

Review of Management Literature



**Reviewing the
Latest Trends
in Management
Literature**

VOL. 4A

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**REVIEWING THE LATEST TRENDS
IN MANAGEMENT LITERATURE**

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EDITED BY

SUDHIR RANA

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INVESTOR IN PEOPLE

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PREFACE

Literature reviews play a crucial role in advancing scholarly understanding by organizing, synthesizing and critiquing the vast body of existing knowledge. These provide researchers and practitioners with comprehensive insights into current developments, highlight gaps in the research and suggest pathways for future exploration. As the landscape of business and management continues to evolve rapidly, literature reviews become invaluable in helping to navigate these changes by offering a clear view of where the field stands and where it is heading.

We are pleased to introduce the fourth volume, Part A of the Review of Management Literature series, continuing our mission to consolidate and present the latest trends and research in management. This volume offers an in-depth exploration of contemporary topics shaping management thought and practice, particularly in three core areas: human resource management, sustainability and technology.

In the realm of human resources, this volume covers topics like performance orientation, employee engagement and workplace behaviour, providing comprehensive analysis on how organizations can foster a productive and positive work environment. It also delves into issues like workplace deviance and the factors influencing employee happiness, exploring both positive and negative behaviours within organizations.

In context of sustainability, this volume explores critical areas such as sustainable human resource management, the adoption of green banking and finance, and the integration of artificial intelligence in driving sustainable financial practices. These reviews provide insights into how businesses can align their operations with sustainable goals and adapt to the increasing emphasis on eco-friendly practices.

In the domain of technology, the volume addresses the impact of emerging technologies on business processes and strategic decision-making. Topics such as digital leadership, multi-agent technology in manufacturing and the intersection of artificial intelligence with supply chain resilience offer a comprehensive look at how technological advancements are reshaping industries. Furthermore, the role of technology in driving social and economic emancipation in developing regions is discussed, offering insights into the broader implications of tech adoption in underrepresented areas.

As we continue to face rapid digitalization and shifting organizational environments, this collection of reviews will be an invaluable resource for scholars, practitioners and policymakers. It synthesizes knowledge across a wide array of disciplines, offering both conceptual frameworks and practical recommendations for adapting to the ongoing changes in the global business landscape.

We extend our gratitude to the authors, reviewers and our editorial team, whose dedication has been instrumental in producing this volume. We are confident that this work will serve as a valuable reference, advancing both theory and practice in management. As always, we welcome feedback and look forward to future contributions in this ever-evolving field.

Warm regards,
The Editorial Team
Review of Management Literature

Unravelling Happiness at Work: A Review on Moderating and Mediating Variables That Shape Employee Happiness

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ABSTRACT

This study presents a systematic literature review of happiness at work (HAW), offering a comprehensive understanding of the current state of research. Using Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines for article inclusion and the Theory, Context, Characteristics and Methodologies (TCCM) framework for future research directions, the study synthesizes the fragmented body of HAW literature. It develops a conceptual model that incorporates various antecedents, mediators, moderators and outcomes of workplace happiness. Key findings highlight underexplored areas, such as remote work and technostress. This study provides actionable insights to enhance both employee well-being and organizational performance, contributing significantly to the field of workplace happiness and well-being.

Keywords: Happiness at work; employee happiness; organizational happiness; affect at work; PRISMA; TCCM framework

1. INTRODUCTION

The modern industrial era has seen significant advancements in labour laws and workplace conditions, leading to a shift in employee expectations towards higher-order needs like autonomy, achievement and belongingness (Indeed, 2021). This evolution is crucial for organizations seeking to attract and retain top talent in a competitive global environment (Gallup, 2022; Tabak et al., 2023). Additionally, the rise of Industry 4.0 and digitalization has blurred the

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boundaries between personal and professional life, making workplace happiness increasingly integral to overall life satisfaction (Berdicchia et al., 2022; Murugesan et al., 2023).

According to *Indeed's Work Happiness Report (2021)*, over 90% of employees believe that their happiness at work (HAW) affects their overall happiness. Similarly, Gallup's *State of the Global Workplace Report (2022)* found that while 44% of employees are not stressed by work, many are stressed at work. These findings underscore the growing importance of understanding workplace happiness in today's corporate landscape.

