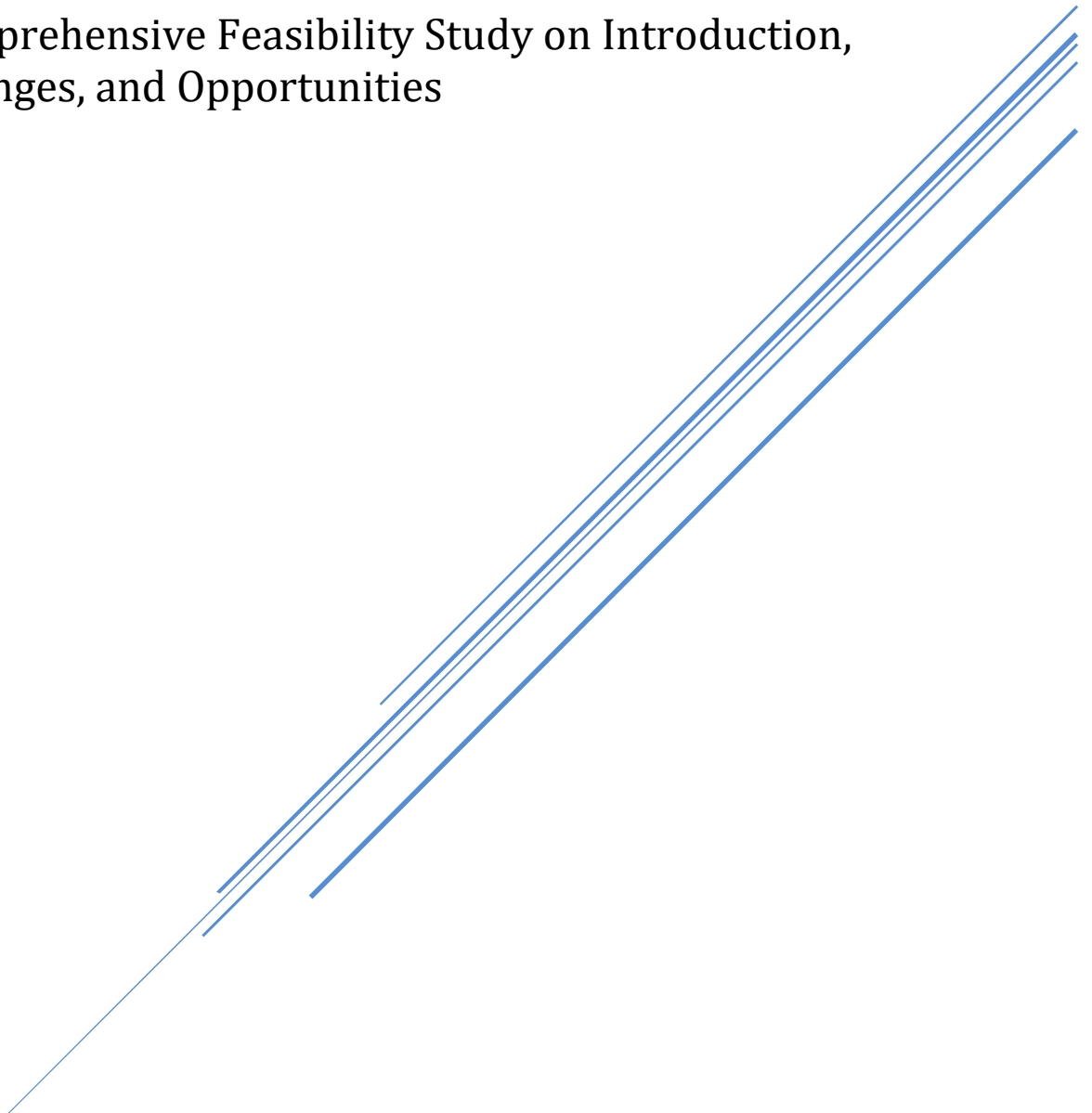


SURVEY REPORT: A STUDY ON THE PROSPECT OF INTRODUCING A PART-TIME EMPLOYMENT SYSTEM IN BHUTAN

A Comprehensive Feasibility Study on Introduction, Challenges, and Opportunities



Labour Market Information and Career Guidance Division
Department of Employment and Entrepreneurship

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Executive Summary

This study, conducted by the Department of Employment and Entrepreneurship, Ministry of Industry, Commerce and Employment provides critical evidence for developing Bhutan's first formal Part-Time Employment System. The survey engaged 298 jobseekers and 292 employers nationwide, representing diverse sectors, regions, and demographic groups, offering unprecedented insights into the current landscape and future potential of part-time work in Bhutan.

Key Findings reveal both significant opportunities and substantial challenges. The study demonstrates a strong foundation for part-time employment, with 41.78% of employers currently or previously engaged in part-time arrangements. However, critical gaps exist between employer and jobseeker expectations that must be addressed for successful system implementation.

Compensation expectations show a substantial gap, with jobseekers expecting an average hourly wage of Nu. 349 compared to employers' average offering of Nu. 184, representing a 47% disparity. This misalignment is particularly pronounced at the median level, where jobseekers expect Nu. 250 versus employers' offering of Nu. 70.

Work model preferences diverge significantly, with jobseekers strongly favoring regular part-time work (50%) for predictability, while employers show more distributed preferences across regular (35%), flexible (29%), and mixed models (14%). This reflects contrasting needs for income stability versus operational flexibility.

Benefits expectations reveal crucial mismatches. Jobseekers prioritize paid leave (34%) and health insurance (21%), while employers show greatest willingness to provide training (50%) - a benefit prioritized by only 25% of jobseekers. Notably, 29% of employers are unwilling to provide any benefits for part-time workers.

Implementation challenges differ by stakeholder group. Employers primarily worry about administrative burden (37%) and higher costs (34%), while jobseekers express concerns about low wages (41%) and job insecurity (33%). Both groups show strong interest in remote work options (97% of jobseekers consider it important).

Strategic Recommendations propose a comprehensive framework including: (1) A three-tier part-time classification system accommodating different work arrangements; (2) Progressive benefits coverage linked to hours worked; (3) Training partnerships leveraging employer willingness; (4) Administrative support systems reducing implementation burden; and (5) Phased implementation over 24 months with continuous evaluation.

The successful establishment of a part-time employment system has potential to create meaningful employment opportunities, support economic diversification, enhance work-life balance, and contribute to Bhutan's sustainable development goals while addressing critical youth unemployment challenges.

Introduction

Background and Context

The Royal Government of Bhutan has identified employment generation as a critical national priority, particularly given the challenges of youth unemployment and underemployment. As Bhutan continues its journey toward economic modernization and diversification, the need for flexible and adaptable labor market arrangements becomes increasingly apparent. The current labor market framework, while robust in many aspects, lacks comprehensive provisions for part-time employment, creating a significant gap in the country's employment ecosystem.

Part-time employment represents more than merely reduced working hours; it embodies a fundamental shift in how work is organized, compensated, and valued in modern economies. Internationally, part-time work has proven instrumental in increasing labor market participation, particularly among youth, students, women, older workers, and those with caregiving responsibilities. It offers employers flexibility to manage seasonal fluctuations, project-based work, and changing market demands while providing workers with opportunities to balance employment with education, family responsibilities, or other pursuits.

Problem Statement and Research Need

Currently, Bhutan lacks a standardized definition, regulatory framework, and institutional support system for part-time employment. This absence has led to inconsistent practices across sectors, uncertainty about rights and responsibilities for both employers and workers, and potential missed opportunities for employment creation. The existing labor market information systems, while comprehensive in many respects, do not adequately capture the dynamics of part-time work arrangements, making evidence-based policy development challenging.

The growing youth population, increasing educational participation, changing family structures, and evolving worker preferences all underscore the timeliness of this study. Furthermore, economic diversification efforts, particularly in tourism, retail, and services - sectors where part-time work is naturally prevalent - highlight the practical importance of developing a coherent part-time employment framework.

Study Objectives and Scope

This comprehensive study was designed to address critical knowledge gaps and provide an evidence base for policy development. The primary objectives include:

1. Documenting current part-time employment practices across different sectors and regions of Bhutan
2. Understanding employer perspectives on part-time work, including perceived benefits, challenges, and implementation requirements
3. Capturing jobseeker expectations, preferences, and concerns regarding part-time employment
4. Identifying alignment and mismatch areas between employer capabilities and jobseeker expectations
5. Developing evidence-based recommendations for a part-time employment system tailored to Bhutan's unique economic and social context

The study scope encompasses nationwide coverage, including all 20 dzongkhags, and represents diverse economic sectors, organization sizes, and demographic groups. This comprehensive approach ensures that the resulting policy recommendations reflect Bhutan's economic diversity and address the needs of both urban and rural communities.

Policy Context and Significance

This research aligns with several national priorities outlined in Bhutan's development plans, including employment generation, youth empowerment, economic diversification, and social protection. The findings come at a critical juncture as Bhutan seeks to address unemployment challenges, particularly among youth, while building a resilient and adaptable economy capable of responding to global and domestic changes.

The establishment of a formal part-time employment system has potential implications beyond immediate job creation. It can support work-life balance, facilitate lifelong learning, enable smoother school-to-work transitions, provide pathways into the labor market for disadvantaged groups, and help businesses manage operational flexibility in an increasingly competitive economic environment.

Methodology

Research Design

This study employed a cross-sectional survey design using stratified random sampling to ensure representative data collection from both employers and jobseekers across Bhutan. The approach utilized mixed-mode data collection with primary emphasis on online surveys supplemented by computer-assisted telephone interviews. The study period spanned six weeks from September 30 to November 7, 2025, allowing comprehensive data collection across all regions of Bhutan.

Target Population & Sampling Frames

Employer Population:

- **Initial BLMIS Registry** (as of 25th September 2025): 50,166 employers
- **Exclusions Applied:**
 - Government sectors: 391
 - Individuals: 12,529
 - Invalid contact information and missing Dzongkhag data: 19,565
- **Final Eligible Population:** 17,681 employers (Corporations, FDI, Joint Ventures, NGOs/CSOs, Private Businesses)

Jobseeker Population:

- **BLMIS Registered Jobseekers** (as of 25th September 2025): 112,173
- **Exclusions Applied:**
 - Invalid email and phone numbers: 37,223
 - Missing Dzongkhag data: 8,366
- **Final Eligible Population:** 66,584 jobseekers

Sample Size Calculation & Justification.

