



HAPPINESS AT WORK FROM COMMUNICATION LENS: A REVIEW AND RESEARCH AGENDA

Preeti Kumari

Research Scholar, University School of Management Studies,
Guru Gobind Singh Indraprastha University, Dwarka, New Delhi
Email: preeti210594@gmail.com

Puja Khatri

Professor of OB and HRM, University School of Management Studies,
Guru Gobind Singh Indraprastha University, Dwarka, New Delhi
Email: pujakhatri@ipu.ac.in

ABSTRACT

Communication lies at the heart of organizations performance and productivity especially during the challenging times. Cultivating a happy work culture fosters good internal communications practices thus providing a strategic competitive advantage in the dynamic business environment. The growing importance of positive psychology and managerial interest in happiness has carved a way for scientific studies in the area of happiness at work. The present study follows the Antecedents, Mediator, Outcomes and Theory context method – (AMO-TCM) framework for synthesizing the literature at the junction of organizational Communication and Happiness at Work (HAW). To achieve this, 29 articles from Web of science database were utilized. Additionally, this paper also attempts to unearth major gaps in extant literature and outline directions for future research. The study has multidisciplinary academic implication for the field of communication, management and happiness. Additionally the study has significant implications for HR practitioners struggling to maintain a happy workforce in the face of constant changes in the business landscape.

Keywords: Happiness at work, Communication, Framework-based review, SPAR-4-SLR, Subjective Well-being at work.

1. Introduction

Happiness is the most desirable thing that everyone wants in their life (Thompson and Bruk-lee, 2021). An individual spend 1/3rd of their active life in the workplace and hence aspire happiness from workplace (Alameeri *et al.*, 2021). However, the modern work environment in the background of grim socio-economic milieu has made employee happiness at work (HAW) a lofty goal (Pradhan *et al.*, 2022). Maintaining a happy workforce is beneficial for organizational sustainability as they tend to be more engaged, committed, display higher positive work behaviour, and lower counterproductive work behaviour than unhappy worker (Thompson and Bruk-lee, 2021). Moreover, a happy worker is more optimistic and promote a happy work culture by nurturing teamwork (Ford, Lappi and Holden, 2016). However, despite the documented evidence of maintaining a happy workforce there is

paucity of research relating employee happiness with favourable organizational outcomes (Thompson and Bruk-lee, 2021). The COVID-19 pandemic has highlighted the ineffectiveness of traditional HRM to building a thriving organization (Collings *et al.*, 2021). During the pandemic the HR manager were struggling to keep their employees motivated which was intensifies in the absence of effective communication (Pradhan *et al.*, 2022). Communication, is the lifeline of any organization. In order to communicate effectively with external and internal stakeholders organizational communication shall be aligned to values and goals of an organization (Barbour, Gill and Barge, 2018).

Organizational communication essentially entails the mechanisms of intra- and interorganizational communication (Monge and Poole, 2008). The crucial role of appropriate communication system and

infrastructure for survival of the organization has been evidenced in past (Monge and Poole, 2008). Appropriate communication, facilitates timely knowledge dissemination which in turn supports strategic decision making. The pandemic brought forth a massive change that revealed a range of communication challenges disrupting employees happiness at work (Pradhan *et al.*, 2022). The unprecedented demands on the employees owing to the prevalent uncertain conditions heightened the role of effective organizational communication for survival. The wide spread adoption of remote working practices led to usage of technology driven communication like email, video conferencing, intranet etc. in addition to traditional method of communication (Al-Jubari, Mosbah and Salem, 2022). Researchers have highlighted the importance of analysing the testing situation like COVID-19 from communication perspective. Authors contend that happiness at work is a desirable feature and shall be the goal of every organization to thrive in testing times. However, any management operationalization for organizational happiness must be directed for all stakeholders, but shall always begin with the employees (Muñiz-Velázquez *et al.*, 2022). However, most goals when not supported by desirable communication often lead to a situation of policy paralysis i.e. ineffectiveness of strategies at ground level. The function of communication is self-expression and hence the all the organizational communication form different sources shall be synergistically express the wider goal of the organization (Hallahan, 2015).

On the basis of the above argument authors suggest that studying happiness at work from the communication lens is vital in the modern times. The pivotal role of communication has been summarized by Ashcraft and Kuhn as “communication generates defining realities of organizational life” (2009). The study of HAW is incomplete without the incorporating communication. Organizational communication reflects their goals and consciously chosen objective (Barbour, Gill and Barge, 2018) . Therefore, organizational targeting the sustainable goal of incorporating and sustaining HAW shall design their communication strategy accordingly. Hence, studying happiness at work from communication perspective will highlight the role played by communication in fostering

HAW. However, literature reveals lack of studies explicitly studying HAW and communication.

The study make a novel attempt by bridging this academic gap. The study presents an integrative review by incorporating scholarly views on management and communication regarding HAW to propose that communication is not just vital but the a standalone strategy for cultivating HAW in contentious business world. The aim of this paper is to bring scholarly attention towards this gap bridge and thereby guiding the mangers and academicians to steer the research in this direction.

In the following section explicit objective if the study is stated along with the methodology adopted to search for relevant articles used in the current review. Next, literature review is detailed in section 3, organized by utilizing AMO-TCM framework (Paul and Benito, 2018; Lim, Yap and Makkar, 2021). Section 4 is dedicated to future research agenda presented using AMO-TCM framework, followed by conclusion in section 5. The study culminates with theoretical and practical implication presented in section 6 and section 7 respectively.

2. Boundaries of the review

2.1. Objectives

The review intends to explore the relationship between communication and happiness in the workplace to provide a better understanding of the HAW from the communication perspective for working professionals. The study also aims to identify the gaps in the existing literature and suggest direction for building future research work in this domain. More specifically, the study seeks to answer the following research question.

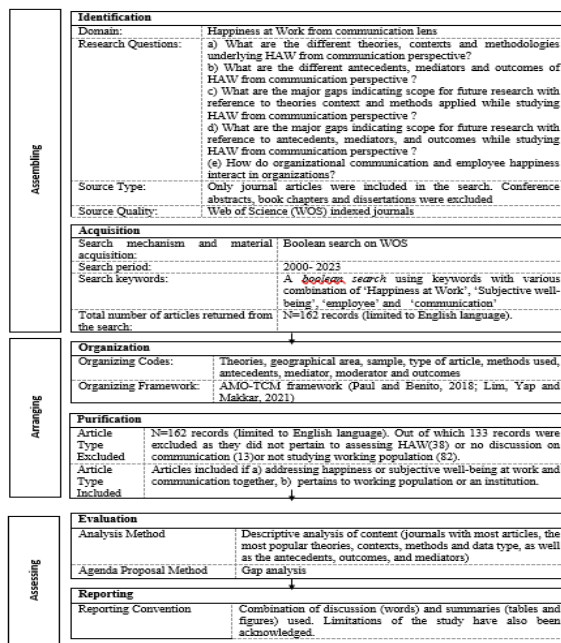
- RQ1: What are the different theories, contexts and methodologies underlying HAW from communication perspective?
- RQ2: What are the different antecedents, mediators and outcomes of HAW from communication perspective?
- RQ3: What are the major gaps indicating scope for future research with reference to theories context and methods applied while studying HAW from communication perspective?

