

Three Decades of Workplace Happiness: An Evidence Based Model from Systematic Literature Review and Bibliometrics

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Abstract

Workplace happiness have received increasing scientific interest owing to their importance in influencing employee productivity and psychological security. Despite the steep increase in published articles, the quantitative and visual analyses of the scientific landscape on workplace happiness remain scarce till date. With this article, we aim to fill this research gap by exploring the terrain of extant scientific literature and research on workplace happiness at a global scale spanning over 29 years (1995-2023) by analysing its temporal development, scientific collaboration, research hotspots, and emerging trends using BiblioShiny R Software tool and Vos Viewer. Drawing from a sample of 470 peer reviewed articles, we map the landscape of the workplace happiness research domain and identify key developments and patterns over the period of last thirty years. In addition to highlighting a range of publication trends including key theoretical influences, the findings also reveal an acceleration in the volume and breadth of workplace happiness research. The majority of publications (21.27%) were occurred during the period 2022 and 2023 making them as the most impactful years, with most research originating from the USA, Spain and India. Alongside, this study also engaged in a network analysis to unearth relationships between topics represented through keywords to identify the themes and sub-themes in the body of workplace happiness research. This study will help policy-makers, academicians and researchers to know the nut and bolt of workplace happiness, and identify the relevant areas that need investigation.

Introduction

“Pleasure in the job puts perfection in the work” - Aristotle.

The social and economic landscape of the past three years has been notably challenging, stemming from the health crisis triggered by the COVID-19 pandemic (Ravina-Ripoll et al., 2023a) and global conflicts among economies. These unprecedented changes in the business sphere have compelled many organizations to shut down and significantly reduce their workforce due to declines in the demand and supply of goods and services (Brammer et al., 2020; Vu et al., 2022). This survival-focused approach has posed significant threats to employee well-being (Collings et al., 2021) and happiness, evident in energy drain, depression (Dicu et al., 2022), stress, anxiety (Smith, 2020), loneliness (X. Wang et al., 2021), and burnout (Vu et al., 2022). As various regions globally begin the shift toward a new normal, there's a growing belief that paying attention to workplace happiness could have long-term effects on how organizations and their workforce progress.

While workplace happiness is not a novel concept (Sender et al., 2021a), it has been a subject of interest since the early 20th century, notably through the Hawthorne studies, which highlighted the importance of considering an individual's emotional life, cultural values, and

personal aspirations when managing teams and work at organization (Brannigan & Zwerman, 2001; Sender et al., 2021). Subsequently, research on workplace happiness has flourished. Numerous scientific management studies and various constructs have been developed, based on the premise that happier workers tend to be more productive, ultimately benefiting both individuals and organizations (Sender et al., 2021).

The fundamental inquiry that arises is: What exactly is workplace happiness? How is it defined? And how can individuals attain greater joy in organizational settings? Workplace happiness refers to a positive feeling or emotion stemming from the perception of satisfaction with one's job and/or the organization (Fisher, 2010; Diener, 1984; Diener et al., 2009). More specifically, it involves a high level of employee satisfaction within the organization (Jeong et al., 2022). This contentment helps employees to realize their ideals and induces pleasant, positive emotions, ultimately contributing to their happiness (B. Wang et al., 2021). According to Waterman et al. (2008), workplace happiness is a measure of an employee's fulfilment of their potential. Notably, the definitions of happiness at work highlight not only the affective and cognitive aspects but also encompass components such as emotion, mood, and fulfilment. Considering that individuals in the workforce spend a substantial portion of their lives at their workplaces, organizations designed with the well-being of their employees in mind are likely to have a happier and healthier workforce (Gavin & Mason, 2004). Happier employees tend to exhibit more activity, energy, interest in their environment, empathy toward others, and better performance in challenging situations compared to their less happy counterparts (Warr, 2007). Employees experiencing happiness within their organizations tend to be more consistently productive over time, leading to the creation of better products and finding greater fulfillment in their work (Gavin & Mason, 2004; Arslan & Polat, 2020). According to Raj Nayak, the founder of happiness.me and House of Cheer Networks, *"There is overwhelming evidence indicating that when people are content in organizations, their health improves, attrition rates decrease, involvement and connectedness increase, fostering better collaboration and creativity. This, in turn, significantly impacts the company's bottom line"*.

It is identified that there is a lack of connection between contemporary business operations with academic theory (Sreenivasan & Suresh, 2023). Workplace happiness is one among the plethora of positive psychological field with the fastest research growth rates worldwide (Abdulla et al., n.d.; Pradhan et al., 2022). One likely reason for this heightened attention is the perception that workplace happiness significantly influences employees' attitudes and behaviors. However, difficulties have also parallelly emerged due to the vast expansion of the studies delivering workplace happiness and assisting policy makers and practitioners in making the right decisions around whether to allocate resources in workplace happiness to enhance productivity (Sender et al., 2020), thus making this field embedded in paradoxes and unanswered questions.