The sample size was determined using the standard statistical formula for proportional sampling:

$$n = (Z^2 * p * (1-p)) / e^2$$

$$n_adjusted = n / [1 + (n-1)/N]$$

Where: Z=1.96 (95% confidence level), p=0.5 (maximum variability, e=0.05 (margin of error)

Sample Size Results:

Population	Total (N)	Initial Sample	Final Required	Margin of Error
Employers	37,246	384	380	±5%
Jobseekers	112,173	384	382	±5%

Non-response Accounting: Based on expected response rates of 70-80%, oversampling targeted 456 employers and 476 jobseekers, with final achieved samples of 292 employers and 298 jobseekers.

Detailed Sampling Strategy

Employer Sampling (Stratified Random)

Stratification Variables:

- Sector/Industry (Based on BLMIS classification)
- Geographic Distribution (6 Regions)

Sector Distribution (Proportional Allocation):

Sector	Estimated %	Sample Allocation
Accommodation and Food service activities	18%	73
Activities of extraterritorial organizations and bodies	0%	4
Activities of households as employers; undifferentiated goods and services producing activities of households for own use	0%	4
Administrative and support services	0%	5
Agriculture, forestry and fishing	1%	7
Arts, entertainment and recreation	2%	9
Construction	15%	60
Education	1%	8
Electricity, gas, steam and air conditioning supply	0%	6
Financial services and insurance	1%	6
Human health and social work	0%	6
Information and communication services	1%	8
Manufacturing	9%	37
Mining and quarrying	1%	7
Other Services	11%	44

Professional, scientific and technical services	2%	10
Public administration and defense, compulsory social security	0%	5
Real estate	0%	4
Transportation and storage	2%	12
Water supply; sewerage, waste management	0%	5
Wholesale and retail trade	35%	136

Geographic Distribution:

Region	Dzongkhags	Estimated %	Sample Allocation
Gelephu	Sarpang, Dagana, Zhemgang, Tsirang	16.60%	78
Mongar	Mongar, Lhuentse, Trashigang, Trashiyangtse	11.10%	55
Phuntsholing	Chhukha, Samtse	19.10%	85
Samdrup Jongkhar	Samdrup Jongkhar, Pema Gatshel	7.30%	42
Thimphu	Thimphu, Paro, Haa, Gasa, Punakha, Wangduephodrang	40.10%	163
Trongsa	Trongsa, Bumthang	5.90%	33

JOBSEEKER SAMPLING (Stratified Random)

Stratification Variables:

1. Qualification (Based on BLMIS Qualification level)
2. Geographic Location (6 Regions)

Education Level Distribution:

Sector	Estimated %	Sample Allocation
Bachelor's Degree	15.28%	62
Below Class X	0.01%	3
Certificate	1.94%	9
Class I	0.04%	5
Class II	0.12%	5
Class III	0.20%	5
Class IV	0.24%	5
Class IX	1.56%	9
Class PP	0.01%	4
Class V	0.41%	5
Class VI	0.73%	6
Class VII	0.79%	6
Class VIII	2.00%	10
Class X	11.40%	45

Class XI	1.05%	6
Class XII	34.25%	132
Diploma	3.47%	16
Master's Degree	0.89%	7
Missing	20.93%	82
Monastic Education	0.21%	5
NFE	0.34%	5
No Education	3.81%	17
PhD	0.03%	4
Post Graduate	0.30%	5

Geographic Distribution:

Region	Dzongkhags	Estimated %	Sample Allocation
Gelephu	Sarpang, Dagana, Zhemgang, Tsirang	13.80%	52
Mongar	Mongar, Lhuentse, Trashigang, Trashiyangtse	9.90%	38
Phuentsholing	Chhukha, Samtse	15.70%	60
Samdrup Jongkhar	Samdrup Jongkhar, Pema Gatsel	7%	26
Thimphu	Thimphu, Paro, Haa, Gasa, Punakha, Wangduephodrang	50.30%	191
Trongsa	Trongsa, Bumthang	3.30%	13

Data Collection Methods

Primary Method: Online Surveys

- **Platform:** KoboToolbox mobile-optimized forms
- **Employer Survey Link:** <https://ee.kobotoolbox.org/x/UoSV0ZuO>
- **Jobseeker Survey Link:** <https://ee.kobotoolbox.org/x/EhUN5qrc>
- **Average Duration:** 15-20 minutes per survey

Supplementary Method: Computer-Assisted Telephonic Interview

- **Tool:** KoboCollect App
- **Implementation:** Phone follow-ups for non-respondents after 2 weeks

1. Detailed Findings

1.1. Respondent Profile

1.1.1. Jobseeker Demographics

Age Distribution

The survey reveals a predominantly young jobseeker population in Bhutan. The largest age group comprises individuals aged 25-34 years, representing 41.95% of respondents. Close behind are those aged 18-24 years, accounting for 36.91% of the sample. Together, these two groups form 78.86% of all jobseeker respondents, indicating that part-time employment considerations primarily affect younger Bhutanese citizens. The 35-44 age bracket represents 14.77% of respondents, while those aged 45 and above constitute only 5.37% of the sample. This age distribution underscores the particular relevance of part-time employment policies for Bhutan's youth population.

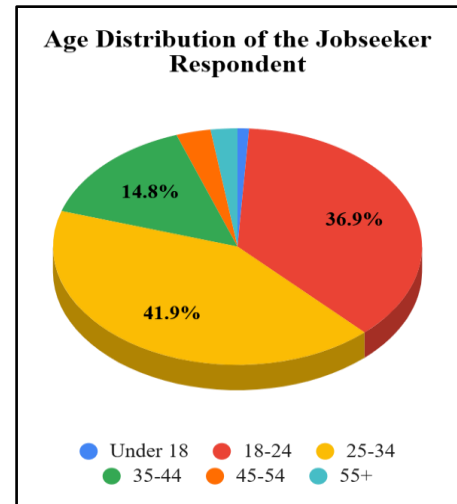


Figure 1: Age Distribution of the Respondents by Age Group

Current Employment Status

Jobseekers surveyed represent diverse employment circumstances. Currently employed full-time workers form the largest group at 42.95%. Unemployed individuals actively seeking work comprise 30.87% of respondents, indicating part-time work's potential role in addressing unemployment. Those currently employed part-time represent 12.42% of the sample, providing valuable insights from actual experience with part-time arrangements. Students account for 4.7% of respondents, highlighting the importance of part-time work for educational integration. The remaining 9.07% include homemakers, retired individuals, and others seeking flexible work arrangements.

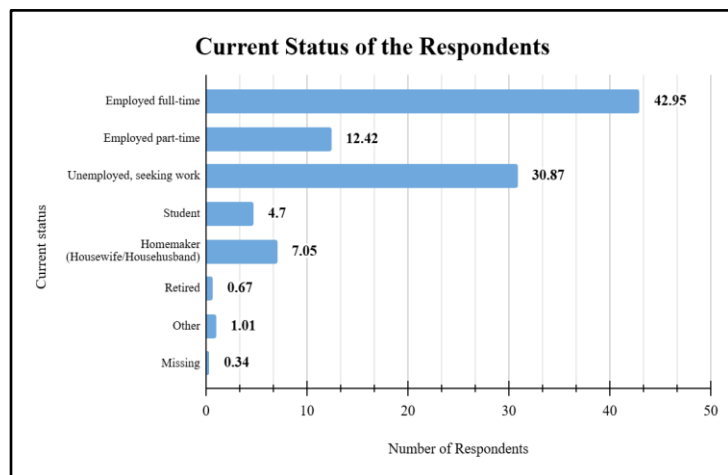


Figure 2: Current Status of the Respondents

Geographic Distribution:

The geographic distribution of jobseeker respondents reflects Bhutan's population concentration patterns. Thimphu Region dominates with 56.37% of respondents, consistent with the capital region's higher population density and economic activity. Phuntsholing Region follows with 12.41% representation, reflecting its status as an important economic hub. Gelephu Region accounts for 13.08% of respondents, while the remaining regions—Mongar, Samdrup Jongkhar, and Trongsa—collectively represent 18.12% of the sample. This distribution ensures national representation while acknowledging regional economic disparities that may influence part-time employment adoption.

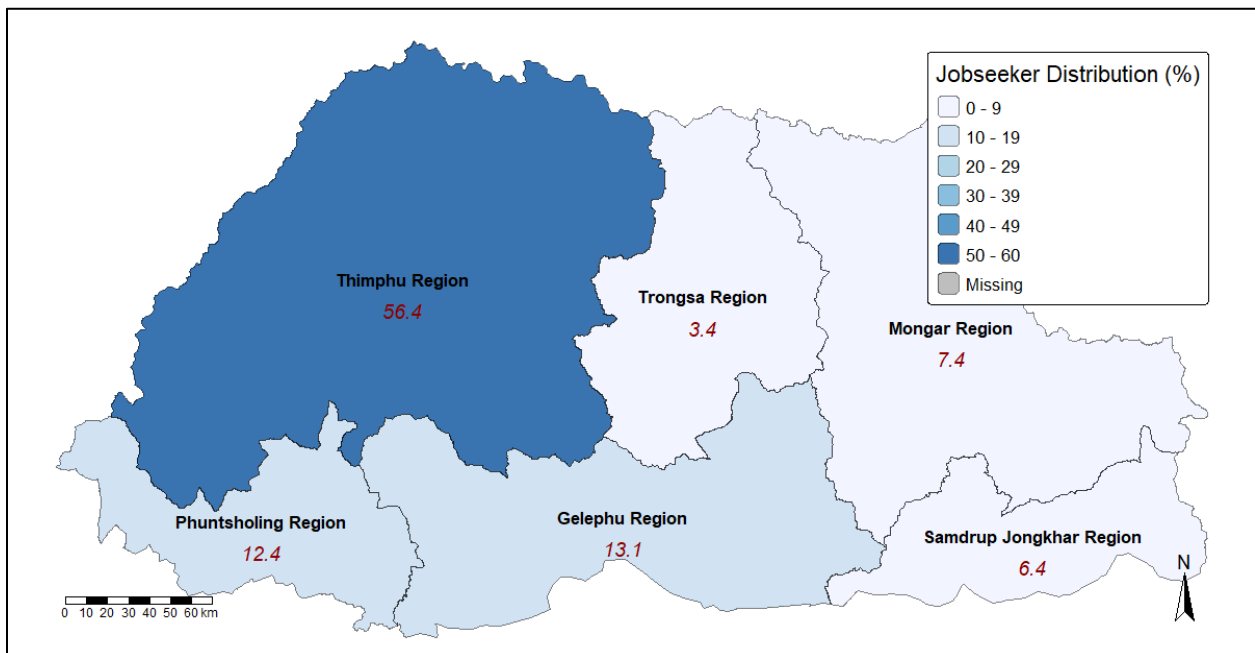


Figure 3: Geographic Distribution of Respondents by Region

1.1.2. Employer Characteristics

Organization Size Distribution

The employer survey captures Bhutan's business landscape, dominated by small enterprises. Micro and small businesses employing 1-10 workers constitute 84.93% of respondent organizations, highlighting the critical importance of designing part-time systems that accommodate small business capabilities. Medium-sized enterprises with 11-50 employees represent 10.62% of respondents, while larger organizations with 51-200 employees account for 2.74%. Major employers with over 200 employees constitute only 1.71% of the sample. This size distribution emphasizes the need for simple, administratively light part-time systems suitable for small business implementation.