RQ4: What are the major gaps indicating scope for future research with reference to antecedents, mediators, and outcomes while studying HAW from communication perspective?

RQ5: How do organizational communication and employee happiness interact in organizations?

2.2. Method

The study has employed Web of science as the bibliographic database (Paul and Rialp, 2020) to ensure the inclusion of quality research articles. We detail the methodology followed using SPAR-4 SLR framework (Figure 2) given by Paul et al. (2021). The above SPAR-4 SLR framework diagram in figure 1 shows the systematic process adopted to select the papers for the review. It outlines the process followed to filter the papers by applying a suitable criteria deemed fit for the study.



SPAR-4- SLR protocol comprises of three stages (assembling, arranging and assessing) and six sub-stages (identification, acquisition, organization, purification, evaluation and reporting). Figure 1 illustrates. The assembling stage involves identification and acquisition of relevant source of data. In the identification stage, literature was identified according to the domain of the current review and few important research questions were kept in mind. In the acquisition sub stage Boolean search was conducted using the

combination of keyword namely: communication, happiness at work OR subjective well-being and workplace OR employees. The inception of positive psychology in 2000 (Csikszentmihalyi and Seligman, 2000) paved way for scientific study on happiness and hence papers were restricted withing the time frame of 2000- 2023. In the second stage of arranging , the organizing codes were decided by the authors namely theory, context, method, antecedent, mediators and outcomes. In the purification sub-stage, the eligibility of an article was determined according to scope of the review. In total 133 articles were excluded as they did not pertain to assessing HAW(38) or no discussion on communication (13) or not studying working population or an institution (82). Lastly, 29 remaining articles were included for the purpose of this review. In the last stage of assessing, evaluation and reporting of the collected literature is performed. Table 1 details the sources of articles considered for the review. Research gaps of the reviewed literature have been assessed using the Miles (2017) framework. Also, future research agenda has also been highlighted based on the AMO-TCM framework.

Table 1: Articles considered for this review

Bibliographic sources	Articles considered for review
International Journal of Environmental Research and Public Health	3
Employee Relations: The International Journal	2
Leadership & Organization Development Journal	1
International Journal of Business Communication	1
Journal of Vocational Behavior	1
Computers in Human Behavior	1
Journal of Air Transport Management	1
Stress and Health	1
Journal of Business Research	1
Journal of Nursing Management	1
Academy of Management Journal	1
Leadership	1
Journal of Happiness Studies	1
German Journal of Human Resource Management	1
Journal of Transport & Health	1
BMC Nursing	1
Journal of Medical Imaging and	1

Bibliographic sources	Articles considered for review
Radiation Oncology	
Behavioral Sciences	1
SAGE Open	1
Computers & Education	1
Journal of General Internal Medicine	1
Translator	1
Human Communication Research	1
Telecommunications Policy	1
Information, Communication & Society	1
Health Communication	1
Total	29

3. Literature review

Communication despite being emphasized as lifeline of any organization has not been profoundly explored in the happiness at work literature. On the other hand communication literature has not yet acknowledged the role of HAW in effective organizational communication. In the novel attempt to fill the this academic gap we have synthesized the literature at the junction of organizational communication and HAW using AMO-TCM framework in the following section. A combination of these two frameworks (AMO

and TCM) will help to develop a holistic understanding. The AMO framework will help in understanding, what we know. TCM framework will in help in reasoning how can know. These findings have been summarized in figure 2.

3.1 Antecedents

For studying HAW from communication lens we have classified the observed antecedents into 4 broad categories (i) Agentic work behaviour, (ii) Organizational practices, (iii) Job Demands and (iv) Relationships. All the four categories have been detailed as follows:

3.1.2 Agentic work behaviour:

In the era of disruptive technologies, employees are expected to act agentially in order to navigate through the powerful forces changing the dynamics of work (Bughin and Woetzel, 2022). Hence, the ability of employee to adapt to the changing environment forms a key driver of HAW (Al-Jubari, Mosbah and Salem, 2022). Employees who reflect the willingness to learn so as to keep themselves abreast with changing nature of work are able to regulate their behaviour at work in response to new changes (Al-Jubari, Mosbah and Salem, 2022). In the current information

