotheses, it is crucial to use a diagram to summarize our complete methodology.



The relationships and impacts between working environment, mindset and business performance are tabled and explained in the following sections.

Energy management-Geomancy-

Western contemporary space designers are using Geomancy into their work in response to client complaints about a lack of inspiration. This research provides a better understanding of the energy conditions associated with the positioning of plants, entrances, seating arrangements, and water use in design. With reference to Lynch (2003)[18], Feng Shui provides an alternative design methodology that provides a fresh perspective on intuitive abilities that enable the evaluation of sites at a different level than modern site design through the observation of energy attributes.

Xu (2003)[19] Geomancy should be incorporated into upcoming environmental studies. Regarding Paton (2015) Feng Shui theory in modern city and town planning, has been examined and used in contemporary city and town growth and development.

Thus, the goal of this study is to pinpoint geomancy as a significant working environment component that contributes to enhancing organizational performance in a unique way. If Feng Shui is taken into consideration while deciding how the workspace should appear, it will improve the performance of the company. It looks for areas where research in the workplace environment is lacking and makes recommendations for future approaches.

Facilitating a positive work atmosphere can increase productivity and optimize organizational procedures. To increase worker and management productivity, this entails placing chairs, instrument displays, and other equipment in strategic locations. According to research, employees may make better decisions, feel better overall, and have better health outcomes in a well-designed work environment. (Rose, M., Orrenius, E. & Neumann, P., 2013)

Factors such as lighting, indoor climate, color, air quality, thermal comfort, spatial layout, indoor greenery, and furniture have been identified as positive contributors to creativity, skills, and talents, ultimately impacting company performance (Ganapathi, R. & Prasad, B., 2008).

Geomancy and Decision-Making/Mentality

Hua et al. (2011)[20] suggest that optimizing workplace spatial configurations can enhance both meaningful connections and individual task performance. Furthermore, Tsang (2004)[21] posits that Feng Shui holds relevance in company decision-making, introducing non-traditional management considerations through the examination of significant variables.

According to Tsang 63.8% of Singaporean enterprises had employed Feng Shui masters. furthermore, around 40% of these companies hiring Geomancy specialist were in the building construction and property development industries. This conclusion is a result of the property market's increased volatility and uncertainty, which leads to the use of Geomancy.

Feng Shui practitioners opt to delegate the risks and uncertainties associated with business decision-making to Feng Shui practices Ogilvie et al., (2018)[22].

Furthermore, geomancy has the ability to affect corporate destiny through influencing business performance, particularly in critical choices like choosing a location for the company's headquarters, which have a big impact on the future of the enterprise (Chang, L. & Lii, P. , 2010). the concept of Adaptability and Flexibility in the context of organizational decision-making can be attributed to various academic sources and management literature that discuss resilience, strategic agility, and organizational change. (Nutt, C., & Wilson, C. , 2010)

Mindset/Decision-Making and Business Performance

(Crow, R., & Lockhart, D. , 2016) examined the connection between decision-making and company performance. Their study suggests that well-structured decision-making strategies contribute significantly to a company's success.

In their 2018 research, (Gong, M., Simpson, A., Koh, L. & Tan, H. , 2018) sought to explore the relationship between decision-making processes and sustained performance.

A growing body of research demonstrates a strong correlation between effective decision-making processes and a company's overall success. This highlights the critical role employees play in achieving organizational goals. Employee performance, measured through factors like productivity and engagement, directly impacts a company's effectiveness (Armstrong, M., & Baron, A., 2004).