The rise of positive psychology has further emphasized the importance of employee happiness in boosting organizational performance (Fisher, 2010). Socio-psychological factors, such as emotional well-being, are now seen as more influential than purely economic factors in shaping employees' attitudes and behaviours (Sharma & Tiwari, 2022). Organizations that prioritize employee happiness benefit from improved engagement, lower turnover and higher performance (Darvishmotevali & Ali, 2020; Loureiro et al., 2022; Shi et al., 2021). Furthermore, HAW positively affects not only employees but also their families, communities and overall national well-being (Bibi et al., 2021; Guo et al., 2017; Warriar et al., 2023).

Despite its importance, HAW has received less scholarly attention compared to general happiness (Bastida et al., 2022). The happy-productive worker hypothesis, supported by studies such as Bowling (2010), confirms that happier employees are more productive, contributing to better organizational performance (Loureiro et al., 2022). While the positive effects of employee happiness are well-established (Salas-Vallina et al., 2018), recent studies have yielded mixed findings, suggesting the need for a comprehensive synthesis of the literature (Bastida et al., 2022).

Previous reviews of HAW have been limited in scope, often restricted to specific methods or regions (Salas-Vallina et al., 2018). Since 2017, the volume of literature on workplace happiness has grown exponentially, necessitating a systematic literature review (SLR) to synthesize recent findings (Farrukh & Sajjad, 2023). This review employs Paul and Rosado-Serrano's (2019) Theory, Context, Characteristics and Methodologies (TCCM) framework to offer future research directions, providing a comprehensive, bias-free review of the field (Dhiman et al., 2023, pp. 37–55).

The aim of this review is threefold: (1) to trace the evolution of workplace happiness literature, (2) to identify widely used constructs and propose an integrated conceptual framework and (3) to provide avenues for future research using the TCCM framework.

2. LITERATURE REVIEW

Workplace happiness has become a central theme in organizational research, emphasizing its impact on employee well-being, engagement and overall

performance. Initial research focused primarily on job satisfaction, viewing it as the core element of employee happiness (Hackman & Oldham, 1976). Over time, this view has broadened to include other dimensions, such as positive affect, psychological well-being and employee engagement (Fisher, 2010; Diener et al., 2019). Researchers have increasingly recognized that workplace happiness results from a combination of individual and organizational factors, with a growing focus on how leadership, job characteristics and social support contribute to overall well-being (Rego, Ribeiro, et al., 2011). This comprehensive understanding of workplace happiness highlights its role in improving productivity, reducing turnover and fostering a positive work culture (Salas-Vallina, Simone, & Fernández Guerrero, 2020; Singh et al., 2024).

The increasing prevalence of remote work and the rapid advancement of digital technologies have introduced new challenges and opportunities in the study of workplace happiness. The shift to remote work, accelerated by the COVID-19 pandemic, has changed the dynamics of employee well-being, with both positive and negative implications. On the positive side, remote work offers greater flexibility and autonomy, which are linked to higher levels of job satisfaction and happiness (Adisa et al., 2022). However, remote work can also result in technostress – the stress caused by excessive use of technology – and social isolation, both of which can negatively impact employee happiness (Galanti et al., 2021; Tarafdar et al., 2015). Technostress has emerged as a significant issue in highly digitalized work environments, leading to decreased well-being and increased stress among employees. As organizations continue to adopt hybrid and remote work models, it is essential to understand how to mitigate these challenges to maintain employee happiness and engagement.

In summary, the literature on workplace happiness highlights the complex interplay between leadership styles, job characteristics, social support and emerging trends such as remote work and digitalization. Leadership plays a central role in fostering a supportive environment that enhances employee well-being, while job characteristics like autonomy and role clarity are critical for sustaining workplace happiness. Social support, both from supervisors and peers, further strengthens employees' sense of belonging and satisfaction. As workplaces continue to evolve, particularly with the rise of remote work, future research should explore how these factors adapt to changing work environments and how organizations can effectively promote employee happiness in diverse settings.

3. MATERIALS AND METHOD

3.1 Review Approach

This study follows the SLR methodology, which allows for a transparent, structured and reproducible synthesis of existing research (Paul & Criado, 2020). The structured review approach is widely recognized for providing a comprehensive evaluation of the current state of literature, identifying research gaps and

suggesting future directions (Distel et al., 2022). This SLR was conducted following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Moher et al., 2009) to ensure transparency and reproducibility. PRISMA was chosen for its ability to provide a structured and unbiased review process, minimizing selection bias and enhancing the credibility of the results. The process followed the PRISMA flowchart model (see Fig. 1) for identifying, screening and selecting studies, ensuring a thorough and systematic review of the literature.