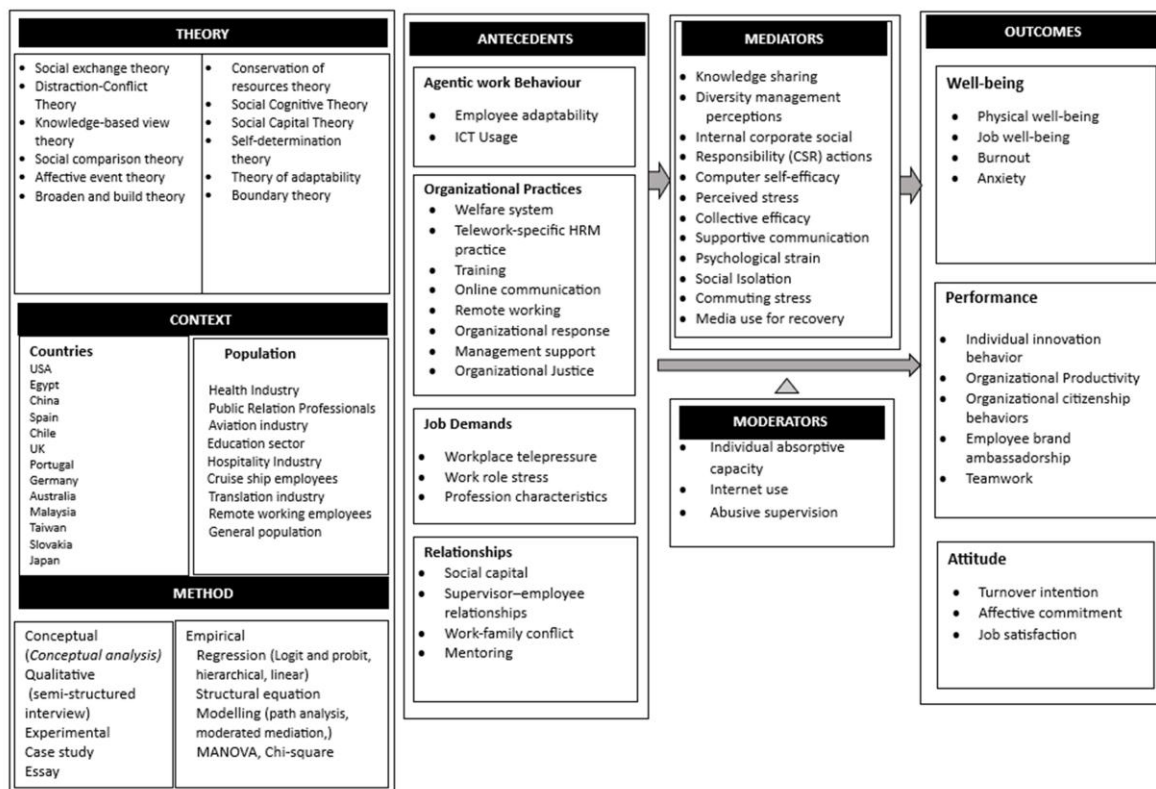


Figure 2: An integrative overview of findings from AMO-TCM framework

society, ICT is changing the nature of work, highlighting the pivotal role of digital literacy (Grawitch *et al.*, 2018). Especially, the COVID-19 pandemic has heightened the significance of ICT, modelling it as a facilitator for enriching experiences in life. Hence, usage of Information and communication technologies (ICT) at work is identified as an important determinant of HAW (Kuo *et al.*, 2013).

3.2.2 Organizational Practices

Previous literature has explored the impact of positive organizational practices on performance and productivity (Kazekami, 2019). The managerial practices in the organizations are designed with broader aim of ensuring employee overall well-being (Dahiya, 2021; Günther, Hauff and Gubernator, 2022). HR attributions of employees reflects the employees perception management motivation behind the practices implemented in the organization (Timothy Coombs, 2012). Employees perceive the organizational practices as means to communication the organizations goals (Hallahan, 2015). The literature reveals building organizational climate of trust (Herrera *et al.*, 2022), online communication (Rykers *et al.*, 2021), HRM practice tailored for teleworker (Günther, Hauff and Gubernator, 2022), training and welfare opportunities (Due *et al.*, 2020) are widely used practices for sustaining happy workforce. The pandemic highlighted the pivotal role of managerial support in challenging times. Organizational response in adverse scenarios regarding possible ways to mitigate the undesirable effects boosts employees trust on the organization thereby fostering HAW (Abdullah and Imran, 2019). Additionally, a system of organizational justice creates a perception of fairness in actions thereby leading to committed and happy workforce (Herrera *et al.*, 2022).

3.2.3 Job Demands

Researchers have acknowledged the job characteristics to keep employees motivated and happier. When employees are motivated, they are willing to go an extra mile and are more productive (Labban and Bizzi, 2023). However, the Job-Demand Resource model proliferates that with increasing job demands (efforts required to fulfil the role) an imbalance of resources (personal and organization) is triggered thereby leading to work stress

(Bakker and Demerouti, 2007). These job demand vary according to the job characteristics or a professional requirements. Hence, some professions which involve relationship building like public relations professionals (Muñiz-Velázquez *et al.*, 2022), teachers workforce (Herrera *et al.*, 2022) etc by virtue of the context of operation foster happiness. On the contrary, some professions like cruise ship employees (Radic *et al.*, 2020) who face social isolation at the workplace need special attention while formulating strategies for incubating HAW. Moreover, when the role stress induced by role conflict and ambiguity can observed to be inversely related with HAW (Monnot and Beehr, 2014). The study of HAW from the communication perspective reveals that in the information society, workplace telepressure (Grawitch *et al.*, 2018) also acts an added role stress. Thus, the management shall be careful in designing the job profile with the appropriate balance of job demand and resources.

3.2.4 Relationships

World's longest study on happiness outlines the important role of relationship in one's life (Waldinger and Schulz, 2023). Work being an integral part of an individual and takes significant proportion of time in one's life (Alameeri *et al.*, 2021). Hence, relationship at work are key drivers of HAW (Brunetto *et al.*, 2013). The literature outlines the role of personal relationships such as work family conflict (Rego and e Cunha, 2012), social capital (Kuo *et al.*, 2013) in determining HAW. Additionally, relationships at work are also crucial determinants of HAW as positive relationship with supervisor (Brunetto *et al.*, 2013) and co-worker (Due *et al.*, 2020) are essential in enhancing the working experience of an individual. Moreover, these positive social relationship acts as a resources in challenging times helping the employees to thrive in adverse situations (Seppälä and Cameron, 2015).

3.2 Mediators

Happiness at work is communicated via range of different mediators as highlighted in our study. Our review outlines that inter and intra organizational communication are routed through knowledge sharing culture in current knowledge driven business environment. Communication is strategic facilitator in the knowledge transfer process (Suzuki, Ando

and Nishikawa, 2019). Frequent and timely communication enhances the opportunity to exchange ideas thereby facilitating the innovation business culture (Wang, Yang and Xue, 2017). Also the degree of personalization in the communication also impact the outcomes for both individual and organization. While subjective well-being is not directly linked to employee outcomes and the mechanism is studied in light of organizational practices like knowledge sharing culture (Wang, Yang and Xue, 2017), favourable perception of the management (Due *et al.*, 2020), CSR actions (Espasand, Ganaza-vargas and Diaz-carrion, 2021), use of supportive communication (Rego and e Cunha, 2012) etc. While studying HAW from the communication lens personal factors like stress (Al-Jubari, Mosbah and Salem, 2022; Dong *et al.*, 2022), isolation (Günther, Hauff and Gubernator, 2022), efficacy (Kuo *et al.*, 2013) etc have also been studied. The studies reflect that a combination of personal and organizational factors are important for the studying happiness of employees as an organizational phenomenon. The study also reveals the usage of social media at work (Labban and Bizzi, 2023) communication channel impacting positive work behaviour.

3.3 Outcome

Promoting HAW has been often reported to have numerous benefits for individuals and organizations alike. A happy work culture where subjective well-being of employees is prioritized has become the most desirable feature which of the organization in the current job market (Pradhan *et al.*, 2022). The literature of HAW from the communication perspective has outlines the well-being, performance and attitude as the three major outcomes. The following have been discussed below.

3.3.1 Well-being

A happy workforce is suggested to report lower symptoms of burnout and anxiety (Chadwick *et al.*, 2016), hence an improved psychological well-being. Positive and hope inducing messages helps and individual reappraise stressors of life. Also, positive communication manifests physiologically is the form of decrease heart rate, anxiety, and frequency of negative emotions. Hence, happiness also promotes physical well-being (Chadwick *et al.*, 2016). When employees have

a higher psychological well-being they tend positively evaluated their experience at work and therefore report a higher job well-being (Li *et al.*, 2021). Happy employees reporting higher well-being at work, can realized full potential for personal development (Li *et al.*, 2021).