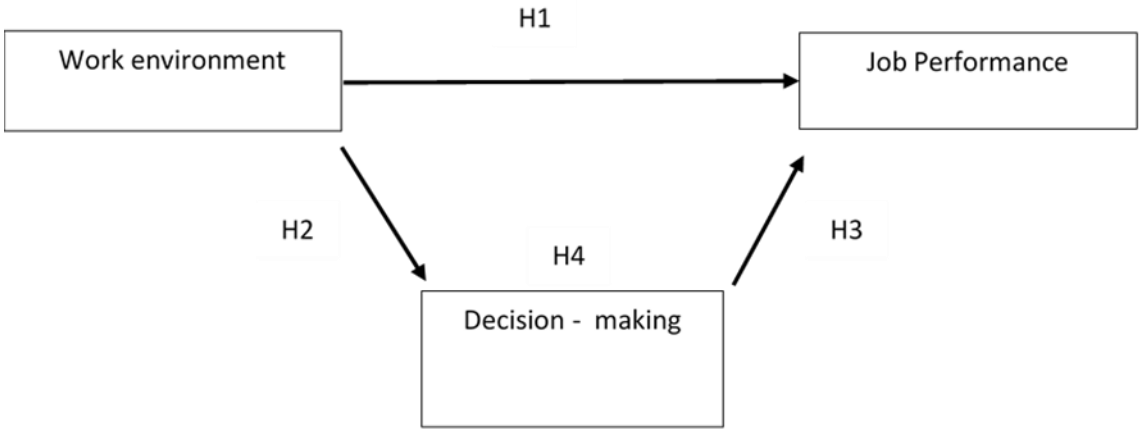


Figure 1: Understanding the Mindset Factor: A Mediating Model of Geomancy and Business Performance

This study aims to fill a void in the existing literature by examining how workplace Feng Shui influences company performance, with a focus on the mediating role of managers' mindset. While previous research has delved into the effects of Feng Shui or Geomancy, the aspect of managerial perception has received limited attention.

From startups to expansive multinational corporations, businesses are harnessing the potential of energy management to unlock a trio of advantages: expanding business operations, boosting sales figures, and enhancing employee well-being and productivity (Bruun, 2008)[23]. The influence of Geomancy has transcended cultural barriers, becoming popular in Asian corporate circles and gaining momentum in the US. Due to its recent rise in popularity, a wide range of people have become familiar with the core principles of the discipline, including corporate leaders, business experts, entrepreneurs, real estate developers, and regular homeowners (Octavia & Gunawan, 2014)[24].

Organizations that implement specific Feng Shui principles in their office design—focusing on things like energy flow, layout, and symbolism—should see higher levels of business performance metrics, such as financial results, productivity, and employee satisfaction, than those that don't.

- **H1:** There is a statistically significant impact of Work environment on job performance.
- **H2:** There is a statistically significant impact of Work environment on decision making.
- **H3:** There is a statistically significant impact of decision making on job performance.
- **H4:** Decision making mediates the relationship between work environment and business Performance.

Given its distinctive cultural backdrop and broad adoption of Geomancy principles, Lebanon was chosen as an ideal setting to explore the potential effects of energy management on business performance.

This study encompassed organizations of various types, including those in the financial sector. Following the removal of incomplete questionnaires, the research sample comprised a total of 35 participants.

Data Collection

This study in Lebanon investigates the impact of Geomancy (work environment) on business performance using a survey methodology. A sample of 35 diverse firms was analyzed after removing incomplete questionnaires. Existing measures for Geomancy and performance were adapted to create operationalized variables. The data was collected through online surveys distributed to the participants, primarily utilizing seven-point Likert-scale questions.

Numerous organizations in Lebanon have adopted Feng Shui practices, yet only approximately 40 have utilized the Flying Stars method. We have chosen to emphasize this approach due to its foundation in scientific theory and the substantial body of research supporting it, conducted extensively in the Far East and more recently in the Middle East.

In line with previous research, this study explored various methods to determine the most appropriate approach for assessing Geomancy. Ultimately, the combined Form School and Compass School Flying Stars method, as utilized by Skinner and Mak & So was selected to evaluate the Feng Shui of the offices occupied by participating managers and executives.

Business performance was measured based on a seven-point Likert-scale self-assessment by respondents, aligning with the concept of financial and non-financial performance metrics as proposed by Kaplan and Norton (1996).