Therefore, a comprehensive understanding of workplace happiness is essential to necessitate deeper reflection by establishing a clear conceptualization and a common framework to compare research in this area. One might question the necessity of such an analysis; however, the answer may lie in the fact that the clear and precise scientific reports are the fundamental building block of any science. Without precision and comprehensibility concerning scientific constructs, researchers and scientists might find themselves investigating the same phenomena under different names, engaging in disputes over the properties of a given phenomenon, and facing challenges in meaningfully replicating and confirming existing

research. Therefore, despite the substantial interest expressed in workplace happiness, it is fragmented across studies spanning multiple disciplines and diverse research trajectories. Such gaps, compelled us to combine both quantitative and qualitative methods to compile the extant literature and provide a roadmap for future research. Studies that qualitatively and quantitatively analyse the published literature has gained increasing importance, because such an analysis provides new perspectives on the knowledge structure and development of a scientific field through data mining, information processing and visualisation technology (Huang et al., 2020; B. Wang et al., 2021). Thus, this study provides both systematic literature review and bibliometric analyses on workplace happiness over the past three decades to canvass the field holistically. We first identified general trends through performance analysis which includes a few productivity and impact indicators in the output of articles, including journals, publications and authors. Second, the present study also pursues the seminal consolidation of the field's body of knowledge through a science mapping using bibliographic coupling and co-word analysis, thereby contributing to a triangulated and rigorous understanding of the major themes of research on workplace happiness. Finally, the results offer a potential trend for future study. This review encapsulates the state-of-the-art development in the field with an intent to eventually aid practitioners, policy-makers, researchers and educators.

Rationale for the study

The fundamental purpose of this study is to present the prevailing state of research on workplace happiness, with the following research questions deciphering the scope of the study:

1. What is the publication and citation performance of workplace happiness research?
2. Which are the most prolific authors, journals and publications in workplace happiness research?
3. Which are the major themes in workplace happiness research?
4. What is the intellectual structure of workplace happiness research, how has it evolved over the years and what are the recent research trends in this domain?
5. What are the future research opportunities for workplace happiness research.

To answer the questions stated above, we have used a combination of SLR, bibliometric network analysis, and content analysis. Bibliometric analysis is the most suitable method for studying the conceptual structure of a research area (Castriotta et al., 2019; Kumar et al., 2020). It facilitates the recognition of the current state of research and identification of future avenues (Pattnaik et al., 2020). We first performed rigorous Bibliometric analysis on the publication trends, and citation performance of workplace happiness studies for 30-year period. To identify the intellectual structure of the research on the workplace happiness, citation and co-citation analysis were performed using Biblioshiny tool in R programming software. The co-citation network was formed using VOS viewer to view the thematic flow of knowledge and the formation of clusters. Lead papers from the clusters were recognized journal ranking metrics and were used to perform content analysis. This comprehensive study synthesizes the literature and provides an overall knowledge structure of the research area. The findings of this study will be useful to academicians in identifying the current research structure of the subject and will inform them about the evolution of the various themes in this area. To the best of the authors' knowledge, this is the first study to perform a combination of SLR and rigorous

bibliometric analysis like co-citation network analysis, content analysis, and keyword analysis on the workplace happiness.

Workplace Happiness

The Historical Roots

The study of happiness is in existence since time immemorial and is deeply rooted in history. Aristotle, in ancient Greece manuscripts, identified happiness as the ultimate pursuit of every human, emphasizing the importance of leading a good and virtuous life (Cooper, 1985). Until the 18th century, Western culture often viewed happiness with suspicion, fostering a belief that experiencing moments of joy induced feelings of guilt (Sender et al., 2021b). Perhaps, there was a common phrase “a person who smiles a lot is a fool” (Stearns, 2012). The emergence of modern Western happiness was during the Age of Enlightenment, and it notably reflected the United States Declaration of Independence in 1776, stating the inalienable right of all individuals to seek their happiness (Stearns, 2012). In the same era, Adam Smith’s conceptualized that human nature inherently pursued work solely for monetary benefits which was greatly influenced by labour relations and welfare theories (Laidler, n.d.), ultimately contributing to the development of Taylor’s scientific management movement in the year 1911 (Schwartz, 1993; Sender et al., 2021b). Later in 1920s the revolutionary Hawthorne studies and experiments underscored that the psychological impact of management's acknowledgment and attempts to enhance working conditions held more significance in workers productivity and well-being than the actual physical alterations (Brannigan & Zwerman, n.d.-b; Sedgwick & Greenwood, 2015).