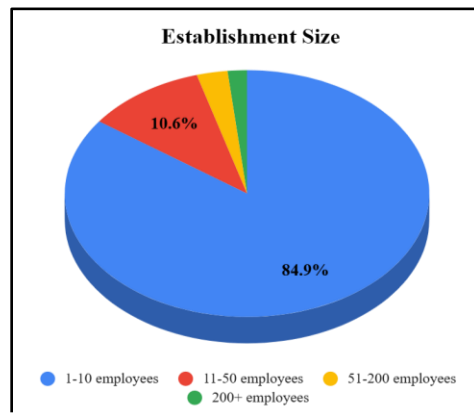


Figure 4: Workforce size of the Respondent Establishment

Sector Representation

Employer respondents represent diverse economic sectors, providing comprehensive insights across Bhutan's economy. The wholesale and retail trade sector shows strongest representation, consistent with its significant role in Bhutan's private sector. Construction and accommodation/food service sectors also feature prominently, reflecting their importance in the current economy. The sample includes representation from emerging sectors such as information technology, professional services, and healthcare. This sector diversity ensures that the part-time employment framework can address varying operational needs and seasonal patterns across different industries.

Table 1: Distribution of establishment by sector

Sector/Industry	No. of Establishment	Percent
Accommodation and Food Service activities	25	8.56
Administrative and support services	12	4.11
Agriculture, forestry and fishing	5	1.71
Arts, entertainment and recreation	21	7.19
Construction	34	11.64
Education	7	2.4
Electricity, gas, steam and air conditioning supply Financial	3	1.03

Financial services and insurance	4	1.37
Human health and social work	3	1.03
Information and communication services	9	3.08
Manufacturing	21	7.19
Mining and quarrying	3	1.03
Professional, scientific and technical activities	3	1.03
Public administration and defense; Compulsory social security	1	0.34
Real estate	3	1.03
Transportation and storage	3	1.03
Water supply; sewerage, waste management and Remediation Activities	3	1.03
Wholesale and retail trade; Repair of Motor Vehicles and Motorcycles	130	44.52
Others	2	0.68
Total	292	100

Geographic Operations

Employer geographic distribution mirrors economic activity patterns across Bhutan. Thimphu Region hosts 47.95% of respondent organizations, reflecting its status as the primary business center. Phuntsholing Region follows with 18.84% representation, aligned with its industrial and commercial significance. Gelephu Region accounts for 10.96% of respondents, while Mongar, Samdrup Jongkhar, and Trongsa Regions collectively represent 22.25% of the sample. This geographic spread ensures that regional economic variations are considered in part-time system design, accounting for differences in market size, seasonal employment patterns, and industry concentration across Bhutan's diverse regions.

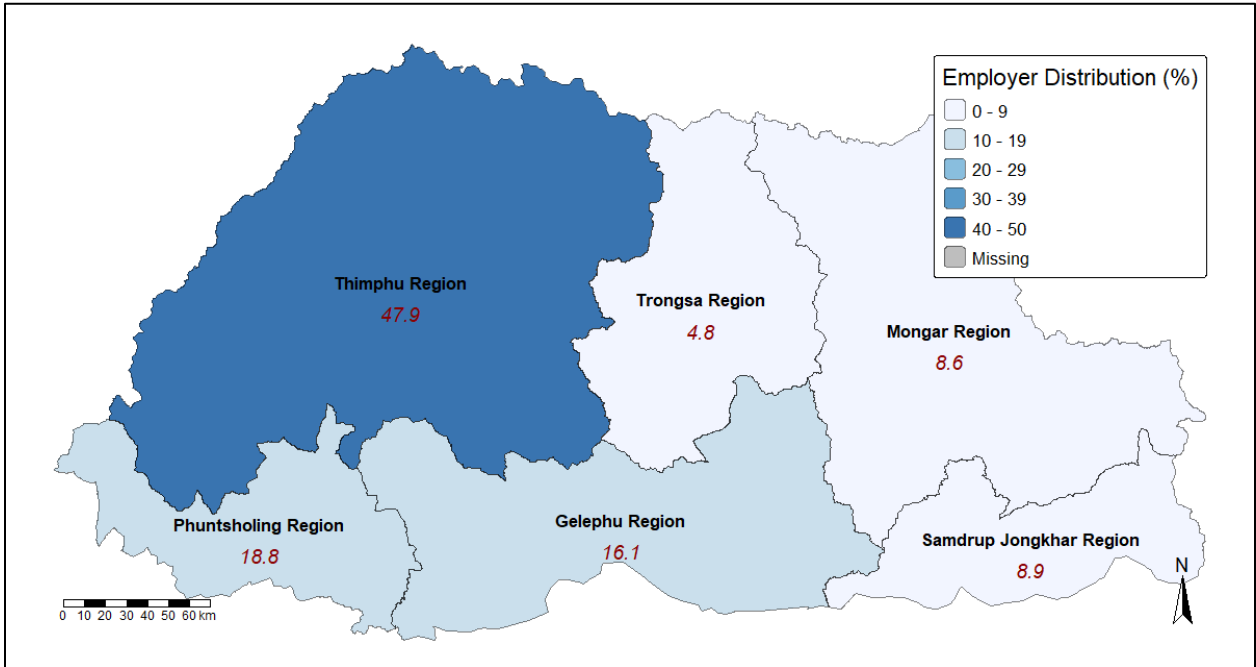


Figure 5: Geographic Distribution of Main Location of Operation by Region

1.2. Current Part-Time Employment Landscape

1.2.1. Jobseeker Experience with Part-Time Work

Part-Time Work Participation

The survey reveals limited penetration of part-time work experiences among Bhutan's jobseekers. Only 34.56% of respondents reported having ever worked in part-time positions within Bhutan. This relatively low participation rate indicates that part-time employment remains an underutilized employment option in the current labor market. The majority of jobseekers (65.44%) have never engaged in part-time work, suggesting either limited availability of such opportunities or potential barriers to accessing part-time employment arrangements.

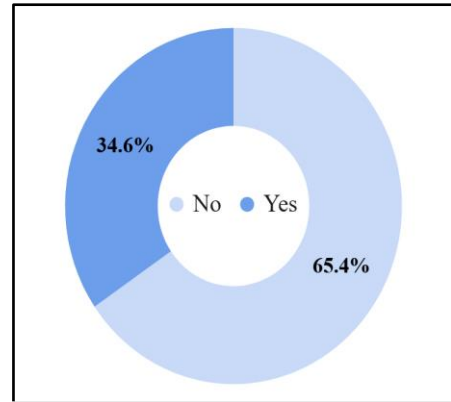


Figure 6: Respondents' Previous Part-Time experience

Weekly Hours Distribution

Among jobseekers with part-time experience, working hours show considerable variation. The largest group (31.07%) worked less than 10 hours per week, representing the most minimal engagement level. Those working 10-20 hours weekly constitute 25.24% of experienced part-time workers, while the 21-30 hours bracket accounts for 12.62%. Notably, 23.3% of jobseekers

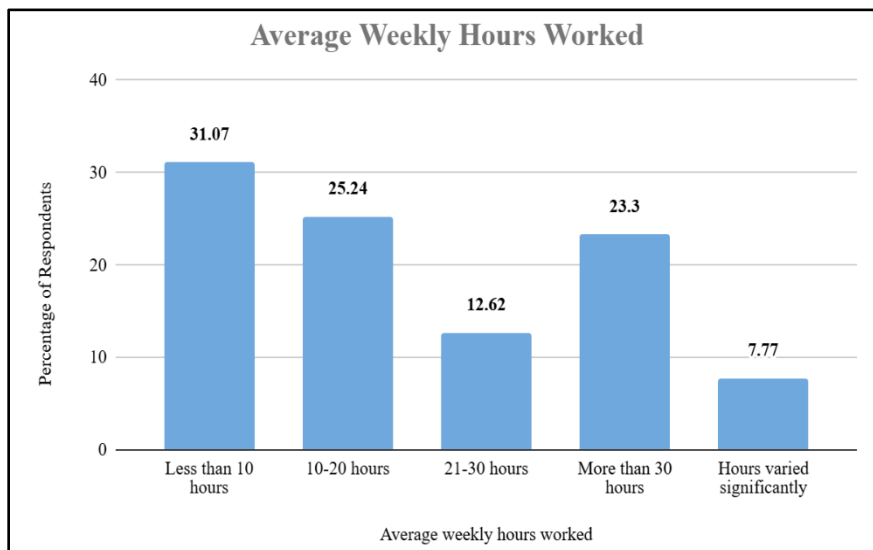


Figure 7: Average Weekly Hours Worked by Respondents

reported working more than 30 hours weekly in part-time arrangements, blurring the distinction between part-time and full-time work. Additionally, 7.77% experienced significantly varying hours, highlighting the irregular nature of some part-time work.

Reasons for Part-Time Work

The primary motivations for opting for part-time work provide a clear view of jobseeker priorities and life circumstances. The desire to gain work experience emerged as the most significant driver, cited by 36.89% of jobseekers (38 individuals), underscoring its importance for career development and entry into the workforce. This was closely followed by personal obligations, with family or caregiving responsibilities accounting for 25.24% of respondents, and economic needs, as supplementing household income was a key factor for 24.27%.

Balancing studies and work were a motivation for 14.6% of jobseekers, while constraints in the labor market were evident, as 13.59% reported they could not find full-time work. A smaller but distinct segment (3.88%) actively prefers part-time work for the flexibility it provides to pursue hobbies, travel, and other personal interests. This distribution highlights part-time work's dual role as both a voluntary choice for flexibility and career-building and a necessary adaptation to economic and personal constraints.