Measures:

Energy management in work environment analyzes how the placement of objects influences the flow of energy (qi) in a space (Lynch, 2003)[25]. This study compared different feng shui techniques and selected a combination of the Form School and Compass School Flying Stars method to evaluate the feng shui quality of spaces used by managers and executives.

To test whether decision-making is positively related to Geomancy and if business performance is positively dependent on the mindset, the following regression models are used to test H1, H2, H3 and H4.

Critical workplace factors that affect processes, attitudes, behaviors, employee performance, and well-being are the physical aspects of the work environment (Ashkanasy, M., Ayoko, B. & Jehn, A., 2014); (Sarwani, 2016).

Descriptive Statistics

The present section gives an overview of the sample, including personal information and descriptive statistics for all the studied variables:

Table 2: Distribution of the sample according to personal information (N=28)

Variable	Frequency	Percentage
Gender		
Female	11	39.3%
Male	17	60.7%
Number of employees		
less than 100	16	57.1%
101-500	8	28.6%
501-1000	2	7.1%
Primary industry		
Educational	5	17.9%
Finance	17	60.7%
Service	6	21.4%
Mean* ± *SD		
Age (in years)	46.6 ± 7.9	
Years of experience	16.5 ± 8.6	

Source: *SPSS v27 outcomes*

The results presented in Table 2 indicate that the sample consisted of a higher proportion of male participants, accounting for 60.7% of the total, while females constituted 39.3%. With respect to the number of employees, it was found that the majority of participants (57.1%) are employed in companies with fewer than 100 employees. Additionally, 28.6% of participants reported working in companies with 101-500 employees, while only 7.1% indicated being employed in companies with 501-1000 employees. Moreover, it is important to mention that a significant proportion of the participants (60.7%) are employed in the finance industry. The service industry accounts for 21.4% of the participants, making it the second most common primary industry among the respondents. Additionally, the educational industry represents 17.9% of the participants working in this primary sector. The findings also show that the mean age of the participants was 46.6 years, accompanied by an average of 16.5 years of experience.

Table 3: Descriptive statistics for study variables

No.	Item	Mean	SD
	Decision-Making		
1	Mind-set	6.71	0.76
2	Decision(s) success	6.43	0.79
3	Flexibility of decision(s) during uncertainty period	6.18	0.67
4	Quality of Decisions	6.21	0.87
	Overall	**6.38**	**0.59**
	Job Performance		
1	Job satisfaction	6.36	0.78
2	Remuneration package/income	6.25	0.58
3	Revenue of your company	6.39	0.73
	Overall	**6.33**	**0.59**
	Work environment		
1	Ambient Conditions (temperature, air quality, noise, music, odor etc.)	6.39	0.87
2	Direction	6.54	0.50
3	Signs (Symbols &Artifacts Signage, personal artifacts, style of decor, etc.)	6.46	0.69
	Overall	**6.46**	**0.56**

Source: *SPSS v27 outcomes*

Table 3 presents the descriptive statistics for the study variables. The findings indicate that the participants exhibit a significantly high level of decision making (mean = 6.38, SD = 0.59), with a particular emphasis on mindset. Furthermore, the participants demonstrate a remarkably high level of job performance (mean = 6.33, SD = 0.59), particularly in terms of the company's revenue. Furthermore, the results indicate a significant level of work environment with a mean score of 6.46 and a standard deviation of 0.56, particularly in terms of direction.

Table 4: Reliability Analysis

Variable	Cronbach's Alpha	Number of Items
Decision-Making	0.771	4
Job Performance	0.796	3
Work environment	0.726	3
Overall	**0.900**	**10**

Source: *SPSS v27 outcomes*

Table 4 reveals that all variables show Cronbach's alpha values above 0.7, ranging from 0.771 to 0.796, indicating an acceptable level of internal consistency. Therefore, the results confirm that the items for each variable measure the same concept. In addition, the overall value of Cronbach's alpha is 0.900, indicating a high level of internal consistency and reliable measurement of the variables.