In addition, the TCCM framework was employed to enhance the review by offering a more detailed, systematic approach to analyzing literature. This framework minimizes biases in the review process and produces reliable insights that help to frame the future research agenda (Paul & Rosado-Serrano, 2019). This framework enabled us to evaluate the dominant theories used in workplace happiness research, identify underexplored geographic and organizational

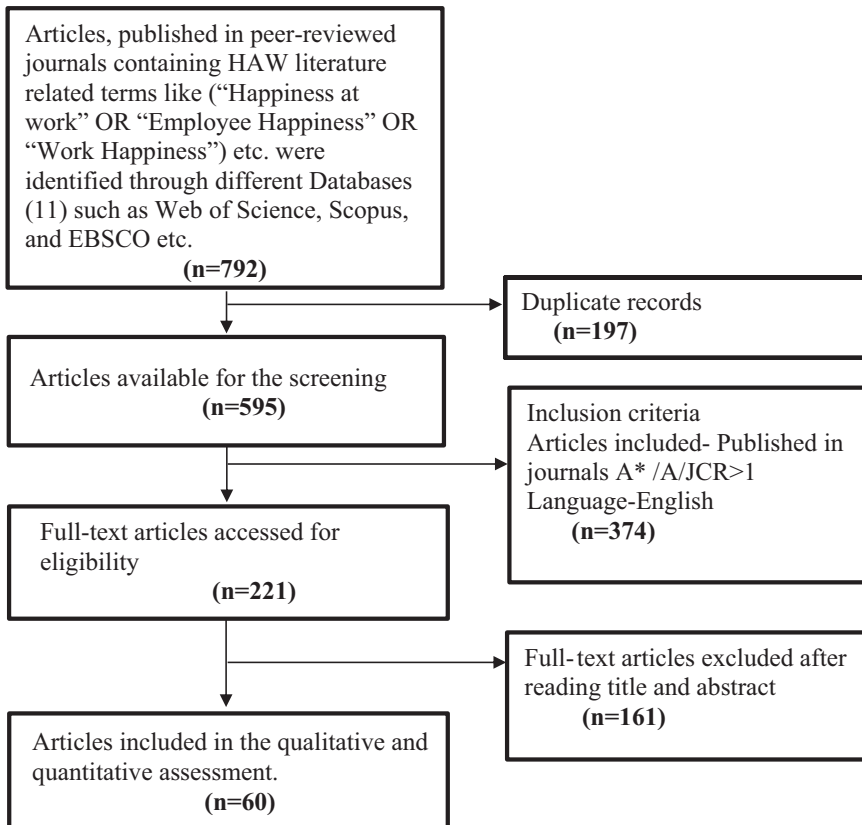


Fig. 1. Inclusion and Exclusion Criteria Adopted for This Study. Source: The authors.

contexts and assess the methodological approaches employed in the studies. The TCCM framework added depth to the analysis by revealing gaps in theoretical perspectives and underutilized research methods. Together, these frameworks provided a robust and systematic approach to reviewing the literature on workplace happiness, ensuring the inclusion of high-quality research and generating insights for future research directions.

3.2 Search Strategy

To conduct the review, we developed a comprehensive search strategy based on the guidelines followed by previous SLRs (Adil et al., 2022; Shankar et al., 2022; Paul & Criado, 2020). We selected seven commonly used and reliable databases: ProQuest, Taylor and Francis, JSTOR, ScienceDirect, Sage, Emerald and Web of Science.

The next step was to choose the search terms for articles in the databases. The first 30 results of a Google Scholar search were examined to specify the list of keywords. To determine if the list is comprehensive, the top business and management publications were subsequently searched. To give the final touch on the list of keywords, a professional panel of three academicians were contacted. The final list of keywords included words like 'Happiness at Work', 'Employee Happiness', 'Work Happiness', 'Job Happiness', 'Organizational Happiness', 'Staff Happiness' and 'Affect at Work', which were used to search for pertinent research papers in the databases. The titles, abstracts and keyword list of all the publications utilizing the chosen keywords were taken into consideration.

3.3 Screening

Following the guidelines provided by Mishra and Mishra (2023), Dhaliwal et al. (2020) and Srivastava et al. (2020), we applied specific inclusion and exclusion criteria to select relevant papers for the review. The criteria included: Articles must be academic publications, published in peer-reviewed journals, and focused on workplace happiness.