Subsequently there was a surge in the interest to understand the relationship between positive emotions and productivity among researchers, practitioners and theorists (Staw, 1986). Despite the abundance of studies and significant attention to this relationship, a definitive conclusion regarding its existence remains elusive. Since then, various definitions of positive emotions and its impact on productivity with varying conclusions started emerging. For instance, Hersey (1932) reinforced the notion of emotions influencing productivity, while Kornhauser and Sharp (1932) suggested job attitudes were not directly tied to efficiency, persuading the view on relationship between happiness and productivity as a management 'folklore' (Wright and Staw, 1999a, 1999b). The discussion surrounding this relationship intensified in the late 1990s, coinciding with the rise of positive psychology, a period when happiness was identified as a positive psychological state notion (Deci & Ryan, 2008) and thus, workplace happiness emerged as a central topic of interest. The potential impact of happiness on productivity in organizational settings has led many researchers and practitioners to consider workplace happiness as a key area within organizational behavior research, often perceived as an elusive goal (Weiss and Cropanzano, 1996; Wright and Cropanzano, 2004). The focus of the present study is specifically on the period from 1995 to 2023, seeking to navigate and synthesize the rich history and debates within the realm of workplace happiness.

Definition of Happiness

Happiness is highly valued by anyone in society, not only for themselves but also for others. Therefore, it is essential to aim at creating and fostering happiness for all (Datta, 2021). Happiness is conceptualised, defined and understood differently by researchers. Often associated with terms like joy, pleasure, and satisfaction (Cottrell, 2016; Shamir Balderman et al., 2023), the phenomenon has seen the rise and growth of a new field of study namely "happiness studies" or more widely known as "subjective well-being studies" within the past thirty years. This multidisciplinary field focuses on delineating and understanding happiness to enable empirical studies.

So, what exactly is happiness? And how is it defined? According to Csikszentmihalyi (1991), happiness is the nature of flow of physical and mental state of an individual in which they feel a sense of ownership, peace of mind, euphoria or delight and become oblivious about the whole universe. There are various alternative perspectives on happiness. For example, according to Tatarkiewicz, (1976), happiness is defined as a justified satisfaction that is lasting and complete, (*Diener 1984, n.d.*) identifies happiness as the affective evaluation of life and Argyle (1987) defines happiness as the overall quality of life. Furthermore, Ben-Shahar (2007), defines happiness as an experience that amalgamates pleasure and meaning, deriving insights from Seligman (2002). Veenhoven (1995, 2015, 2016) defined happiness as the degree to which one judges their life favourably. The differentiation between happiness and other positive emotions, both conceptually and operationally, is crucial. The literature frequently encompasses three parallel concepts—happiness, welfare, and satisfaction—as broad terms stemming from positive psychology, encompassing positive emotions (such as optimism and satisfaction) and activities (Cottrell, 2016). Seligman (2002) identifies the two fundamental components of happiness: it is a positive emotion directed toward the present. He notes that while other positive emotions may be directed toward the past (like satisfaction) or the future (such as optimism), happiness, as a positive emotion, remains oriented to the present moment.

Research Methodology

This study majorly adopts systematic literature review (SLR) which identifies, evaluates, and interprets the field of research (Karimi & Iordanova, 2021). This study employs a combination of qualitative analysis and quantitative analysis using bibliometric visualization known as science mapping. The bibliometric approach is valuable in this sense because it allows one to derive the essence of a research domain from a large amount of data. Bibliometric analysis generates a map that reflects the evolution of a research field and the intellectual structure of a scientific domain (Chandra et al., 2022; Donthu et al., 2021). Hence, as a variant of SLR, bibliometric reviews are required to adopt, implement, and report a rigorous and transparent review protocol (Paul et al., 2021). In this regard, the decisions and steps in data collection, filtration, and analysis strategy are guided by the Scientific Procedures and Rationales for Systematic Literature Reviews (SPAR-4-SLR) protocol (Paul et al., 2021). Specifically, the SPAR-4-SLR protocol consists of three main stages, namely assembling, arranging, and assessing, whose details are summarized in Figure 4, and discussed in the next sections.