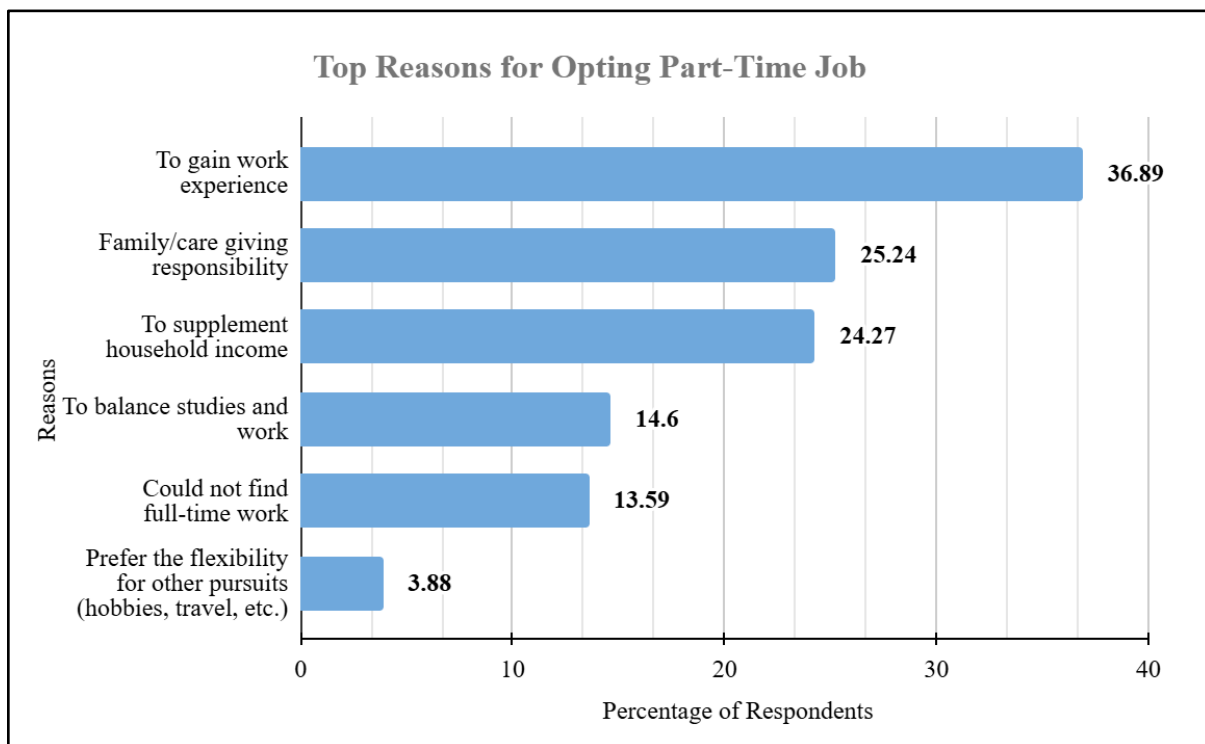


Figure 8: Reasons for Opting Part-Time Job

1.2.2. Employer Current Practices

Current Part-Time Workforce Engagement

Employer data reveals substantial experience with part-time arrangements across Bhutan's business sector. A significant 58.22% of employers currently do not employ part-time workers, while 17.81% engage part-time staff occasionally for seasonal peaks or specific projects. Only 10.27% of employers maintain regular part-time workers as a consistent staffing strategy. Importantly, 13.7% of employers have previous experience with part-time arrangements but no longer utilize them, suggesting potential reversible barriers or changing business needs that policymakers should investigate further.

Table 2: Status of Current Part-Time Employee

Do you currently employ part-time workers?	No. of Establishments	Percent
Yes, regularly	30	10.27
Yes, occasionally (e.g., seasonal peaks, specific projects)	52	17.81
No	170	58.22
Not currently, but we have in the past	40	13.7
Total	292	100

Existing Part-Time Hours Patterns

Among employers currently utilizing part-time workers, working hour patterns show distinct concentrations. Nearly half (40.16%) of these employers require part-time staff to work more than 30 hours weekly, indicating substantial time commitments that approach full-time levels. Those utilizing 21–30-hour arrangements represent 16.39% of active part-time employers, while 10–20-hour engagements account for 15.57%. Only 17.21% of employers engage part-time workers for less than 10 hours weekly, suggesting limited utilization of minimal-hour arrangements in the current market.

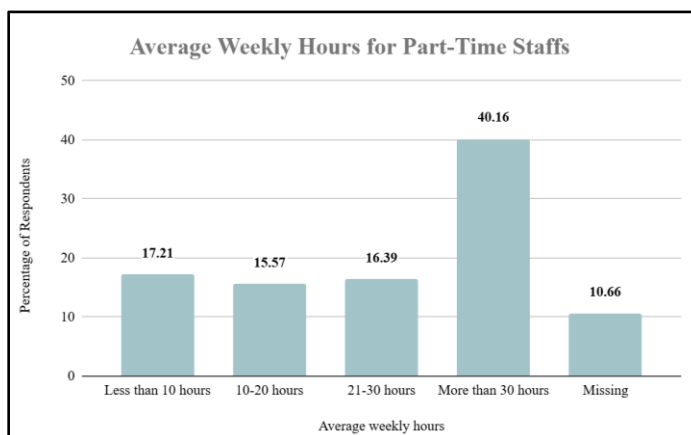


Figure 9: Average Weekly Hours for Part-Time Staffs as per Employer

Payment Method Preferences

Current employer payment practices for part-time workers reveal a distinct preference for standardized compensation models. Monthly pro-rated salaries stand as the most prevalent method, adopted by 56.88% of establishments, underscoring its role as a foundation of stability for ongoing employment arrangements. Beyond this, flexible and output-oriented methods are also widely utilized. Daily wage arrangements are offered by 28.44% of establishments, facilitating short-term and casual engagements, while task-based or project-based payment is nearly as common at 27.52%, reflecting a performance-driven approach in certain sectors. In contrast, traditional hourly wages are scarcely used, being a practice of only 2.75% of establishments. The presence of "Other" methods like weekly payment, also at 2.75%, indicates minor diversity in payment approaches. The collective data, where the total percentage exceeds 100%, demonstrates that employers frequently employ a combination of these payment structures to meet varying operational needs.

Table 3: Current Part-Time Payment Method

How do you currently pay part-time workers?	No. of Establishments	Percent
Hourly wage	3	2.46
Daily wage	31	25.41
Monthly salary (pro-rated)	62	50.82
Task-based/Project-based payment	30	24.59
Other	3	2.46

Current Payment Amounts

Compensation Levels by Payment Method

The survey reveals significant variations in compensation levels across different payment methods for part-time work in Bhutan. Monthly pro-rated salaries command the highest average compensation at Nu. 12,171, with a median of Nu. 10,250, reflecting more stable and substantial earning potential. Task-based or project-based payments show considerable variation, averaging Nu. 9,927 with a lower median of Nu. 6,500, indicating that while some projects offer high compensation, many provide more modest earnings.

Daily wage arrangements demonstrate moderate compensation levels, averaging Nu. 1,106 per day with a median of Nu. 1,000, suggesting relative consistency in daily rate structures across different sectors. Hourly wages present the lowest compensation level at Nu. 97.5 per hour, though the

identical mean and median values indicate remarkable consistency in hourly rate structures across the market. The "Other" payment category shows an average of Nu. 1,750.

Payment Structure Implications

The compensation data reveals important insights about part-time work economics in Bhutan. The substantial difference between mean and median values in monthly salaries and task-based payments suggests significant earning disparities within these categories, potentially influenced by skill levels, industries, or negotiation outcomes. The consistency in daily and hourly wages indicates more standardized market rates for these payment methods. The relatively high monthly salary figures, even when pro-rated, suggest that part-time positions offering monthly compensation may provide earnings closer to full-time equivalents, potentially making them more attractive for jobseekers seeking income stability.

Economic Context of Compensation

When contextualizing these payment amounts within Bhutan's economic landscape, several patterns emerge. The hourly wage of Nu. 97.5 translates to approximately Nu. 780 for an 8-hour day, significantly below the average daily wage of Nu. 1,106, suggesting that daily wage arrangements may include longer hours or different work arrangements. The monthly compensation levels, while substantial, represent pro-rated amounts that would typically equate to partial monthly workloads. These compensation patterns highlight the importance of considering both payment method and actual hours worked when assessing the economic viability of part-time work arrangements for Bhutanese workers.

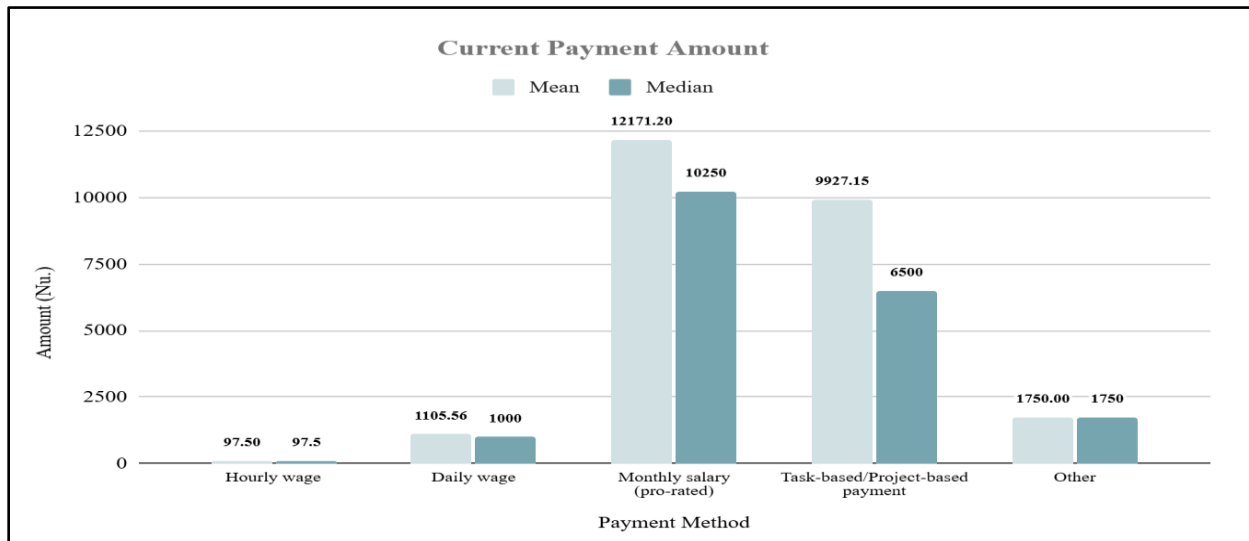


Figure 10: Current Payment Amount by Payment Method

Common Part-Time Roles

The distribution of part-time roles across organizations reveals distinct sector-specific patterns. Technical and skilled work positions represent the most common part-time roles at 53.28%, reflecting a significant demand for specialized, project-based skills in certain industries. Sales and customer service roles follow at 26.23%, indicating the retail and service sector's substantial adoption of flexible staffing arrangements. The "Other" category is also notable at 22.13%, encompassing a diverse range of positions primarily in manual labor, driving, and support functions. Seasonal and temporary work features at 14.75%, catering to sectors like agriculture and tourism with fluctuating demand. Teaching or training roles are less common at 8.20%, while administrative and clerical positions are the least frequently offered on a part-time basis at 4.92%, suggesting potential expansion opportunities in these sectors. The collective data, where the total percentage exceeds 100%, demonstrates that establishments frequently employ a combination of these role types to meet their varying operational needs.