3.3.2 Performance

Organizations that emphasize on the cultivating happiness promotes citizenship behavior among their employees (Mousa, Massoud and Ayoubi, 2020; Labban and Bizzi, 2023). These practices enhance productivity in the organization an also act as linchpin building organization-society relationship (Munshi and Kurian, 2015). Additionally, at individual level, such an happiness goal when communicated effectively promotes innovativeness among employees (Wang, Yang and Xue, 2017). The happy productive worker hypothesis propose that happy worker is three times more productive and is less likely to display negative work behavior as well and turnover intention (Thompson and Bruk-lee, 2021). Also a happy worker is the most authentic brand ambassador of any organization (Sakka and Faisal, 2020). Lastly, the literature highlight the effective teamwork and positive shared emotions as an vital outcome of communicating HAW.

3.3.3 Attitude

HAW is evidenced to promotes positive attitude at work (Fisher, 2010). A happy employee positively evaluates his job experience in the organization thereby displays higher job satisfaction (Li *et al.*, 2021). According to social exchange theory when employee perceive organizational communication oriented towards welfare of employees, they respond by displaying organizational commitment (Mousa, Massoud and Ayoubi, 2020; Labban and Bizzi, 2023). Such employees have been reported to have lower turnover intention (Brunetto *et al.*, 2013). HAW foster positive employee attitude and in-turn create an happy organization culture.

3.4 Theory

The literature reveals dominance of interpersonal theories for studying HAW form communication lens. Interpersonal theories that emphasize on interaction with human and non-human factors as driver of one's attitude and behaviour. The most commonly used

theory is social exchange theory which propagates that when employees appreciate the efforts of the employer to care about their happiness, they tend to do their best to serve their organization. As personal resources play a vital role in determining happiness we observed application of conservation of resource theory (Günther, Hauff and Gubernator, 2022), broaden and build theory (Butts, Becker and Boswell, 2015), social cognitive theory (Kuo *et al.*, 2013) and self-determination theory (Gazelle, Liebschutz and Riess, 2015). These theories focus on building personal resources and as well as explain the interaction of personal resource with environmental variable which inherently determine one's behaviour and attitude. Other less frequently used theory involve affective events theory (Due *et al.*, 2020) that explain the role of emotions in affective attitude and performance at workplace. Additionally, social capital theory (Kuo *et al.*, 2013) is used to highlight the importance of relationship in development of human capital.

To highlight the permeable nature of happiness and spill over effect of HAW on other domains of life boundary theory (Butts, Becker and Boswell, 2015) have been applied. In the era of knowledge economy the transmission of timely knowledge has become vital for effective functioning. Hence, the knowledge based view theory (Wang, Yang and Xue, 2017) has also been applied to study the importance of knowledge sharing for promoting creative work behaviour of happy employees. An interesting application of Distraction-Conflict Theory (Labban and Bizzi, 2023) is noteworthy, as this highlights the negative impact of use of social media at workplace as they may cause distraction hampering their attention to execution of allocated task.

3.5 Context

Context refers to the background or setting in which the study has been conducted. In this review the context is classified into the geographical location and population of the study. United nation of America has been the popular choice of researchers for studying happiness from the communication perspective. US alone accounts for 34 % of the studies in this domain. One probable reason could be US Declaration of Independence which states "pursuit of Happiness" as unalienable rights and hence people are more

oriented to pursue their goal of happiness. Other countries like China (Li *et al.*, 2021; Dong *et al.*, 2022), Spain (Espasand, Ganazavargas and Diaz-carrion, 2021; Muñiz-vel *et al.*, 2022) , Portugal (Pina E Cunha, Campos E Cunha and Rego, 2009; Rego and e Cunha, 2012) etc, have been catching up with the trend. A detailed list countries and population studied in this review has been show in table 2.

In terms of population more than 50% of research in this domain has largely been conducted on general working population without and specific emphasis on the industry. However the some industry specific studies can be found pertaining to education (Herrera *et al.*, 2022), health (Brunetto *et al.*, 2013; Gazelle, Liebschutz and Riess, 2015; Rykers *et al.*, 2021), aviation (Due *et al.*, 2020), translation (Bednárová-gibová, 2022) etc. After the COVID-19 scenario researchers have also studied HAW form communication perspective for remote working employees (Rykers *et al.*, 2021).

Table 2: Contextual coverage

Countries	Coverage	Population studied	Coverage
USA	10	General population	15
China	3	Health Industry	4
Spain	2	Aviation Industry	1
Portugal	2	Education sector	1
Multiple countries	3	Hospitality Industry	1
Egypt	1	Remote working employees	1
UK	1	Cruise ship employees	1
Germany	1	Translation Industry	1
Australia	1		
Malaysia	1		
Taiwan	1		
Slovakia	1		
Japan	1		
Chile	1		
Total	29		

3.6 Method

Methods refer to choice the research approach and analytical tool used by the researchers for

contributing to academia. In our review, more than 75% of the research were quantitative in nature. It is interesting to note, that of these more than 70 % were a cross-sectional in nature.

Table 3 illustrates the approaches used in by studies in this domain. The most commonly used techniques were structural equation modelling (Due *et al.*, 2020; Espasand, Ganazavargas and Diaz-carrion, 2021; Günther, Hauff and Gubernator, 2022; Herrera *et al.*, 2022), regression analysis (Rego and e Cunha, 2012; Butts, Becker and Boswell, 2015; Grawitch *et al.*, 2018), Chi-square (Rykers *et al.*, 2021) and MANOVA (Brunetto *et al.*, 2013). Some lesser used techniques were Gradient Boosting Decision Tree (GBDT) model (Dong *et al.*, 2022), Item response theory analysis (Monnot and Beehr, 2014), multilevel regression analyses (Reinecke and Hofmann, 2016) and logit and panel-logit model. Out of our sample only one study adopted a qualitative approach using semi-structured interview (Pina E Cunha, Campos E Cunha and Rego, 2009). Two studies adopted experimental approach applied process analysis (Rhee, Park and Bae, 2020) and multivariate analysis (Chadwick *et al.*, 2016). Other lesser used approaches observed were conceptual (Elliott, 2018; Sakka and Faisal, 2020) and case study approach (Gazelle, Liebschutz and Riess, 2015).

Table 3: Research approach

Research approach	No. of articles
Primary data (n=26)	
Quantitative	23
Qualitative	1
Experimental	2
Secondary Data (n=2)	
Conceptual	1
Case study	1

4. Future research agenda

The previous section comprehensively discusses the literature of HAW form communication lens using the AMO-TCM framework. In this section, the authors calls attention to the gaps, emerging form our review, categorized on the basis of Miles (2017) taxonomy of gaps. We propose future research agenda using AMO-TCM framework. The suggested future research question can be utilized by the scholars working in this

domain for contributing to this nascent field of inquiry. Table 4 details the suggested research objectives.