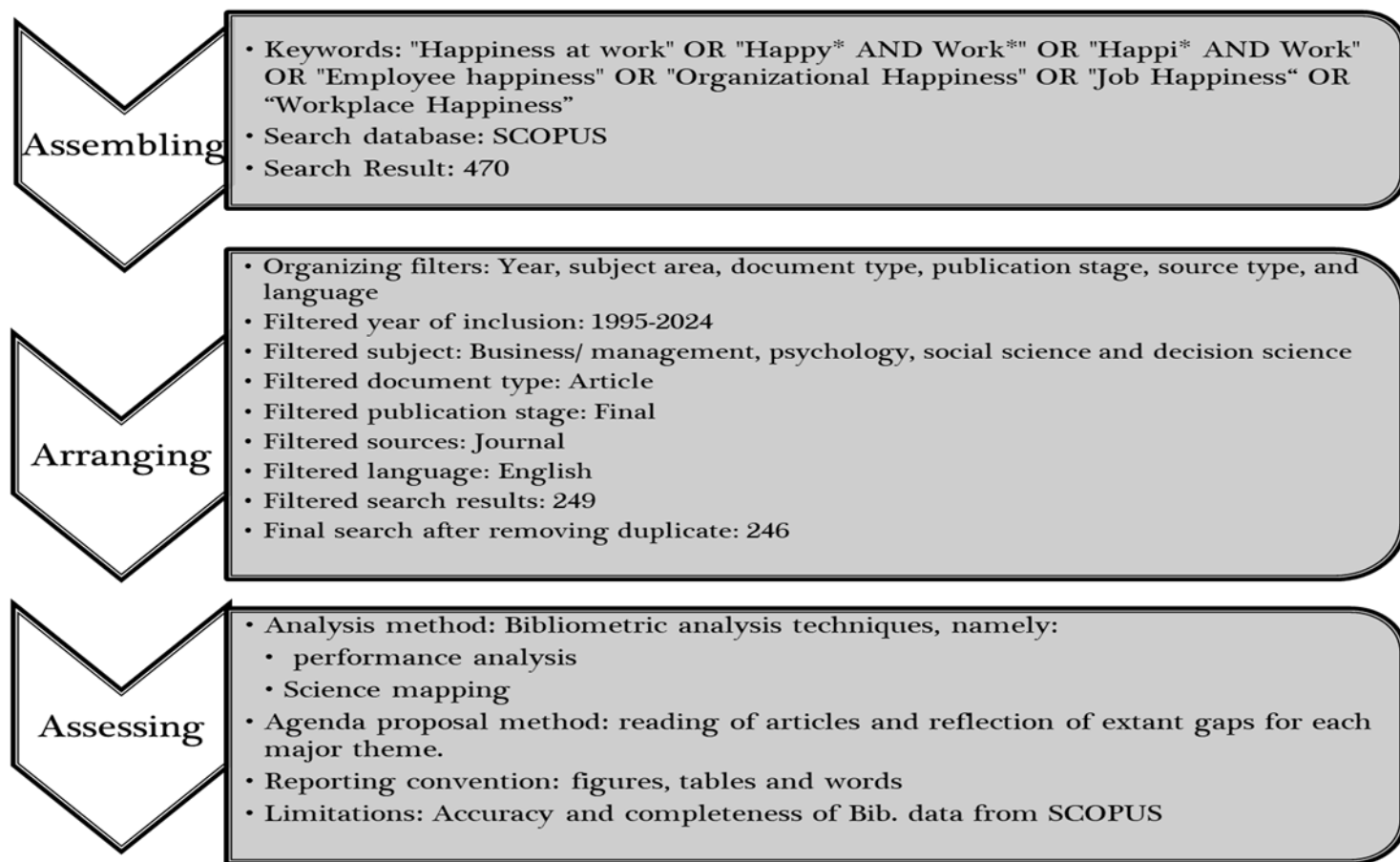


Fig.1. SPAR 4 SLR Protocol

Data Collection

Assembling

The assembling stage reports how documents for review are identified and acquired. We used Google Books Ngram Viewer, a modern platform that works on a 361 billion English words database, to quickly recover data on keyword frequency in a diachronic context (Oladinrin et al., 2023). Fig.2, shows a graphical representation of how often the terms “happiness” have been used in the literature. There is a point of upward stroke from 1995 onwards; hence, for more profound research, we search for literature from 1995 to 2023. We used Scopus database to extract bibliographic data because of its advantages over other databases. Scopus has broader and more inclusive content coverage, offers individual profiles for authors, institutions and serial sources, and has impact indicators that perform as well or better than Web of Science measures (IFERP, 2022). Scopus is more open to society and provides free access to author and source information, including metrics (IFERP, 2022). Following the earlier review studies (Jambrino-Maldonado et al., 2022), we identified and searched nine combinations of keywords

for the topic. This study does not aim to include all possible terms in the field as it is challenging to have all potential terms in one study (Oladinrin et al., 2023). Future research may consider broad terms for improved results. Following the identification of search keywords, this study conducted a search for articles using the aforementioned search string in the “article title, abstract, and keywords” on Scopus. In total, 470 documents were returned from the search.