Table 4: Most Commonly Offered Part-Time Roles

Most commonly offered Part-Time roles	No. of Establishments	Percent
Technical/Skilled work	65	53.28
Sales/Customer service	32	26.23
Other	27	22.13
Seasonal/Temporary work (e.g., farming, tourism)	18	14.75
Teaching/Training	10	8.20
Administrative/Clerical	6	4.92

Overtime Practices

The requirement for overtime work among part-time employees presents important insights into work intensity. A substantial 37.70% of employers report occasionally requiring part-time workers to work overtime, while 18.03% frequently require overtime hours. Those rarely requiring overtime account for 32.79% of employers, and only 11.48% never require part-time staff to work beyond their scheduled hours. These patterns indicate that overtime work is common in part-time arrangements, highlighting the need for clear overtime regulations and compensation standards.

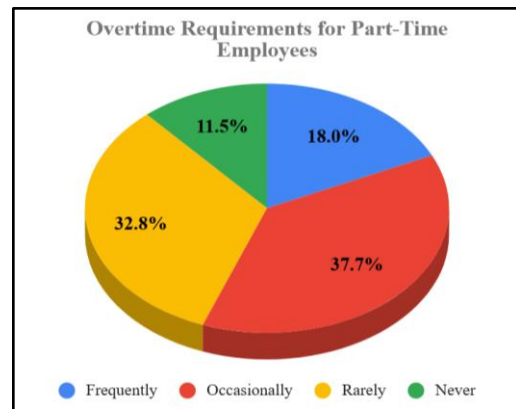


Figure 11: Overtime Requirement for Part-Time Employees

Barriers to Part-Time Adoption

Among employers not currently utilizing part-time workers, several key barriers emerge. The predominant reason (72.94%) is simply no need for part-time staff, suggesting sufficient full-time labor supply or mismatched business models. Preference for full-time employees for continuity concerns represents 15.29% of cases, indicating reliability considerations. Administrative concerns account for only 1.18% of barriers, while lack of clear legal framework represents 3.53% of cases, suggesting that regulatory uncertainty plays a minor but notable role in adoption decisions.

Table 5: Reasons for not hiring part-time employees

Reasons for not hiring part-time employees	No. of Establishment	Percent
Prefer full-time employees for continuity	26	15.29
Other	12	7.06
Lack of a clear legal framework	6	3.53
Administrative/compliance concerns	2	1.18
No need for part-time staff	124	72.94
Total	170	100

1.3. Preferences and Expectations

1.3.1. Jobseeker Preferences and Expectations

Preferred Part-Time Models

Jobseekers demonstrate clear preferences regarding part-time work structures, with a strong inclination toward predictable arrangements. Regular part-time employment with fixed hours and predictable schedules is preferred by 50% of respondents, reflecting the value placed on income stability and work-life balance. Flexible part-time models, where hours vary depending on availability, are favored by 41.61% of jobseekers, indicating significant appreciation for adaptability in work arrangements. Only 8.39% of respondents express no preference between models, suggesting that most jobseekers have definite opinions about their preferred work structure.

Table 6: Preferred part-time method by Jobseekers

Preferred Part-Time Model	No. of Jobseeker	Percent
Regular part-time (fixed hours, predictable schedule)	149	50
Flexible part-time (hours vary depending on availability)	124	41.61
No preference	25	8.39
Total	298	100

Minimum Hours Expectations

Jobseekers show considerable flexibility in their minimum hours' requirements, with more than half (52.68%) willing to accept less than 10 hours of work per week. This indicates openness to minimal engagements that can accommodate other commitments like education or caregiving.

Another 28.52% of jobseekers consider 10-20 hours weekly as their minimum threshold, representing a moderate commitment level. Only 10.74% require 21-30 hours weekly, while 8.05% express no minimum hour's requirement, demonstrating the diverse needs and circumstances of Bhutan's job seeking population.

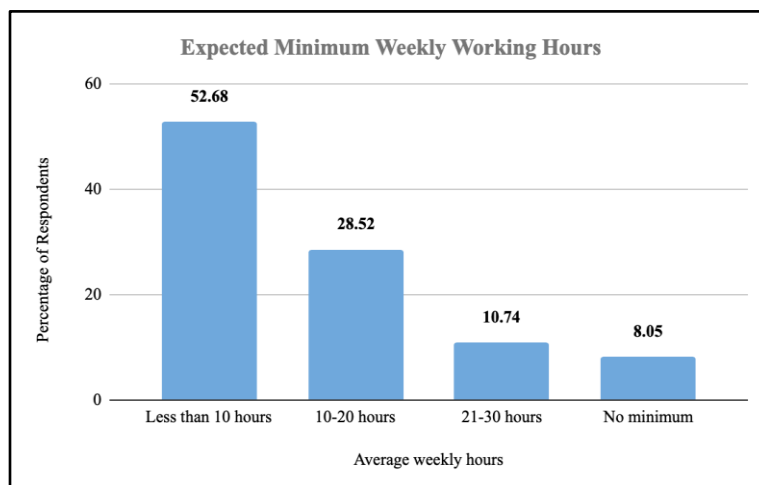


Figure 12: Expected Minimum Weekly Working Hours for Part-Time

Payment Method Preferences

Compensation structure preferences reveal a relatively balanced distribution among jobseekers. Hourly wage arrangements are preferred by 37.92% of respondents, likely due to the direct correlation between time worked and earnings. Monthly pro-rated salaries are favored by 36.58% of jobseekers, suggesting value placed on income predictability and stability. Daily wage payments are preferred by 25.5% of respondents, potentially reflecting experience with short-term or project-based work arrangements. This distribution indicates that no single payment method dominates jobseeker preferences, supporting the need for flexible compensation options.

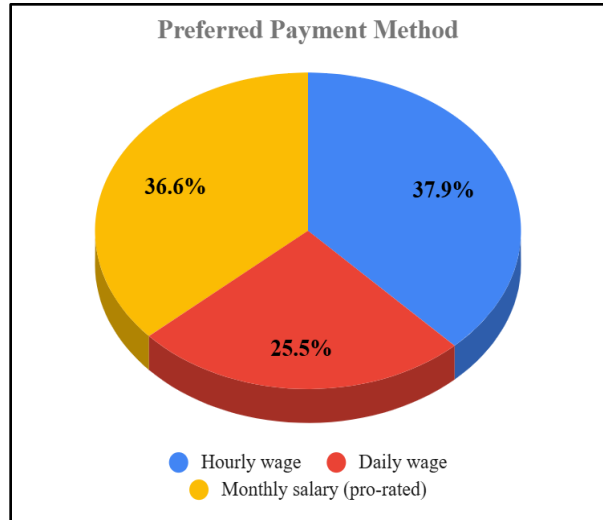


Figure 13: Preferred Payment Method by Respondents

Expected Compensation Levels

Jobseekers' compensation expectations show varied wage expectations across different payment structures. The average expected hourly wage stands at Nu. 349, with a median of Nu. 250, indicating that while some jobseekers anticipate higher rates, most expect moderate compensation for hourly work.

Table 7: Minimum Acceptable Wage from part-time job by jobseekers

Minimum Acceptable Wage	Amount (Nu.)	
	Mean	Median
Hourly Wage	349.40	250.00

Benefits Priorities

Jobseekers express clear priorities regarding employment benefits, with paid leave emerging as the most valued benefit at 34.23%. This includes pro-rated sick leave and annual leave, reflecting concerns about income protection during absence. Health insurance follows as the second priority at 21.14%, indicating significant concern about healthcare access and costs. Training and career development opportunities are valued by 24.83% of jobseekers, highlighting interest in skills enhancement and career

progression. Provident fund contributions and flexible scheduling are equally valued at 19.46% each, demonstrating balanced concern between long-term security and immediate work-life balance needs.

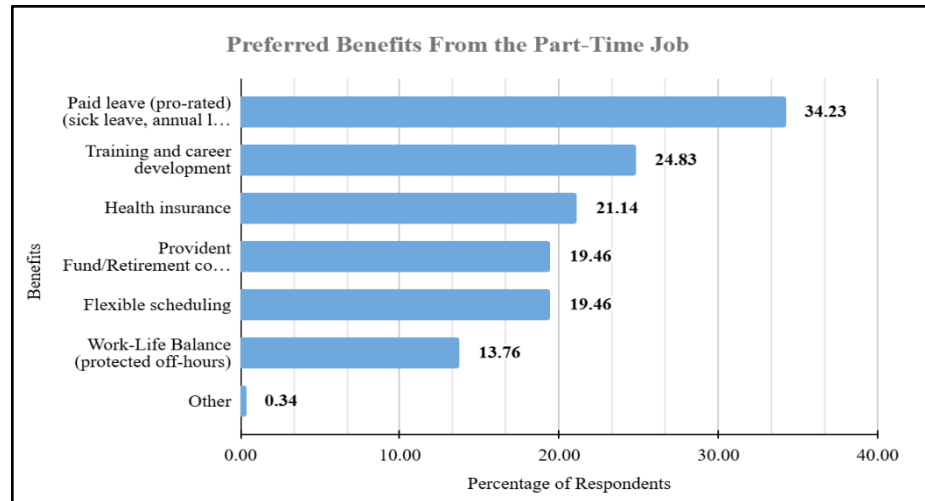


Figure 14: Preferred Benefits from the Part-Time Job by Respondents

Remote Work Importance

The possibility of remote work receives overwhelming support from jobseekers, with 96.97% considering it important for part-time roles. Specifically, 35.23% rate remote work as very important, while 61.74% consider it somewhat important. Only 3.02% of jobseekers view remote work as unimportant, indicating near-universal appreciation for location flexibility. This strong preference suggests that remote work options could significantly enhance the attractiveness of part-time positions and expand employment opportunities across geographic regions.