4.1 Antecedents

The communication strategy shall be designed to reflects the central concern of the organization (Barbour, Gill and Barge, 2018). Various communicative approaches and sources shall converge to highlight the values of the organization (Hallahan, 2015). Therefore, organizations shall adopt communication patterns and practices which echoes the wider goal of promoting happiness of employees. The literature review revealed that there are different sources of communication in an organization. Additionally, communication from co-worker and communication from supervisor have differential impact on subjective well-being at work (Monnot and Beehr, 2014). Hence, source of communication may alter the level of effectiveness in promoting HAW. This directs us to the following research question.

RQ1: What are the source of organizational communication (e.g. leader, manager or mentor etc) that impact HAW?

Introduction of information and communication technologies (ICTs) in the workplace have altered the way information is exchanged in the organization (Grawitch *et al.*, 2018). The COVID-19 fuelled this trend with the introduction of remote working (Rykers *et al.*, 2021). Moreover, adoption of ICT has been empirically tested to improve happiness (Maiti, Castellacci and Melchior, 2019). Also, social media has emerged as a popular means of communication at work (Labban and Bizzi, 2023). However, the usage dimension, of various ICT platforms like social media at work is surrounded by empirical controversy about its impact on work behaviour (Labban and Bizzi, 2023). This opens an interesting area for future research wherein other dimension of ICT can be empirically tested for its impact on HAW. Drawing on this gap, the authors propose the following research question

RQ2: Which dimensions (access, usage, attitude) of ICT-based social media positively impact employee's HAW?

Table 4: Future Research Agenda

	Gap area	Type of gap	Suggested research objectives (ROs)
Antecedents	Limited studies studying the impact of various sources of communication on HAW Need to study the impact of various dimensions of ICT platforms on HAW from communication perspective	Empirical Gap Empirical Gap	RO1: What are the source of organizational communication (e.g. leader, manager or mentor etc) that impact HAW ? RO2: Which dimensions (access, usage, attitude) of ICT-based social media positively impact employee’s HAW ?
Mediators	Lack of empirical evidence on role institutional trust as channel affecting HAW.	Empirical Gap	RO1: To study the role of organization trust as mediating variables between organizational communication and HAW
Outcomes	The implications of studying HAW from communication lens on HR Marketing has not been explored	Knowledge gap	RO2: To understand the role of HAW of employees for HR marketing ?
Theory	No communication specific theory have been applied when studying HAW form communication lens.	Theoretical gap	RO1: To study the applicability communication-based Attribution theory for studying the effect of organizational communication on HAW in crises situation. RO2: To study the applicability of communication centric theories in HAW research
Context	Limited studies from the eastern perspective Limited studies in the context of dynamic environment changes	Population Gap Empirical Gap	RO1: To determine the variation in HAW from communication lens across eastern and western part of the world. RO2: To study the variation in HAW as per the socio-economic situation and changes in the technological landscape.
Method	Lack of qualitative studies and experimental studies	Methodological Gap Methodological Gap	RO1: To utilize qualitative methodologies (in-depth interview, content analysis) to explore the most salient feature of HAW for a profession. RO2: To deploy multilevel modelling technique for effectively positioning organizational communication regarding HAW

4.2 Mediator

HAW is often observed to be studied as on outcome based on interaction among employees (Sakka and Faisal, 2020). Employees in an organization work together as community and hence forming a relational system of communication (Herrera *et al.*, 2022). Positive relation between the members of the work community foster HAW (Labban and Bizzi, 2023). However, trust along with a positive relational system is an important

predictor of HAW. Building trust is fundamental to construction of citizenship in the organization (Herrera *et al.*, 2022). In the literature of happiness, institutional trust has been evidence as a prominent channel affecting happiness (Majeed and Samreen, 2021). The following discussion leads us to the research question that can be explored by future scholars working in this domain.

RQ1: To study the role of organization trust as mediating variables between organizational communication and HAW

4.4 Outcomes

A happy workforce acts as brand ambassador of the organization (Sakka and Faisal, 2020). Happy employees communicate most reliable and authentic information regarding organization thereby enhancing the brand reputation of an organization (Dreher, 2014). Research suggests that employees' happiness have a positive impact on favourable perceptions of employer branding (Dahiya, 2021). The concept of employer brand perceives employee as a customer, the employer as a brand and HR as the service provider (Benraïss-Noailles and Viot, 2021). The concept of HR marketing advocates the importance of employer branding to attract and talent in the organizations (Benraïss-Noailles and Viot, 2021).

Thus, it would be interesting to study the impact of communication of HAW via HR practices on employer branding. Considering the cut-throat competition in the business landscape, it would be interesting to study, how promoting HAW for employees helps attaining organizational competitive advantage. On the basis of above discussion the authors outline the following research question

RQ1: To understand the role of HAW of employees for HR marketing ?

4.5 Theory

Attribution theory has been widely used in the field of crises communication (Coombs, 2007). In the presence of a negative and unexpected event, people tend to search for causes. Attribution theory discusses how individuals perceive and process the event. Communication-based Attribution theory is used to study a particular event. Such attributions made by people affects communication, in turn affecting the relationship between the parties involved (Timothy Coombs, 2012). In a crises situation, attribution theory is used by managers to evaluate the best response to a particular situation (Coombs, 2007). Additionally, attributions are also evidenced to impact subjective well-being (Lang and Heckhausen, 2001; Li, Lan and Ju, 2015). However,

Communication-based Attribution theory has not been applied for studying HAW. This gap in the literature leads us to the following research question

RQ1: To study the applicability communication-based Attribution theory for studying the effect of organizational communication on HAW in crises situation.

Moreover, all the theories observed in the literature are largely behavioural theories, no communication specific theory have been applied when studying HAW from communication lens. Authors suggest that more communication oriented theories shall be applied while studying HAW from a communication lens. This leads to the following research objective

RQ2: To study the applicability of communication centric theories in HAW research

4.5 Context

Majority of research on HAW, from communications perspective, has been conducted by researchers in the western context. Thereby limiting insights from the other part of the world. However, literature on happiness suggests that meaning (Ye, Ng and Lian, 2015) and sources of subjective well-being (Stavrova, 2019) reflect a cross-national variation. Also, research highlights, differential impact of work characteristics on worker's happiness in eastern and western context (Yamashita, Bardo and Liu, 2016).

Rapid advancement in technology is changing the nature of work and communication pattern all across the globe (Bughin and Woetzel, 2022). The role of persistent communication cannot be emphasized enough, especially, in the challenging situation where environmental factor outside the organizational control might not always align with the internal communication of the organization (Barbour, Gill and Barge, 2018). Hence, future researchers can also study the effect of macro environmental factor on HAW. From the above arguments, we propose the following research objectives for future scholars working in this domain.