Cronbach's alpha can be used in small samples as long as the sample size is sufficient to provide reliable estimates. While there is no strict rule for the minimum sample size needed to use Cronbach's alpha, a common guideline is to have at least 10-20 participants per item in the scale (Nunnally, C., & Bernstein, H, 1994).

Correlation Between Variables

This section presents Pearson correlation results to examine the strength and direction of the relationship between work environment, job performance, and decision-making

Table 5: Correlation between work environment and job performance

Variable		Work environment	Job Performance
Work environment	Pearson Correlation	1	0.669^{**}
	Sig. (2-tailed)		0.000
	N	28	28
Job Performance	Pearson Correlation	0.669^{**}	1
	Sig. (2-tailed)	0.000	
	N	28	28

Source: *SPSS v27 outcomes*

Table 5 displays the results of the Pearson correlation between work environment and job performance. The results showed a statistically significant correlation between the variables at a significance level of 0.01 (p = 0.000), in addition to a strong positive relationship indicating that a higher level of work environment leads to a higher level of job performance (r = 0.669).

Table 6: Correlation between work environment and decision-making

Variable		Work environment	Decision-Making
Work environment	Pearson Correlation	1	0.653
	Sig. (2-tailed)		0.000
	N	28	28
Decision-Making	Pearson Correlation	0.653	1
	Sig. (2-tailed)	0.000	
	N	28	28

Source: *SPSS v27 outcomes*

Table 6 displays the results of the Pearson correlation between work environment and decision making. The results showed a statistically significant correlation between the variables at a significance level of 0.01 (p=0.000), in addition to a strong positive relationship indicating that a higher level of work environment leads to a higher level of decision making (r=0.653).

Table 7: Correlation between decision-making and job performance

Variable		Decision-Making	Job Performance
	Pearson Correlation	1	0.84
	Sig. (2-tailed)		0.000

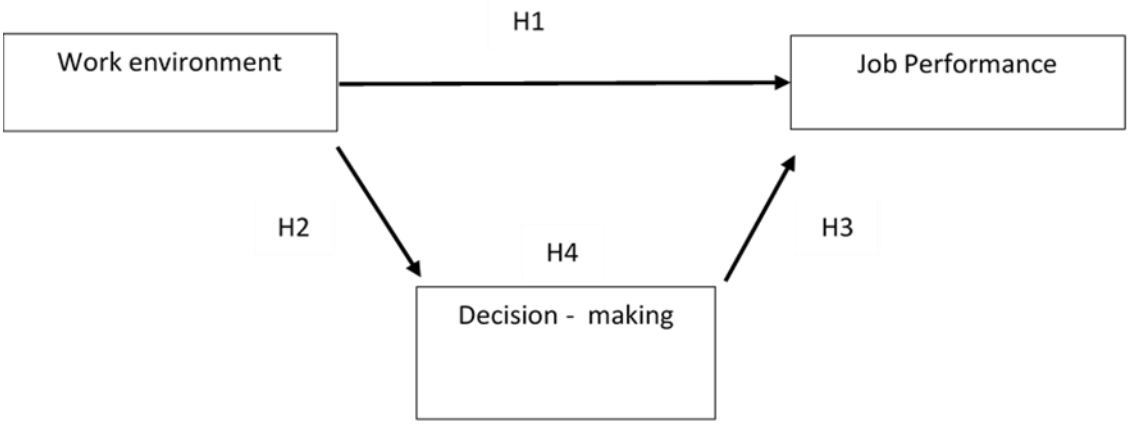
Decision-Making	N	28	28
Job Performance	Pearson Correlation	0.849	1
	Sig. (2-tailed)	0.000	
	N	28	28

Source: *SPSS v27 outcomes*

Table 7 illustrates the results of the Pearson correlation between decision-making and job performance. The results showed a statistically significant correlation between the variables at a significance level of 0.01 (p=0.000) and a very strong positive relationship, indicating that a higher level of decision-making leads to higher job performance (r=0.849).