Table 8: View on the need to remote working flexibility

View on the need to remote working flexibility	No. of Jobseeker	Percent
Very Important	105	35.23
Somewhat Important	184	61.74
Not Important	9	3.02
Total	298	100

Income Sustainability Perspective

Jobseekers show cautious optimism about part-time work's income potential, with 64.65% believing it could provide their primary source of income if pay and hours are sufficient. However, 27.27% view part-time work only as supplemental income, indicating recognition of potential limitations. Another 8.08% remain uncertain about income sustainability, suggesting need for clearer information about typical earning potential. This mixed perspective reflects both hope for viable part-time careers and realistic concerns about compensation adequacy.

Table 9: Part-Time job as Primary Source of Income

Could part-time work provide your primary source of income?	No. of Jobseeker	Percent
Yes, if the pay and hours are sufficient	192	64.65
No, I would only use if to supplement my income	81	27.27
Unsure	24	8.08
Total	297	100

Jobseeker Perceived Challenges

Jobseekers identified several significant challenges in part-time employment, with economic concerns dominating their apprehensions. Low and unpredictable wages emerged as the foremost challenge, cited by 40.94% of respondents, reflecting deep concerns about income stability largely attributable to the absence of comprehensive wage policies and standardized compensation frameworks for part-time work. This unpredictability stems directly from the lack of relevant policies governing minimum wages, overtime compensation, and payment regularity in part-time arrangements. Job insecurity followed as the second major concern, expressed by 33.22% of jobseekers, indicating worries about employment continuity. Additional concerns included lack of benefits (22.15%), limited career growth (16.11%), lack of respect from employers (11.41%), and uncertainty over work schedules (10.40%), all revealing multidimensional apprehensions that highlight the urgent need for policy interventions to establish standards for compensation predictability, benefits protection, and career development opportunities in part-time roles.

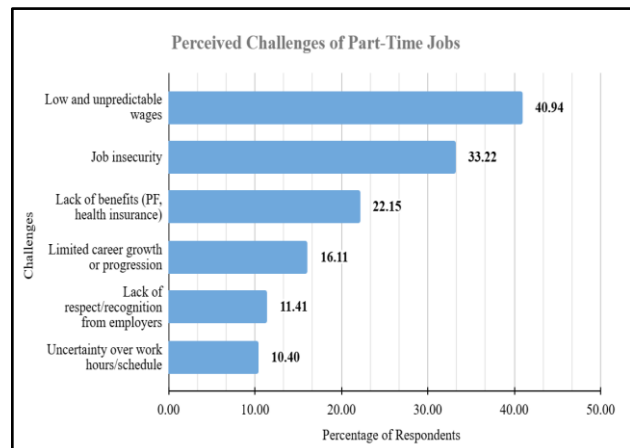


Figure 15: Perceived Challenges of Part-Time Jobs by Respondents

Jobseeker Perspectives on Part-Time Work as Career Path

Jobseekers expressed diverse perspectives on the role of part-time work in their career trajectories, with a predominant view of it as a temporary solution. The largest group (44.3%) considered part-time work only as a temporary arrangement, while 36.24% viewed it as a stepping stone to full-time employment, reflecting the current perception of part-time work as transitional rather than sustainable in the absence of supportive policies. Only 18.12% saw part-time work as a long-term career option, and a minimal 1.34% viewed it as a retirement transition pathway, indicating that the lack of comprehensive policies addressing income security, benefits portability, and career progression significantly undermines confidence in part-time work as a viable long-term employment strategy. These perspectives highlight the critical need for policy frameworks that enhance the sustainability, attractiveness, and professional credibility of part-time employment in Bhutan's labor market through standardized benefits, career development pathways, and income protection measures.

Table 10: View on Part-Time Job

Would you consider part-time work as:	No. of	Percent
A stepping stone to full-time work	108	36.24
A long-term career option	54	18.12
Only a temporary solution	132	44.3
A way to transition into retirement	4	1.34
Total	298	100

1.3.2. Employer Preferences and Expectations

Preferred Operational Models

Employers demonstrate diverse preferences for part-time work structures, reflecting varying operational needs across sectors. Regular part-time models with fixed schedules are preferred by 34.93% of employers, valued for predictability in workforce planning. Flexible part-time arrangements are favored by 28.77% of employers, appreciated for adaptability to fluctuating workloads. A significant 13.7% of employers prefer having both models available depending on specific roles, while 21.58% express no particular preference, indicating openness to different approaches based on circumstances.

Table 11; Preferred part-time Model by Establishments

Preferred Part-time Model	No. of Establishment	Percent
Regular part-time (fixed hours, predictable schedule)	102	34.93
Flexible part-time (hours vary depending on workload/employee availability)	84	28.77
Both, depending on role.	40	13.7
No preference	63	21.58
Missing	1	1.03
Total	292	100

Minimum Hours Considerations

Employer perspectives on minimum hours show preference for more substantial commitments, with 38.01% considering 21-30 hours weekly as the minimum viable for part-time employment. Another 15.07% prefer 10–20-hour arrangements, while only 7.19% would consider less than 10 hours weekly. Notably, 18.15% of employers express no minimum hour’s requirement, indicating willingness to be flexible based on task requirements. This distribution suggests that while many employers seek meaningful time commitments, there is significant flexibility in the market for varied hour arrangements.

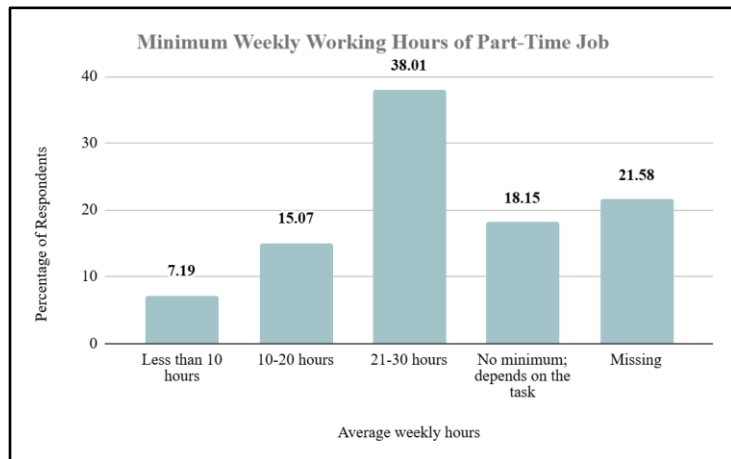


Figure 16: Minimum Weekly Working Hours of Part-Time as per Establishments

Employer Compensation Perspectives

Employers' compensation perspectives for part-time work reveal notable disparities between average and median wage offerings. The average hourly wage of Nu. 183.53 suggests some employers are willing to offer competitive rates for specialized skills or experienced workers, while the significantly lower median of Nu. 70 indicates that the majority of employers currently propose more modest compensation levels. This substantial gap between the mean and median values highlights the varied compensation approaches across different sectors and organization sizes within Bhutan's employer landscape. The concentration of offers around the lower median rate reflects current market practices where most employers base part-time compensation on entry-level expectations, while a smaller segment offers premium rates for specific expertise or demanding roles, creating a bifurcated compensation structure in the emerging part-time labor market.

Table 12: Minimum Payable Wage by Establishment for part-time work

Minimum Payable Wage	Amount (Nu.)	
	Mean	Median
Hourly wage	183.5256	70

Benefits Willingness

Employers demonstrate varying levels of willingness to offer benefits to part-time employees, with training and skills development opportunities being the most commonly provided at 39.04%. Paid leave follows at 28.08%, reflecting a recognition of basic worker protections. Health insurance is offered by 22.60% of employers, while a significant proportion (22.95%) are unwilling to provide any benefits. Provident fund contributions remain the least common benefit at 9.93%, indicating hesitancy toward long-term financial commitments. The "Other" category accounts for 5.82% of responses.

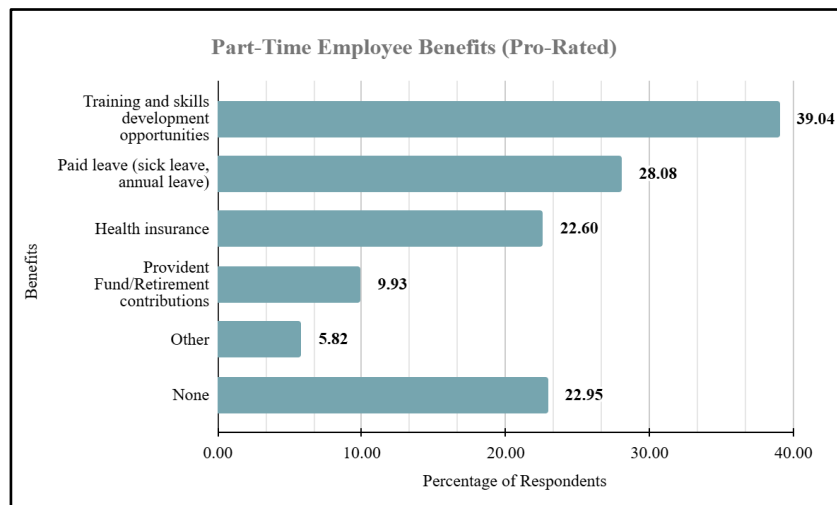


Figure 17: Part-Time Employees Benefits (Pro-Rated) willing to be provide by Establishment

category, at 5.82%, includes responses that emphasize fair and timely wages, good working conditions, and non-monetary benefits such as meals, breaks, and support during emergencies. This benefits landscape suggests a tiered approach may be necessary to accommodate different employer capacities and priorities.

Seasonal Workload Patterns

Many employers acknowledge seasonal fluctuations that could support part-time work, with 24.66% reporting significant seasonal variations and 34.25% noting moderate fluctuations. However, 41.1% of employers maintain consistent workloads year-round, indicating that part-time opportunities may be more relevant for certain sectors and business models. This seasonal pattern distribution highlights the potential for part-time work to address peak demand periods while providing employment stability through varied arrangements.