- RQ1: To determine the variation in HAW from communication lens across eastern and western part of the world.
- RQ2: To study the variation in HAW as per the socio-economic situation and changes in the technological landscape.

4.6 Method

Research contends that meaning of happiness is highly subjective and idiosyncratic (Schimmel, 2009). Also, literature on HAW outlines the variable nature of the construct which might vary with changes in work setting (Singh and Aggarwal, 2018). Hence, insight in the employee mindset is pertinent for understanding how they perceive HAW for designing appropriate communication. The review highlights, importance of profession specific study of HAW from communication lens (Brunetto *et al.*, 2013). Accordingly, there is need for apply qualitative approach like in-depth interviews and focus group to study employee's perception of HAW in a given context. The ultimate objective of managerial communication is to communicate in a way so as to achieve desired organizational goals. However, communicators are aware of the complexities involved in influencing human behaviour. Hence, it is pertinent to study the cognitive and affective perceptions that intervene between origin of communication and desirable outcome (Hallahan, 2015). Therefore, it would be of value to study the perception of management and employees regarding HAW. We recommend the following research objectives to be explored in future work in this domain

- RQ1: To utilize qualitative methodologies (in-depth interview, content analysis) to explore the most salient feature of HAW for a profession.
- RQ2: To deploy multilevel modelling technique for effectively positioning organizational communication regarding HAW

5. Conclusion

Rollo May once said "Communication leads to community, that is, to understanding, intimacy and mutual valuing". To sustain and thrive in the dynamic environment happiness as a value shall be communication as the larger goal of any organization. In the organizational context, communication strategy shall reflect the values and larger

goals of the organization. Therefore, in order to propagate the larger goal of happiness, organizational communication shall be attuned at every level echoing the goal of happiness of employees. Working on the premise of multiplicity a collective communication design shall be formulated for easy of navigating in the organizational life (Barbour, Gill and Barge, 2018). In order to thrive in competitive business environment the need of the hour is to link employee happiness to organizational outcomes. Hence, organizational communication form different sources and all level shall be directed towards branding a happy workplace prioritizing employee happiness.

6. Theoretical Implication

The current study offers key takeaways for future research work in this domain. Firstly, the systematic review of HAW from communication lens using the combination of AMO-TCM framework generate new insights to overall understanding of HAW. The TCM framework will generate insights on widely used theory, context and methods and guiding future researchers on these parameters so as to formulate interesting future research objectives. The AMO framework reveals mechanism used by the future researchers to study HAW from communication lens. Synthesizing the literature at the intersection of HAW and organizational communication using AMO framework highlights the relationship between HAW and organizational communication. This framework helps in analysing the organizational process for effective communication of HAW. Secondly, the chosen topic make multi-disciplinary contribution the field of happiness, management and communication literature.

7. Practical Implication

The study is timely and important for acting manager and HR practitioners navigating through constant changes (Bughin and Woetzel, 2022). These changes have a direct impact on HAW thereby posing huge challenge of maintaining a motivated workforce. Current review is significant, as it provides stock of relevant literature guiding formulation of effective organizational communication for branding happiness oriented organizations (Benraïss-Noailles and Viot, 2021). Branding the happiness culture shall improve the social standing of the

organization (Dahiya, 2021). Moreover, such organizations will help in building a community prioritizing the value of happiness for both internal as well as external customers. It is noteworthy to mention that, HAW as a variable when observed from a communication perspective will have distinct implication in organizational functioning. The study aims to bring HR practitioners attention towards the importance of communicating HAW, aimed at improving individual, organizational, and society oriented outcomes.

References

- Abdullah, M. I. and Imran, M. K. (2019) 'Mitigating effect of perceived organizational support on stress in the presence of workplace ostracism in the Pakistani nursing sector', *Psychology Research and Behavior Management*, 12, pp. 839-849.
- Al-Jubari, I., Mosbah, A. and Salem, S. F. (2022) 'Employee Well-Being During COVID-19 Pandemic: The Role of Adaptability, Work-Family Conflict, and Organizational Response', *SAGE Open*, 12(3). doi: 10.1177/21582440221096142.
- Alameeri, K. et al. (2021) 'The Effect of Work Environment Happiness on Employee Leadership BT -', in Hassanién, A. E. et al. (eds) *Proceedings of the International Conference on Advanced Intelligent Systems and Informatics*. Cham: Springer International Publishing, pp. 668-680.
- Ashcraft, K. L., Kuhn, T. R. and Cooren, F. (2009) 'Constitutional Amendments: "Materializing" Organizational Communication', *The Academy of Management Annals*, 3(1), pp. 1-64. doi: 10.1080/19416520903047186.
- Bakker, A. B. and Demerouti, E. (2007) 'The Job Demands-Resources model: state of the art', *Journal of Managerial Psychology*, 22(3), pp. 309-328. doi: 10.1108/02683940710733115.
- Barbour, J. B., Gill, R. and Barge, J. K. (2018) 'Organizational communication design logics: A theory of communicative intervention and collective communication design', *Communication Theory*, 28(3), pp. 332-353. doi: 10.1093/ct/ctx005.
- Bednárová-gibová, K. (2022) 'How happy are legal translators at their work? Further findings from a cognitive - affective enquiry', *Translation Studies*, 15(1), pp. 1-20. doi: 10.1080/14781700.2021.1918233.
- Benraïss-Noailles, L. and Viot, C. (2021) 'Employer brand equity effects on employees well-being and loyalty', *Journal of Business Research*, 126, pp. 605-613. doi: <https://doi.org/10.1016/j.jbusres.2020.02.002>.
- Brunetto, Y. et al. (2013) 'The importance of supervisor-nurse relationships, teamwork, wellbeing, affective commitment and retention of North American nurses', *Journal of Nursing Management*, 21(6), pp. 827-837. doi: 10.1111/jonm.12111.
- Bughin, J. and Woetzel, J. (2022) *Navigating a world of disruption*. Available at: <https://www.mckinsey.com/featured-insights/innovation-and-growth/navigating-a-world-of-disruption>.
- Butts, M. M., Becker, W. J. and Boswell, W. R. (2015) 'Hot buttons and time sinks: The effects of electronic communication during nonwork time on emotions and work-nonwork conflict', *Academy of Management Journal*, 58(3), pp. 763-788. doi: 10.5465/amj.2014.0170.
- Chadwick, A. E. et al. (2016) 'Communication and Stress: Effects of Hope Evocation and Rumination Messages on Heart Rate, Anxiety, and Emotions After a Stressor', *Health Communication*, 31(12), pp. 1447-1459. doi: 10.1080/10410236.2015.1079759.
- Collings, D. G. et al. (2021) 'Strategic Human Resource Management and COVID-19: Emerging Challenges and Research Opportunities.', *Journal of Management Studies*, pp. 1378-1382. doi: 10.1111/joms.12695.
- Coombs, W. T. (2007) 'Attribution Theory as a guide for post-crisis communication research', *Public Relations Review*, 33(2), pp. 135-139. doi: <https://doi.org/10.1016/j.pubrev.2006.11.016>.
- Csikszentmihalyi, M. and Seligman, M. E. P.