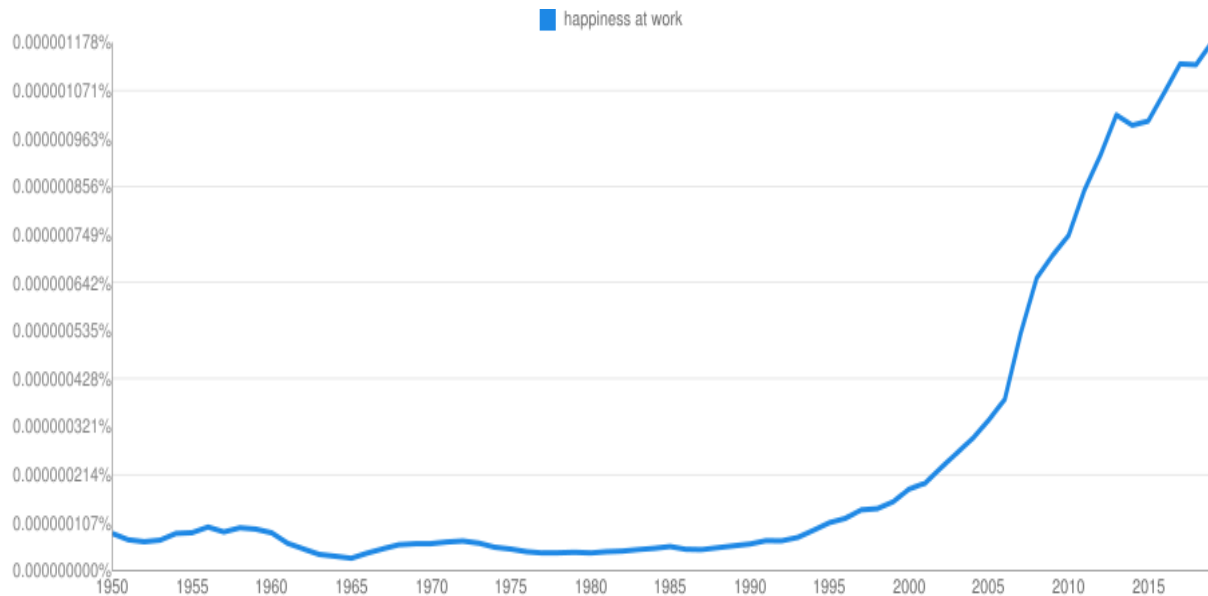


Fig.2. Frequency of the term Happiness (Source: Google Ngram)

Arranging

The arranging stage reports how documents for review were organized and purified. This study relied on the “refine results” filters assigned by Scopus to organize the documents returned from the search (e.g., year range, subject, language, document type, source type, and publication stage). In particular, the filters act as document characteristics that were used for document purification and filtration, whereby documents were included or excluded using these codes. The “document type” was restricted to “article” as used in previous studies (Goyal & Kumar, 2021). The rationale for the restriction is that journal articles constitute the most influential and reliable study (Goyal & Kumar, 2021) and have been rated as certified knowledge for science mapping purposes. We used only literature published in English for the collection, which might have resulted in the omission of some interesting studies. We acknowledge that workplace happiness is a relevant topic cutting across several disciplines in the literature; we limited the search to specific domain areas: Business/ management, psychology, social science and decision science within the search results in the Scopus database. As of June December 18, 2023, 470 publications that studied workplace happiness were found and were saved in .csv file with full record and cited references of Scopus. After all the filtrations and exclusions as shown in Fig. 4, a total of 246 publications were formed as a complete dataset for substantial analysis in this study.

Assessing

To assess the final dataset of 246 articles on workplace happiness, which is a relatively large dataset, this study adopts a bibliometric analysis approach for its review. In essence, a

bibliometric analysis uses quantitative techniques to appraise scientific information of scholarly articles (Donthu et al., 2021). Noteworthy, systematic reviews using bibliometrics are now a commonplace (Ellegaard & Wallin, 2015) as a bibliometric analysis can mitigate the potential bias that avail in manual (e.g., error prone) and qualitative (i.e., subjectivity) reviews using quantitative (i.e., objectivity) tools (Kumar et al., 2022), especially when the datasets for review is large, as in the case of the present review- 246 articles. Following past reviews (Kumar et al., 2020), this study performs a bibliometric analysis using a performance analysis to delineate the publication trend, the top articles and contributing journals, authors, institutions, and countries. A science mapping through temporal analysis using word clouds is done to unpack the major themes and topics underpinning the intellectual structure of workplace happiness research. To advance insights in the field, this study curates a future research agenda based on our reading of the articles and reflection of extant gaps under each major theme. The following section reports the findings of the review, wherein narratives are supplemented by figures and tables.

Findings

Initial Data Analysis

Initial data analysis in bibliometric analysis technique describes the evolutionary trends in the research domain. This analysis is similar to that of the profiling of respondents in empirical studies albeit in a more rigorous way through the use of bibliometric metrics (Donthu et al., 2020). In this analysis we reveal the publication and citation trends in contexts of workplace happiness.