Hypotheses Testing

The present study explores the intricate relationships by conducting a mediation analysis between three key variables: the work environment, decision-making, and performance. By examining these variables, we seek to understand how they are interconnected and influence one another. The hypothesis suggests that the work environment directly influences both individuals' decision- making abilities and performance (H1 and H2). Moreover, it is worth considering the potential existence of a direct correlation between the decision-making process and business performance, as indicated by (H3). Moreover, it has been proposed that the decision-making process mediates the relationship between the work environment and performance. By employing mediation analysis, the researcher aims to evaluate the extent to which decision-making is a mediator in the relationship between work environment and performance. If the analysis provides support, it can be inferred that the work environment impacts decision-making, subsequently affecting business performance. The conceptual framework serves as a graphical depiction of the research model, elucidating the connections and hypotheses that will be examined in your investigation.



Testing hypothesis 1: There is a statistically significant impact of Work environment on job performance.

Table 8 displays the results of the simple linear regression analysis conducted to investigate the association between the work environment and job performance.

Table 8: Regression analysis between work environment and performance

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**p- value**
	B	**Std. Error**	**Beta**		
(Constant)	1.814	0.989		1.834	0.078
Work environment	0.699	0.152	0.669	4.585	**0.000**
R-Square = 0.447					
P-value of ANOVA = 0.000					

Source: *SPSS v27 outcomes*

The research findings indicate that the R-Square value is 0.447, suggesting that approximately 44.7% of the variation in performance can be attributed to the work environment. The p value of the ANOVA reveals that the model is statistically significant at 5%. Moreover, the outcome reveals that the work environment is a significant positive predictor of performance ($\beta = 0.699$, $p = 0.000 < 0.05$), confirming hypothesis 1.

Performance = 1.814 + 0.699 (Work environment) **(1)**

The equation above indicates that a one-unit increase in the work environment corresponds to an increase in job performance by 0.699 units.

Testing hypothesis 2: There is a statistically significant impact of Work environment on decision making.

The results of the simple linear regression analysis between work environment and decision making is displayed in Table 9:

Table 9: Regression analysis between work environment and decision making

Model	Unstandardized Coefficients		Standardized Coefficients	t	p- value
	B	Std. Error	Beta		
(Constant)	1.941	1.014		1.913	0.067
Work environment	0.687	0.156	0.653	4.397	**0.000**
R-Square = 0.426					
P-value of ANOVA = 0.000					

Source: *SPSS v27 outcomes*

The research findings indicate that the R-Square value is 0.426, suggesting that approximately 42.6% of the variability in decision-making can be attributed to the work environment. The p value of the ANOVA reveals that the model is statistically significant at 5%. Furthermore, the results indicate that the work environment has a significant positive effect on decision-making ($\beta = 0.687$, $p = 0.000 < 0.05$), providing support for hypothesis 2.

Decision making = 1.941 + 0.687 (Work environment) **(2)**

Equation (2) suggests that there is a positive relationship between work environment and decision making. Specifically, for every one-unit increase in work environment, there is an associated increase of 0.687 units in decision making.

Testing hypothesis 3: There is a statistically significant impact of decision making on job performance.

Table 10 shows the findings of the multiple linear regression that was conducted to examine the impact of decision making on performance, with the presence of work environment.

Table 10: Regression analysis between decision making and performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	p- value
	B	Std. Error	Beta		
(Constant)	0.429	0.734		0.584	0.564
Work environment	0.208	0.140	0.199	1.489	0.149
Decision-Making	0.714	0.133	0.719	5.373	**0.000**
R-Square = 0.743					
P-value of ANOVA = 0.000					

Source: *SPSS v27 outcomes*

The result reveals that R-Square is 0.743, which implies that 74.3% of the variation in performance is attributed to work environment and decision making. The p value of the ANOVA reveals that the model is statistically significant at 5%.