- (2000) 'Positive Psychology: An Introduction', *American Psychologist*, 55(1), pp. 5-14. doi: 10.1037/0003-066X.55.1.5.
- Dahiya, R. (2021) 'Enhancing Employee Happiness', in Rana, G., Agarwal, S., and Sharma, R. (eds) *Employer Branding for Competitive Advantage*. Routledge, p. 13.
- Dong, Y. *et al.* (2022) 'Insight into the nonlinear effect of COVID-19 on well-being in China: Commuting, a vital ingredient', *Journal of Transport and Health*. Elsevier Ltd, 27(October). doi: 10.1016/j.jth.2022.101526.
- Dreher, S. (2014) 'Social media and the world of work', *Corporate Communications: An International Journal*. Emerald Group Publishing Limited, 19(4), pp. 344-356. doi: 10.1108/CCIJ-10-2013-0087.
- Due, A. *et al.* (2020) 'Journal of Air Transport Management How to create genuine happiness for flight attendants: Effects of internal marketing and work-family interface', *Journal of Air Transport Management*. Elsevier Ltd, 87(November 2019), p. 101860. doi: 10.1016/j.jairtraman.2020.101860.
- Elliott, B. (2018) 'Work, culture, and play in the neoliberal condition', *Information Communication and Society*. Taylor & Francis, 21(9), pp. 1279-1292. doi: 10.1080/1369118X.2018.1476568.
- Espasand, F., Ganaza-vargas, J. and Diaz-carrion, R. (2021) 'Employee happiness and corporate social responsibility: the role of organizational culture', *Employee Relations: The International Journal*, 43(3), pp. 609-629. doi: 10.1108/ER-07-2020-0343.
- Fisher, C. D. (2010) 'Happiness at Work', *International Journal of Management Reviews*, 12(December 2010), pp. 384-412. doi: 10.1111/j.1468-2370.2009.00270.x.
- Ford, T. E., Lappi, S. K. and Holden, C. J. (2016) 'Personality, Humor Styles and Happiness: Happy People Have Positive Humor Styles', *Europe's Journal of Psychology*, 12(3 SE-Research Reports), pp. 320-337. doi: 10.5964/ejop.v12i3.1160.
- Gazelle, G., Liebschutz, J. M. and Riess, H. (2015) 'Physician Burnout: Coaching a Way Out', *Journal of General Internal Medicine*, 30(4), pp. 508-513. doi: 10.1007/s11606-014-3144-y.
- Grawitch, M. J. *et al.* (2018) 'Self-imposed pressure or organizational norms? Further examination of the construct of workplace telepressure', *Stress and Health*, 34(2), pp. 306-319. doi: 10.1002/smi.2792.
- Günther, N., Hauff, S. and Gubernator, P. (2022) 'The joint role of HRM and leadership for teleworker well-being: An analysis during the COVID-19 pandemic', *German Journal of Human Resource Management*, 36(3), pp. 353-379. doi: 10.1177/23970022221083694.
- Hallahan, K. (2015) 'Organizational Goals and Communication Objectives in Strategic Communication', in Holtzhausen, D. and Zerfass, A. (eds) *The Routledge Handbook of Strategic Communication*. Routledge, pp. 244-284.
- Herrera, C. *et al.* (2022) 'Perceived Collective School Efficacy Mediates the Organizational Justice Effect in Teachers' Subjective Well-Being', *International Journal of Environmental Research and Public Health*, 19(17). doi: 10.3390/ijerph191710963.
- Kazekami, S. (2019) 'Mechanisms to improve labor productivity by performing telework', *Telecommunications Policy*. Elsevier Ltd, (March), p. 101868. doi: 10.1016/j.telpol.2019.101868.
- Kuo, F. Y. *et al.* (2013) 'Critical success factors for motivating and sustaining women's ICT learning', *Computers and Education*. Elsevier Ltd, 67, pp. 208-218. doi: 10.1016/j.compedu.2013.03.006.
- Labban, A. and Bizzi, L. (2023) 'Communication Via Social Media: How Employees Will Paradoxically Support the Organization while Putting Less Effort at Work', *International Journal of Business Communication*, 60(2), pp. 487-511. doi: 10.1177/23294884211005526.
- Lang, F. R. and Heckhausen, J. (2001) 'Perceived control over development and subjective well-being: Differential benefits across adulthood', *Journal of*

- Personality and Social Psychology*, 81(3), pp. 509–523. doi: 10.1037/0022-3514.81.3.509.
- Li, X. *et al.* (2021) 'Relationship between emotional intelligence and job well-being in Chinese clinical nurses: multiple mediating effects of empathy and communication satisfaction', *BMC Nursing*. *BMC Nursing*, 20(1), pp. 1–10. doi: 10.1186/s12912-021-00658-4.
- Li, Y., Lan, J. and Ju, C. (2015) 'Achievement motivation and attributional style as mediators between perfectionism and subjective well-being in Chinese university students', *Personality and Individual Differences*, 79, pp. 146–151. doi: <https://doi.org/10.1016/j.paid.2015.01.050>.
- Lim, W. M., Yap, S.-F. and Makkar, M. (2021) 'Home sharing in marketing and tourism at a tipping point: What do we know, how do we know, and where should we be heading?', *Journal of Business Research*, 122, pp. 534–566. doi: <https://doi.org/10.1016/j.jbusres.2020.08.051>.
- Maiti, D., Castellacci, F. and Melchior, A. (2019) *Digitalisation and development: Issues for India and beyond*, *Digitalisation and Development: Issues for India and Beyond*. doi: 10.1007/978-981-13-9996-1.
- Majeed, M. T. and Samreen, I. (2021) 'Social capital as a source of happiness: evidence from a cross-country analysis', *International Journal of Social Economics*. Emerald Publishing Limited, 48(1), pp. 159–179. doi: 10.1108/IJSE-10-2019-0602.
- Miles, D. A. (2017) 'A Taxonomy of Research Gaps: Identifying and Defining the Seven Research Gaps', *Journal of Research Methods and Strategies*, (2017), pp. 1–15.
- Monge, P. and Poole, M. S. (2008) 'The evolution of organizational communication', *Journal of Communication*, 58(4), pp. 679–692. doi: 10.1111/j.1460-2466.2008.00408.x.
- Monnot, M. J. and Beehr, T. A. (2014) 'Subjective well-being at work: Disentangling source effects of stress and support on enthusiasm, contentment, and meaningfulness', *Journal of Vocational Behavior*. Elsevier Inc., 85(2), pp. 204–218. doi: 10.1016/j.jvb.2014.07.005.
- Mousa, M., Massoud, H. K. and Ayoubi, R. M. (2020) 'Gender, diversity management perceptions, workplace happiness and organisational citizenship behaviour', *Employee Relations*, 42(6), pp. 1249–1269. doi: 10.1108/ER-10-2019-0385.
- Muñiz-vel, A. *et al.* (2022) 'Happiness at Work among Public Relations Practitioners in Spain', *International Journal of Environmental Research and Public Health*, 19. doi: 10.3390/ijerph19073987.
- Muñiz-Velázquez, J. A. *et al.* (2022) 'Happiness at Work among Public Relations Practitioners in Spain', *International Journal of Environmental Research and Public Health*, 19(7). doi: 10.3390/ijerph19073987.
- Munshi, D. and Kurian, P. A. (2015) 'Imagining Organizational Communication as Sustainable Citizenship', *Management Communication Quarterly*, 29(1), pp. 153–159. doi: 10.1177/0893318914563575.
- Paul, J. *et al.* (2021) 'Scientific procedures and rationales for systematic literature', *International Journal of Consumer Studies*, pp. 1–16. doi: 10.1111/ijcs.12695.
- Paul, J. and Benito, G. R. G. (2018) 'A review of research on outward foreign direct investment from emerging countries, including China: what do we know, how do we know and where should we be heading?', *Asia Pacific Business Review*. Routledge, 24(1), pp. 90–115. doi: 10.1080/13602381.2017.1357316.
- Paul, J. and Rialp, A. (2020) 'The art of writing literature review: What do we know and what do we need to know?', *International Business Review*. doi: 10.1016/j.ibusrev.2020.101717.
- Pina E Cunha, M., Campos E Cunha, R. and Rego, A. (2009) 'Exploring the role of leader-subordinate interactions in the construction of organizational positivity', *Leadership*, 5(1), pp. 81–101. doi: 10.1177/1742715008098311.
- Pradhan, R. K. *et al.* (2022) 'In pursuit of happiness at work: exploring the role of