Publication and Citation Trends (RQ 1)

The year-wise publication trend of workplace happiness is presented in Fig.6. The figure indicates that the first articles published in this time period is in 1997 (*Davis 1997*, n.d.) and 1998 (Mccutcheon, 1998) and there were no publications thereafter until 2008 and the field has grown over the last 15 years (2008-2023). With only single publications in 1997 and 1998 and almost zero publications thereafter until 2008, the field of workplace happiness has proliferated considerable in the next 15 years, with a record high of 100 publications in the year 2022 and 2023. Noteworthy, an exponential increase in publications is witnessed from 2009 onwards, which is the year when The Great Recession 2007-2008 financial crisis was seen across the globe. This recession precipitated increased unemployment reductions in income. Given the abundance of research showing that unemployment has severe long-term negative effects on happiness (Boyce et al., 2018) and that income losses have a larger impact on well-being (Boyce et al., 2013) than equivalent gains, it was expected and seen that the Great Recession resulted in large and persistent drops in well-being and happiness (Boyce et al., 2017). This is supported by a detailed scrutiny of the dataset, whereby re-emergence of the field was in the year 2009 onwards, thereby reaffirming 2009 as the emergence year of workplace happiness research.

Likewise, the global COVID 19 pandemic in the years 2019-2021, disrupted labour welfare and employee well-being along with socio-economic disturbances. According to world's happiness report 2021, life under the global pandemic, negative emotions and mental health were reported to be 47% higher compared to previous years (Helliwell et al., 2022). This reflects on a significant increase in negative emotions, disrupting the lives of every citizen. But

on the positive side, the pandemic has raised a call for more public awareness on human well-being and happiness than ever before. This is again evident from the surge in the number of publications in the year 2022 and 2023 as shown in Fig. 3.

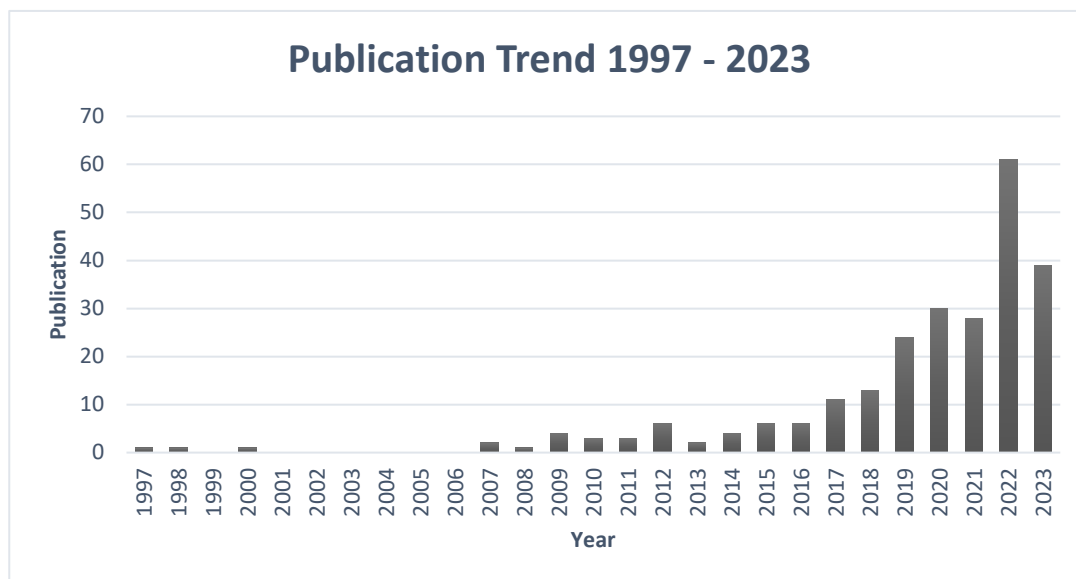


Fig.3. year-wise publication for workplace happiness research between 1997-2023

The annual citation trend, as shown in Fig. 4, has been gradually rising in Scopus database until 2009, but it rapidly increased and peaked in 2010. It indicates that the total article published in 2010 has maximum citations and are highly impactful papers in the workplace happiness domain. The average citation per year has certainly declined in the Scopus database after 2010, likely because the old papers are cited more than the recently published papers. However, the total citation has decreased after 2010, the number of documents published per year has increased over the years due to significant developments in the workplace happiness domain during this time, such as recovering from economic downfall due to financial crisis 2007-09 and COVID-19 Pandemic. It reflects the rising importance of workplace happiness among institutional investors, corporates and academia.