To ensure the quality of the selected studies, we included only papers that were published in journals with an impact factor of 1 or above (according to the Journal Citation Report [JCR]) or were classified as A or A* in the Australian Business Dean Council (ABDC) Journal Quality List (Adil et al., 2022; Paul & Criado, 2020). This rigorous selection process guaranteed the inclusion of high-quality research in the review.

3.4 Quality and Eligibility Assessment

Using the selected keywords, an initial search returned 792 documents across multiple databases. After removing 197 duplicate entries, a total of 595 unique articles remained. We further refined this list, narrowing it down to 221 publications that met the quality criteria of being published in journals rated *A* or *A** in the ABDC Journal Quality List or having an impact factor of 1 or more in the JCR.

The relevance of these 221 publications was then evaluated, and 160 articles were excluded because they did not specifically address the concept of HAW. Following the quality assessment criteria set by Pittaway et al. (2004), the remaining 61 papers were independently rated by three researchers. Papers that received a total score of 8 or higher (out of 15) from two or more reviewers were included in the final review.

To ensure reliability, we checked inter-rater agreement and inter-rater reliability, which were found to be satisfactory at 83% and 0.78, respectively, following the method used by Macdonald et al. (2016). The final dataset consists of 56 publications, appearing in 21 journals from 20 different nations between 2002 and 2023. A detailed step-by-step process for selecting relevant articles and applying eligibility criteria is illustrated in Fig. 1.

4. FINDINGS AND DISCUSSION

This section outlines the finding obtained from the review. In order to achieve the first research objective, we performed a performance analysis to define the progression of HAW domain. Moving further, 45 quantitative papers were examined to identify widely used constructs such as antecedents, mediators, moderators and outcomes of HAW phenomena to achieve the second research objective of developing a comprehensive conceptual framework.

4.1 Progression of HAW Field Over the Time (RO-1)

The distribution of articles by year of publication helps to understand the advancement in the field over the years. It indicates that scholarly interest in HAW has increased over the past two decades (see Fig. 2). Most HAW research articles were published in 2021 ($n = 8$). Intriguingly, HAW research primarily

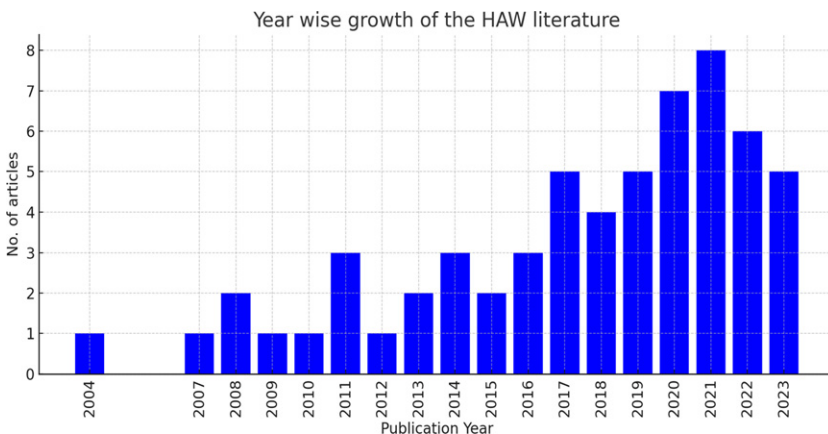


Fig. 2. Year-Wise Growth of the HAW Literature in Terms of No. of Articles Published per Year. Source: The authors.

appeared to grow till 2021, but showed a downtrend after this in the years 2022 and 2023. Also, there is a gap in research on HAW between 2004 and 2007 as shown in Fig. 2.

4.2 Publication Outlets

The distribution of articles by publication outlet demonstrates that employee relations is the most prolific home for HAW research ($n = 5$ articles) (see Table 1). This is followed by *Journal of Managerial Psychology* ($n = 4$ articles), *Journal of Vocational Behaviour*, *Journal of Business Research* and *Personnel Review*, each hosting three articles on HAW. Most of the publication outlets on this list are journals that are ranked 'A*' or 'A' by the 'Australian Business Deans council', indicating that HAW research is welcomed at prestigious publication outlets.

4.3 Leading Authors

The distribution of articles by authors indicates that 'Salas-Vallina A.', from the University of Valencia has contributed the most to HAW ($n = 7$) articles (see Table 2). His seminal article entitled 'On the road to HAW: Transformational

Table 1. List of Journals and Authors.