- psychological capital and coping in managing COVID-19 stress among Indian employees', *Journal of Asia Business Studies*. Emerald Publishing Limited, 16(6), pp. 850–867. doi: 10.1108/JABS-03-2021-0097.
- Radic, A. *et al.* (2020) 'Connected at sea: The influence of the internet and online communication on the well-being and life satisfaction of cruise ship employees', *International Journal of Environmental Research and Public Health*, 17(8). doi: 10.3390/ijerph17082840.
- Rego, A. and e Cunha, M. P. (2012) 'They Need to be Different, They Feel Happier in Authentizotic Climates', *Journal of Happiness Studies*, 13(4), pp. 701–727. doi: 10.1007/s10902-011-9287-1.
- Reinecke, L. and Hofmann, W. (2016) 'Slacking Off or Winding Down? An Experience Sampling Study on the Drivers and Consequences of Media Use for Recovery Versus Procrastination', *Human Communication Research*, 42(3), pp. 441–461. doi: 10.1111/hcre.12082.
- Rhee, S. Y., Park, H. and Bae, J. (2020) 'Network structure of affective communication and shared emotion in teams', *Behavioral Sciences*, 10(10). doi: 10.3390/bs10100159.
- Rykers, K. *et al.* (2021) 'Victoria (Australia) radiotherapy response to working through the first and second wave of COVID-19: Strategies and staffing', *Journal of Medical Imaging and Radiation Oncology*, 65(3), pp. 374–383. doi: 10.1111/1754-9485.13186.
- Sakka, G. and Faisal, M. (2020) 'Unpacking the relationship between employee brand ambassadorship and employee social media usage through employee wellbeing in workplace: A theoretical contribution', *Journal of Business Research*. Elsevier, (March), pp. 0–1. doi: 10.1016/j.jbusres.2020.03.038.
- Schimmel, J. (2009) 'Development as Happiness: The Subjective Perception of Happiness and UNDP's Analysis of Poverty, Wealth and Development', *Journal of Happiness Studies*, 10(1), pp. 93–111. doi: 10.1007/s10902-007-9063-4.
- Seppälä, E. and Cameron, K. (2015) 'Proof That Positive Work Cultures Are More Productive', *Harvard Business Review*, December. Available at: <https://hbr.org/2015/12/proof-that-positive-work-cultures-are-more-productive#:~:text=As a consequence%2C a happy,positive emotions and well-being.>
- Singh, S. and Aggarwal, Y. (2018) 'Happiness at Work Scale: Construction and Psychometric Validation of a Measure Using Mixed Method Approach', *Journal of Happiness Studies*. Springer Netherlands, 19(5), pp. 1439–1463. doi: 10.1007/s10902-017-9882-x.
- Stavrova, O. (2019) 'How Much Do Sources of Happiness Vary Across Countries? A Review of the Empirical Literature', *KZfSS Kölner Zeitschrift für Soziologie und Sozialpsychologie*, 71(1), pp. 429–464. doi: 10.1007/s11577-019-00612-y.
- Suzuki, M., Ando, N. and Nishikawa, H. (2019) 'Intra-organizational communication and its consequences', *Management Decision*, 57(1), pp. 71–85. doi: 10.1108/MD-02-2018-0159.
- Thompson, A. and Bruk-lee, V. (2021) 'Employee Happiness: Why We Should Care', *Applied Research in Quality of Life*. Applied Research in Quality of Life, 16, pp. 1419–1437. doi: 10.1007/s11482-019-09807-z.
- Timothy Coombs, W. (2012) 'Attribution Theory in Communication Research', in Seel, N. M. (ed.) *Encyclopedia of the Sciences of Learning*. Boston, MA: Springer US, pp. 375–379. doi: 10.1007/978-1-4419-1428-6_860.
- Waldinger, R. and Schulz, M. (2023) *The Good Life: Lessons from the World's Longest Scientific Study of Happiness*. Simon & Schuster.
- Wang, J., Yang, J. and Xue, Y. (2017) 'Subjective well-being, knowledge sharing and individual innovation behavior: The moderating role of absorptive capacity', *Leadership and Organization Development Journal*, 38(8), pp. 1110–1127. doi: 10.1108/LODJ-10-2015-0235.
- Yamashita, T., Bardo, A. R. and Liu, D. (2016) 'Are East Asians happy to work more or

less? Associations between working hours, relative income and happiness in China, Japan, South Korea and Taiwan', *Asian Journal of Social Psychology*, 19(3), pp. 264-274. doi: 10.1111/ajsp.12140.

Ye, D., Ng, Y.-K. and Lian, Y. (2015) 'Culture and Happiness', *Social Indicators Research*, 123(2), pp. 519-547. doi: 10.1007/s11205-014-0747-y.