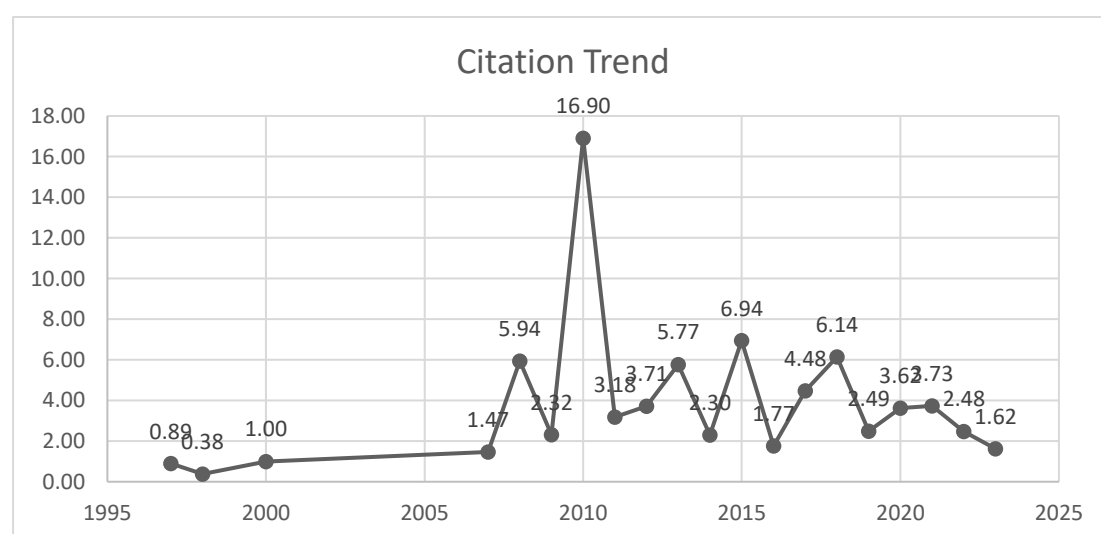


Fig.4. Mean TC per year (Citation Trend)

Performance Analysis (RQ 2)

Performance analysis examines the contributions of research constituents such as authors, articles, countries and journals to a given field (Donthu et al., 2021). This analysis is descriptive in nature and is considered as the hallmark of bibliometric analysis. Performance analysis was done using Biblioshiny – R cloud tool (Aria & Cuccurullo, 2017). This analysis despite being descriptive, recognizes the importance of different constituents in workplace happiness research domain.

Most Productive Journals

The 246 publications analysed are dispersed across various journals. Table 2 presents the list of most productive and prominent journals publishing on workplace happiness. The top 25 journals have published 76 of the total articles studied, representing 32.89% of the total. Sustainability-Switzerland is the most productive platform, publishing 11 articles, followed by Frontiers in Psychology with 8 articles. Workplace happiness is a matter of employer's and decision maker's interest and justifies its presence well within the scope of these journals. Furthermore, many of these journals have a Chartered Association of Business Schools (CABS) and SCImago Journal Rankings which shows that the field occupies a position in the quality journals of business and management research.

Most Productive Journal in Workplace Happiness				
Journal Name	CABS Rating	SJR Ranking	Publisher	Total Articles
Sustainability (Switzerland)	NR	Q2	MDPI - Switzerland	11
Frontiers in Psychology	NR	Q2	Frontiers Media S.A - Switzerland	8
Employee Relations	2	Q1	Emerald Group Publishing Ltd.	6
Cogent Business and Management	1	Q2	Cogent OA	5
Corporate Governance (Bingley)	2	Q1	Emerald Group Publishing Ltd.	4
Applied Research in Quality Of Life	NR	Q2	Springer - Netherlands	3
Evidence-Based HRM	NR	Q2	Emerald Group Publishing Ltd.	3
Human Relations	4	Q1	SAGE Publications Ltd.	3
International Journal of Business Excellence	1	Q3	Inderscience Enterprises Ltd.	3
Journal of Business Research	3	Q1	Elsevier Inc.	3
Journal of Happiness Studies	1	Q1	Springer - Netherlands	3
Polish Journal of Management Studies	NR	Q3	Czestochowa University of Technology	3
Current Psychology	1	Q2	Springer - Netherlands	2
Human Resource Management International Digest	NR	Q4	Emerald Group Publishing Ltd.	2