Journal	Author	No of Publications
<i>Journal of Business Research</i>	Rego and Cunha (2008); Rego et al. (2009), (2014); Salas-Vallina, Simone, and Fernández Guerrero (2020)	4
<i>Journal of Business Ethics</i>	Rego et al. (2009); Lee et al. (2015)	2
<i>Journal of Managerial Psychology</i>	Choi and Lee (2014); Turban and Yan (2016); Fan et al. (2019); Woznyj et al. (2021)	4
<i>International Journal of Contemporary Hospitality Management</i>	Hsiao et al. (2015); Abdelmoteleb (2023)	2
<i>Journal of Vocational Behaviour</i>	Monnot and Beehr (2014); Guo et al. (2017); Gonzalez-Mulé et al. (2017)	3
<i>Personnel Review</i>	Edgar et al. (2017); Salas-Vallina et al. (2017); Aboramadan and Kundi (2022)	3
<i>Management Decision</i>	Singhal and Rastogi (2018); Rando-Cueto et al. (2023); Hatami et al. (2023)	3
<i>Employee Relations</i>	Salas-Vallina and Fernandez (2017); Espasandín-Bustelo et al. (2020); Salas-Vallina, Alegre, and Pozo-Hidalgo (2020); Srivastava et al. (2022); Atkinson and Hall (2011)	5
<i>Leadership & Organization Development Journal</i>	Salas-Vallina et al. (2018); Wang and Hackett (2022)	2
<i>Review of Managerial Science</i>	Liu et al. (2018); Berdicchia et al. (2022)	2
<i>International Journal of Hospitality Management</i>	Darvishmotevali and Ali (2020); Wen and Liu-Lastres (2021)	2
<i>European Research on Management and Business Economics</i>	Bastida et al. (2022); Salas-Vallina et al. (2018)	2

Source: The authors.

Table 2. Most Productive Authors (Their Affiliations, TLCS and TGCS Citations).

#	Author	Affiliation	Articles	TLCS	TGCS
1	Luthans F	University of Nebraska	1	3	760
2	Youssef CM	Redding Endowed Chair of Business, Bellevue University	10	3	760
3	Fisher CD	School of Business, Bond University, Gold Coast, Australia	1	19	383
4	Rego A	Católica Porto Business School	3	3	303
5	Ribeiro N	Polytechnic Institute of Leiria	2	3	190
6	Salas-Vallina A	University of Valencia	7	0	178
7	Cunha MPE	Nova School of Business and Economics	2	1	170
8	Cunha MP	Nova School of Business and Economics	1	2	133
9	Alegre J	University of Valencia	4	0	125
10	Marques C	University of Trás-os-Montes and Alto Douro	1	0	113

Source: HistCite.

leadership and organizational learning capability as drivers of HAW in a healthcare context' (Salas-Vallina et al., 2017) is one of his most-cited HAW articles. Note worthily, Salas-Vallina's contributions have also positioned the University of Valencia as one of the most prolific institutions in the HAW domain. Furthermore, Alegre J ($n = 4$ articles) and Rego A ($n = 3$ articles) have contributed the second and third highest number of articles to HAW. Interestingly, both the Salas-Vallina A and Alegre J are affiliated to the same institute and have co-authored in some articles. In contrast, Rego A is associated with different institutes (Católica Porto Business School). However, contrary to the highest no. of articles, the citation count was the highest for Luthans F and Youssef CM ($n = 760$ citations), followed by Fisher CD ($n = 383$ citations).

4.4 Themes Studied in HAW Domain During Different Time Periods: Word Cloud Analysis

Yun et al. (2019) proposed a word cloud analysis technique for identifying recurring themes in the literature and visualizing the most used words in the output image. Thus, a word cloud analysis of abstracts terms on 56 articles of HAW literature was carried out in this research. Just like with prior SLRs (e.g. Adil et al., 2022), we divided the literature into four time periods: 2003–2007, 2008–2012, 2013–2017 and 2018–2023. Furthermore, frequent terms such as 'was', 'also', 'the', etc., were deleted from the abstract texts because they do not contribute any relevant information. Fig. 3 shows the visualization of word cloud analysis.

The data indicated that from 2003 to 2007, the most often used terms were 'PysCap', 'optimism', 'hope', 'resilience' and 'capabilities', implying that PsyCap components were the most investigated constructs in the HAW literature. Apart