Furthermore, the outcome reveals that decision making is a significant positive predictor of performance ($\beta = 0.714$, $p = 0.000 < 0.05$). Consequently, hypothesis 3 is supported.

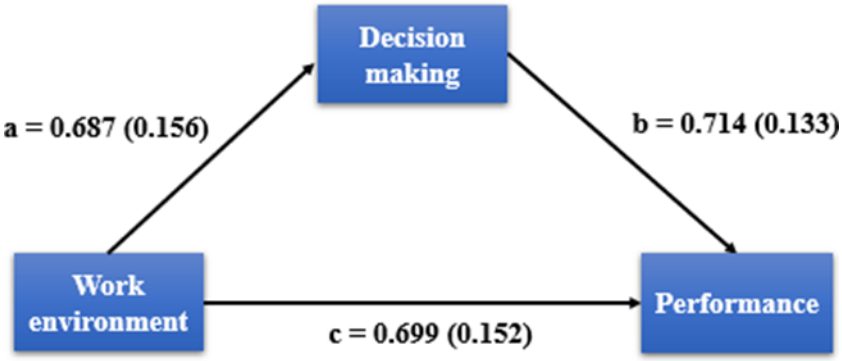
Performance = 0.429 + 0.714 (Decision making) **(3)**

Equation (3) suggests that there is a positive relationship between decision making and job performance. Specifically, for every one-unit increase in decision making, there is an associated increase of 0.714 unit in job performance

Testing hypothesis 4: Decision making mediates the relationship between work environment and business Performance.

In this part, Baron and Kenny's method (1986) was used to check whether decision making mediates the relationship between work environment and job performance.

Figure 1: Hayes model 4 of mediation (IV: WE, M: DM, DV: P)



Source: prepared by the researcher

After obtaining the unstandardized coefficients "a" and "b" and their standard errors (Sa and Sb), the Sobel test was used to verify if decision making mediates the relationship between work environment and job performance. The output of this test is provided in table 10 below.

Table 11: Mediation analysis

Input:			Test statistic:	Std. Error:	*p*-value:
a	0.687	Sobel test:	3.40481095	0.14406615	0.0006621
b	0.714	Aroian test:	3.37004139	0.14555251	0.00075157
s_a	0.156	Goodman test:	3.44067939	0.14256429	0.00058026
s_b	0.133	Reset all	Calculate		

Source: *SPSS v27 outcomes*

Table 11 shows that the value of the Sobel test is 3.40 with a standard error of 0.144. In addition, the p-value for this test shows a value of 0.000 which is less than the level of significance (0.05), thus supporting the fourth hypothesis, that decision making mediates the relationship between work environment and job performance. In addition, to determine the beta coefficient for the mediation analysis, we multiply "a" and "b" (0.687*0.714), revealing a result of 0.490, indicating a positive mediation analysis.

Summary of the Findings

This section presents a summary of the hypotheses based on the outcomes of the statistical analysis.

Table 12: Summary of the findings

Number	Hypothesis	Result
H1	There is a statistically significant impact of Work environment on business performance.	Supported
H2	There is a statistically significant impact of Work environment on decision making.	Supported
H3	There is a statistically significant impact of decision making on business performance	Supported
H4	Decision making mediates the relationship between work environment and business Performance.	Supported

IV. Conclusion:

This study derived key factors of energy management in Lebanon, and examined the effects of these factors on the management performance, utilizing a mixed Flying Star method to assess Feng Shui score. The results suggest a positive effect of Feng Shui on performance, with decision- making acting as a full mediating factor. The findings suggest that Geomancy may be a contributing factor to performance. Organizations with workspaces aligned with higher Geomancy principles, as measured by the flying stars exhibited a positive correlation with business performance. These results support the notion that energy management, alongside other well- established workplace factors, can contribute to improved business outcomes. However, further research is necessary to solidify these findings and elucidate the specific mechanisms through which Geomancy influences performance.