Table 13: Status on Seasonal Fluctuation in Workload

Does your organization experience seasonal fluctuations in workload that could be supported by part-time workers?	No. of Establishment	Percent
No, our workload is consistent year-round	120	41.1
Yes, moderately	100	34.25
Yes, significantly	72	24.66
Total	292	100

Implementation Challenges Assessment

Employers anticipate several challenges in implementing part-time systems, with administrative burden (payroll, contracts) being the primary concern for 33.90% of respondents. Lack of suitable candidates worries 32.53% of employers, while higher costs (training, management) concern 31.16%. Scheduling and coordination difficulties are anticipated by 17.81% of employers, followed by reduced productivity or efficiency (13.70%). Ensuring compliance with new regulations is a concern for 4.11% of employers, and team cohesion and communication issues are noted by 2.74%. The

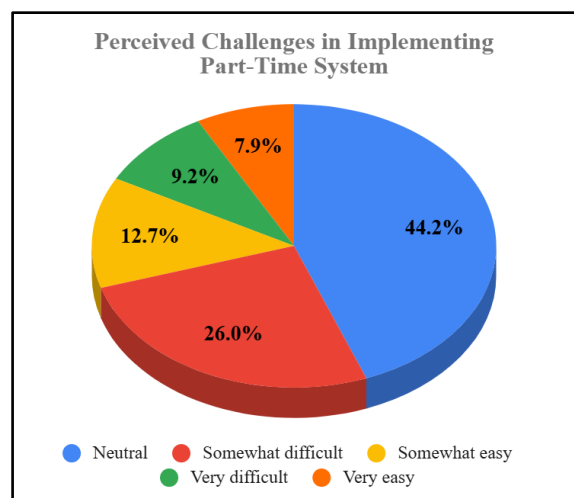


Figure 18: Perceived Challenges in Implementing Part-Time System by Establishments

"Other" category (9.93%) reveals additional barriers, including financial constraints (e.g., low sales, inability to pay workers), the small-scale or family-owned nature of businesses, a preference for full-time workers, trust issues, and operational challenges such as hot weather conditions or business instability. These challenges highlight the need for simplified administrative processes, skills development initiatives, and targeted support systems to facilitate part-time adoption, particularly for small businesses facing financial and operational hurdles.

Table 14: Perceived challenges in implementing Part-Time System by Establishments

Perceived Challenges	No. of Establishment	Percent
Administrative burden (payroll, contracts)	99	33.90
Scheduling and coordination difficulties	52	17.81
Reduced productivity or efficiency	40	13.70
Higher costs (training, management)	91	31.16
Lack of suitable candidates	95	32.53
Ensuring compliance with new regulations	12	4.11
Team cohesion and communication issues	8	2.74
Other	29	9.93

System Benefit Perception

Employers show generally positive attitudes toward formal part-time systems, with 54.45% believing a well-defined system would benefit their organizations. Another 30.82% remain uncertain about potential benefits, while 14.73% do not anticipate organizational benefits. This overall positive reception, combined with significant uncertainty, suggests that awareness-building and demonstration of successful implementations could increase employer buy-in for part-time employment systems.

Table 15: View on Part-Time Employment System Benefitting the Organization

Do you believe a well-defined part-time employment system would benefit your organization?	No. of Establishment	Percent
No	43	14.73
Unsure	90	30.82
Yes	159	54.45
Total	292	100

1.4. Gap Analysis and Policy Implications

Compensation Expectation Gap

The analysis reveals a significant compensation expectation gap between jobseekers and employers that represents a critical challenge for part-time employment system development. Jobseekers expected average hourly wage of Nu. 349 substantially exceeds employers' offered average of Nu. 184, creating a 47% disparity that could hinder part-time job uptake and satisfaction. This gap is even more pronounced at the median level, where jobseekers expect Nu. 250 compared to employers' offering of Nu. 70, representing a 72% difference. The wide variance in employer offerings, indicated by the substantial mean-median differential, suggests inconsistent compensation practices across sectors and organization sizes. This compensation misalignment highlights the need for evidence-based wage standardization that balances jobseeker livelihood needs with employer capacity, particularly important for small businesses that constitute 85% of employers in the study.

Benefits Expectation Misalignment

The study identifies crucial misalignments in benefits expectations that could affect part-time work attractiveness and sustainability. While jobseekers prioritize paid leave (34%) and health insurance (21%) as essential benefits, employers show greater willingness to provide training (50%) than jobseekers prioritize it (25%). This mismatch suggests that current employer benefits offerings may not address jobseekers' primary security concerns. The significant proportion of employers (29%) unwilling to provide any benefits indicates substantial resistance to comprehensive benefits coverage, potentially undermining part-time work quality. However, the relative alignment on paid leave (jobseekers 34% vs employers 36% willing) provides a foundation for building basic benefits standards, while the health insurance gap (jobseekers 21% vs employers 29% willing) suggests potential for progressive benefits expansion.

Work Model Preference Divergence

Substantial differences exist in preferred work arrangements between jobseekers and employers, reflecting contrasting needs for predictability versus flexibility. Jobseekers' strong preference for regular part-time work (50%) contrasts with employers' more distributed preferences across regular (35%), flexible (29%), and mixed models (14%), creating potential mismatches in employment arrangements. This divergence suggests that a one-size-fits-all approach may not

satisfy either group's needs, necessitating a system that accommodates multiple part-time models. The alignment in hours flexibility—where jobseekers' willingness to accept fewer hours (53% accept <10 hours) complements employers' preference for substantial commitments (48% prefer 21-30 hours)—provides opportunity for tiered part-time categories that can serve different market segments and needs.

Implementation Challenge Perspectives

The study reveals complementary but distinct challenge perspectives that inform implementation priorities. Employers primarily cite operational concerns like administrative burden (37%) and higher costs (34%), indicating need for simplified systems and financial incentives. Meanwhile, jobseekers emphasize economic security concerns like low wages (41%) and job insecurity (33%), highlighting the importance of income protection measures. This divergence suggests that successful system implementation must address both employer operational barriers and jobseeker security concerns simultaneously. The moderate alignment on candidate quality concerns—where employers worry about suitable candidates (35%) and jobseekers value training (25%)—indicates potential for training partnerships that address both parties' needs.

1.5. Qualitative Insights and Stakeholder Suggestions

Jobseeker Perspectives and Additional Comments

Jobseekers expressed strong support for implementing a part-time employment system in Bhutan, with many highlighting its potential benefits for youth employment and economic independence. Numerous respondents emphasized that such a system "will benefit youth if a part time system is introduced in Bhutan" and could "reduce unemployment rate automatically as most youths will engage in part time jobs." However, significant concerns emerged about implementation details, particularly regarding compensation adequacy. Many jobseekers stressed that "payment should be high for part time jobs" and expressed worries about "low wages in our country." Several respondents specifically requested "legitimate guidelines, policy and regulations in terms of wage rate, safety, insurance, quality assurance," indicating strong desire for comprehensive worker protections. The Australian part-time model was frequently referenced as a desirable benchmark, with comments like "if we can implement Australian part time rule in Bhutan" and suggestions for online job matching platforms. Importantly, jobseekers emphasized the need for reliability, noting issues where "most employers don't pay salary on time" and demanding "fair wages, social security benefits, job security, and equal opportunities for part-time workers."

Employer Priorities for Policy Features

Employers identified several critical features for a successful part-time employment system, with flexibility emerging as a central theme. Many emphasized the need for "flexibility—both for the employer and the employee" to adapt to fluctuating workloads while accommodating personal commitments. Administrative simplicity was another priority, with calls for "simplified administrative procedures" and "well-structured flexible framework." Employers consistently highlighted the importance of reliable workforce quality, mentioning the need for "skilled and seasonal employees," "dedicated and sincere workers," and "reliable workers who will show-up (on-time), follow instructions and see to completion." Several employers stressed the necessity of "proper payment rates" and "well-regulated wage rate," with specific suggestions for "fixed hourly wage" systems. The importance of "government regulation" and "proper framework" was frequently mentioned, indicating desire for clear guidelines. Many employers also emphasized workforce readiness, requesting "readily available workforce in peak season" and "government training the part time workers beforehand" to ensure skilled candidate availability.

Employer Additional Comments and System Suggestions

Employers provided extensive additional comments reflecting both optimism and practical concerns about implementing part-time systems. Many recognized potential benefits, noting it could "solve the manpower shortages & achieve timely project completion" and provide "helping hands in short notice" for businesses with fluctuating demands like restaurants. Several employers suggested the system could "control the migration of our youths to foreign countries" and "reduce the unemployment rate in Bhutan." However, significant implementation challenges were noted, including concerns about "small and underdeveloped market" conditions and rural applicability where "in remote areas with small populations, part time workers may not be necessary." Employers emphasized the need for "proper policy before implementation" and suggested a "phased approach" with pilot programs. Many requested governments support through "tax incentives or subsidies" and "capacity building for both employees and employers." Practical suggestions included developing "standard payment system," ensuring "legally binding government contract" for commitment, and creating "common platform to showcase capabilities" connecting jobseekers with employers. Several comments highlighted sector-specific considerations, noting that while manufacturing and construction sectors could benefit greatly, institutions like banks might face "risk of losing confidentiality" with part-time staff.

Conclusion and Recommendations

Overarching Conclusion

This comprehensive study reveals both significant opportunities and substantial challenges for establishing a part-time employment system in Bhutan. The research demonstrates strong foundational support, with 41.78% of employers having current or previous experience with part-time arrangements and widespread jobseeker interest in flexible work options. However, critical gaps in compensation expectations, benefits priorities, and work model preferences highlight the need for careful policy design. The substantial wage expectation gap—where jobseekers expect Nu. 349 hourly compared to employers' offered Nu. 184—represents a primary challenge requiring balanced solutions. Similarly, the divergence in benefits priorities, with jobseekers emphasizing paid leave and health insurance while employers focus on training, indicates the need for a comprehensive benefits framework. The strong jobseeker preference for regular part-time work (50%) versus employers' more distributed preferences across flexible models suggests that a one-size-fits-all approach will not suffice. These findings collectively indicate that while the foundation for part-time employment exists in Bhutan, successful implementation requires addressing fundamental mismatches through evidence-based policy design that balances employer operational needs with jobseeker security concerns.

Recommendations

Recommendation 1: Establish a Multi-Tiered Classification System

Create a three-category part-time classification framework to accommodate diverse needs across sectors and regions. Category A should define regular part-time work as 10-30 hours weekly with fixed schedules, providing predictability for workers in sectors like education and healthcare. Category B should encompass flexible part-time arrangements with variable hours but minimum 10 hours weekly, suitable for tourism, retail, and seasonal industries. Category C should recognize micro-employment for less than 10 hours weekly, typically for task-based work in emerging sectors. This classification requires legal recognition through amendments to existing labor legislation, supported by sector-specific guidelines developed in consultation with industry associations and worker representatives. Implementation should include standardized contract templates for each category and clear overtime thresholds to prevent exploitation while maintaining operational flexibility.

Recommendation 2: Implement Progressive Compensation and Benefits Framework

Develop evidence-based wage standards that balance jobseeker livelihood needs with employer capacity, particularly for small businesses comprising 85% of employers. Establish minimum hourly wage benchmarks for part-time work, with regional variations accounting for economic disparities between Thimphu and rural areas. Create a three-tier benefits system where workers below 15 hours weekly receive pro-rated paid leave only, those working 15-25 hours gain additional health insurance coverage, and workers above 25 hours receive full pro-rated benefits including Provident Fund. This progressive approach addresses employer cost concerns while ensuring basic worker protections. Implementation should include government-supported health insurance pools for small businesses and simplified payroll systems to reduce administrative burden identified by 37% of employers.

Recommendation 3: Launch Skills Development and Training Partnerships

Leverage employer willingness to provide training (50%) through structured skills development initiatives. Establish employer tax incentives for part-time worker training programs in high-demand sectors like construction, hospitality, and information technology. Create government-matched training funds targeting sector-specific skills development, with particular focus on addressing the technical skill shortages mentioned by employers. Develop career pathway programs that facilitate part-time to full-time transitions, including recognition of prior learning and skills certification. Implementation should prioritize youth training programs aligned with employer needs for "reliable, skilled workers" and incorporate remote work skills development given 97% of jobseekers value remote work options.

Recommendation 4: Create Comprehensive Implementation Support System

Address operational barriers through robust administrative support mechanisms. Develop standardized digital contract templates and automated payroll calculators tailored for small businesses. Establish a dedicated part-time employment helpline and online portal for compliance guidance and dispute resolution. Create a digital job-matching platform connecting jobseekers with employers, incorporating features requested by both parties such as transparent wage information and employer ratings. Implementation should include extensive training for Labor Ministry staff on the new system and regional help desks in major economic centers to support rural employer participation.

Recommendation 5: Adopt Phased Implementation with Continuous Evaluation

Implement the part-time system through a structured three-phase approach over 24 months. Begin with a 6-month voluntary pilot phase focusing on high-adoption sectors like tourism, retail, and education, incorporating the Australian model references from jobseekers. Expand to sector-wide implementation in pilot sectors during months 7-18, adding construction and manufacturing based on readiness assessment. Commence nationwide rollout in months 19-24, with comprehensive monitoring and evaluation systems tracking key metrics including wage compliance, benefits coverage, and employment quality. Each phase should include stakeholder feedback mechanisms and rapid adjustment protocols based on operational experience.

Conclusion

The successful implementation of Bhutan's Part-Time Employment System requires careful balancing of employer operational needs with jobseeker security concerns. The evidence-based framework presented in this report addresses the key identified gaps while building on existing practices and international best practices. By adopting a phased, consultative approach that incorporates the specific suggestions from both employers and jobseekers, Bhutan can create a part-time employment system that serves as a model for balancing economic flexibility with worker protection in a developing economy context. This system has the potential to create meaningful employment opportunities, support economic diversification, enhance work-life balance, and contribute to Bhutan's sustainable development goals while maintaining the unique cultural and social fabric of the nation.

Appendices

Appendix A: Data Collection Instruments

A.1 Jobseeker Survey Questionnaire

The survey instrument covered five key sections:

- Section A: Background (age, employment status, location)
- Section B: Experiences & Motivation
- Section C: Preferences and expectations (work models, hours, compensation, benefits)

A.2 Employer Survey Questionnaire

The survey instrument covered five key sections:

- Section A: Organization profile (sector, size, location)
- Section B: Current Practices
- Section C: Preferences and expectations (work models, hours, compensation, benefits)
- Section D: Feedback

Appendix B: Detailed Statistical Tables

Table 1: Respondent by Age Group

Age Group	No. of Jobseeker	Percent
Under 18	3	1.01
18-24	110	36.91
25-34	125	41.95
35-44	44	14.77
45-54	9	3.02
55+	7	2.35
Total	298	100

Table 2: Current Employment Status

Current status	No. of Jobseeker	Percent
Employed full-time	128	42.95
Employed part-time	37	12.42
Unemployed, seeking work	92	30.87
Student	14	4.7
Homemaker (Housewife/Househusband)	21	7.05
Retired	2	0.67
Other	3	1.01
Missing	1	0.34
Total	298	100

Table 3: Geographic Distribution of Respondents by Dzongkhag

Current Location	No. of Jobseeker	Percent
Bumthang	5	1.68
Chhukha	18	6.04
Dagana	4	1.34
Haa	4	1.34
Lhuentse	2	0.67
Mongar	9	3.02
Paro	33	11.07
Pema Gatshel	3	1.01
Punakha	13	4.36
Samdrup Jongkhar	16	5.37
Samtse	19	6.38
Sarpang	22	7.38
Thimphu	110	36.91
Trashigang	9	3.02
Trashiyangtse	2	0.67
Trongsa	5	1.68
Tsirang	10	3.36
Wangdue Phodrang	8	2.68
Zhemgang	3	1.01
Missing	3	1.01
Total	298	100

Table 4: Respondent Establishment Workforce Size

Size of workforce	No. of Establishment	Percent
1-10 employees	248	84.93
11-50 employees	31	10.62
51-200 employees	8	2.74
200+ employees	5	1.71
Total	292	100

Table 5: Distribution of establishment by Dzongkhag

Location	No. of Establishment	Percent
Bumthang	7	2.4
Chhukha	38	13.01
Dagana	6	2.05
Haa	4	1.37
Lhuentse	1	0.34
Mongar	15	5.14
Paro	21	7.19
Pema Gatshel	11	3.77
Punakha	23	7.88
Samdrup Jongkhar	15	5.14
Samtse	17	5.82
Sarpang	16	5.48
Thimphu	80	27.4
Trashigang	7	2.4
Trashiyangtse	2	0.68
Trongsa	7	2.4
Tsirang	8	2.74
Wangdue Phodrang	12	4.11
Zhemgang	2	0.68
Total	292	100

Table 6: Previous Part-Time Work of Respondents

Have you ever worked part-time in Bhutan?	No. of Jobseeker	Percent
No	195	65.44
Yes	103	34.56
Total	298	100

Table 7: Average Weekly Hours Worked by Respondents

Average weekly hours worked	No. of Jobseeker	Percent
Less than 10 hours	32	31.07
10-20 hours	26	25.24
21-30 hours	13	12.62
More than 30 hours	24	23.3
Hours varied significantly	8	7.77
Total	103	100

Table 8: Average Weekly Hours for Part-Time Staffs

What is the average number of weekly hours for part-time staff?	No. of Establishments	Percent
Less than 10 hours	21	17.21
10-20 hours	19	15.57
21-30 hours	20	16.39
More than 30 hours	49	40.16
Missing	13	10.66
Total	109	100

Table 9: Reasons for Opting Part-Time Work by the Respondents

Reasons for opting part-time job	No. of Jobseeker	Percent
To balance studies and work	15	14.6
To gain work experience	38	36.89
To supplement household income	25	24.27
Family/care giving responsibility	26	25.24
Could not find full-time work	14	13.59
Prefer the flexibility for other pursuits (hobbies, travel, etc.)	4	3.88

Table 10: Current Average Amount Paid to Part-Time Work by Payment Method

Payment Method	Amount (Nu.)	
	Mean	Median
Hourly wage	97.50	97.5
Daily wage	1105.56	1000
Monthly salary (pro-rated)	12171.20	10250
Task-based/Project-based payment	9927.15	6500
Other	1750.00	1750

Table 11: Overtime Requirement for Part-Time Employees

Overtime Requirements for Part-Time Employees	No. of Establishment	Percent
Frequently	22	18.03
Occasionally	46	37.70
Rarely	40	32.79
Never	14	11.48
Total	122	100

Table 12: Expected Minimum Weekly Working Hours

Expected minimum weekly working hours	No. of Jobseeker	Percent
Less than 10 hours	157	52.68
10-20 hours	85	28.52
21-30 hours	32	10.74
No minimum	24	8.05
Total	298	100

Table 13: Preferred Benefits by Respondents

Preferred Benefits	No. of Jobseeker	Percent
Paid leave (pro-rated) (sick leave, annual leave)	102	34.23
Training and career development	74	24.83
Health insurance	63	21.14
Provident Fund/Retirement contributions	58	19.46
Flexible scheduling	58	19.46
Work-Life Balance (protected off-hours)	41	13.76
Others	1	0.34

Table 14: Preferred Payment Method by Respondents

Preferred payment method	No. of Jobseeker	Percent
Hourly wage	113	37.92
Daily wage	76	25.5
Monthly salary (pro-rated)	109	36.58
Total	298	100

Table 15: Perceived Challenges of Part-Time Job by Respondents

Perceived Challenges of Part-Time Jobs	No. of Jobseeker	Percent
Low and unpredictable wages	122	40.94
Job insecurity	99	33.22
Lack of benefits (PF, health insurance)	66	22.15
Limited career growth or progression	48	16.11
Lack of respect/recognition from employers	34	11.41
Uncertainty over work hours/schedule	31	10.40

Table 16: Minimum Weekly Hours of Part-Time Work required by Establishment

Minimum weekly hours of Part-time work	No. of Establishment	Percent
Less than 10 hours	21	7.19
10-20 hours	44	15.07
21-30 hours	111	38.01
No minimum; depends on the task	53	18.15
Missing	63	21.58
Total	229	100

Table 17: Benefits Part-Time Employment Should Receive as per Employers

Which benefits should part-time employees receive (pro-rated)?	No. of Establishment	Percent
Training and skills development opportunities	114	39.04
Paid leave (sick leave, annual leave)	82	28.08
Health insurance	66	22.60
Provident Fund/Retirement contributions	29	9.93
Other	17	5.82
None	67	22.95

Table 18: Challenges in implementing Part-Time System

How challenging would it be for your organization to implement a part-time system?	No. of Establishment	Percent
Neutral	129	44.18
Somewhat difficult	76	26.03
Somewhat easy	37	12.67
Very difficult	27	9.25
Very easy	23	7.88
Total	292	100