International Journal of Contemporary Hospitality Management	3	Q1	Emerald Group Publishing Ltd.	2
Journal of Applied Psychology	4*	Q1	American Psychological Association	2
Journal of Business Ethics	3	Q1	Springer - Netherlands	2
Journal of Management and Organization	2	Q2	Cambridge University Press	2
Journal of Organizational Effectiveness	2	Q2	Emerald Group Publishing Ltd.	2
Management Research Review	1	Q1	Emerald Group Publishing Ltd.	2
Quality and Quantity	NR	Q1	Springer - Netherlands	2
Academy of Management Journal	4*	Q1	Academy of Management	1
Academy of Management Perspectives	4	Q1	Academy of Management	1
Asia-Pacific Journal of Business Administration	NR	Q2	Emerald Group Publishing Ltd.	1

Most Contributing Authors

The most contributing authors for workplace happiness research are presented in Table 3. The table indicates that Salas-Vallina A, from Spain is the most prolific author with 11 publications, followed by Alegre J from Spain, Rego A from Portugal and Singh from India with 6, 4 and 5 publications respectively. All publications by the top three most productive authors in the field have also been vastly cited (TC). Both Salas-Vallina A and Alegre J are among the pioneers in the field, having started publishing 2017, though recent, have contributed majorly in the field of workplace happiness. However, Rego A and Cunha M P appears to have longest run of productivity with maximum citations. The table also indicates that Salas-Vallina, Rego A, Alegre J and Cunha M P are most influential and prolific authors in the field with 423, 315, 325 and 193 citations in Scopus.

Most Contributing Authors								
Authors	Country	PY_start	NP	TC	AF	h_index	g_index	m_index
Salas-Vallina A	Spain	2017	11	425	4.75	10	11	1.429
Alegre J	Spain	2017	6	315	2.25	6	6	0.857
Rego A	Portugal	2008	4	325	1.67	4	4	0.25
Singh S	India	2014	4	94	1.42	4	4	0.4
Bani-Melhem S	Sharjah	2018	3	189	1.00	3	3	0.5
Mousa M	Peru	2020	3	82	1.83	3	3	0.75
Ravina-Ripoll R	Spain	2020	3	43	0.83	3	3	0.75
Ribeiro N	Portugal	2010	3	195	0.92	3	5	0.214
Abid G	Pakistan	2020	2	27	0.75	2	3	0.5
Ahumada-Tello E	California	2020	2	26	0.58	2	3	0.5
Al-Hawari Ma	Sharjah	2019	2	44	0.67	2	2	0.4
Bednárová-Gibová K	Slovakia	2021	4	11	3.00	2	2	0.667
Bhatti O K	Turkey	2019	2	17	0.83	2	2	0.4
Cunha M P	Portugal	2009	2	193	0.83	2	2	0.133
De Waal A	Netherlands	2018	2	25	1.50	2	2	0.333
Fernandez R	Spain	2017	2	69	0.83	2	2	0.286
Foncubierta-Rodríguez M-J	Spain	2020	2	13	1.25	2	2	0.5
Haar J	New Zealand	2018	2	45	0.42	2	2	0.333
Kasekende F	Uganda	2019	2	20	0.50	2	2	0.4
Kawalya C	Uganda	2019	2	20	0.50	2	2	0.4
Liu-Lastres B	United States of America	2021	2	10	1.00	2	2	0.667
López-Cabrales Á	Spain	2017	2	127	1.00	2	2	0.286
Maham R	Turkey	2019	2	12	0.83	2	2	0.4
Munene J C	Uganda	2019	2	13	0.50	2	2	0.4

Most Influential Articles

The most influential articles on workplace happiness in terms of citation impact are presented in the Table 4 below. The table indicates that (Fisher, 2010) article on happiness at work is the most cited publication with a total of 557 citations, followed by (Rego et al., 2010) article on the perception of organizational virtuousness and happiness as predictors of organizational citizenship behaviors, and (Bani-Melhem et al., 2018) article on determinants of employee's innovative behavior with a total of 152 and 145 citations respectively. Apart from Fisher (2010) highly influential article that has garnered an average of 27.7% citations each year since it was published, (Ravina-Ripoll et al., 2023b) article is the most recent on the list of the most prolific articles that has garnered the 38 citations till this date. Noteworthy, the most prolific articles on workplace happiness have elaborated on the concepts of happiness at work (de Waal, 2018; Fisher, 2010; Salas-Vallina et al., 2018; Salas-Vallina, López-Cabrales, et al., 2017b; Salas-Vallina, Simone, et al., 2020a), well-being (Al-Hawari et al., 2019; Bani-Melhem et al., 2018; Qaiser et al., 2020), work engagement (Gulyani & Sharma, 2018; Qaiser et al., 2020), organizational citizenship behavior (Mousa et al., 2020; Rego et al., 2010; Salas-Vallina, Alegre, et al., 2017), individual happiness (Mousa et al., 2020; Pryce-Jones & Lindsay, 2014a; Rego & Cunha, 2008), leadership (P. Hosie et al., 2012; Salas-Vallina, López-Cabrales, et al.,

2017b; Salas-Vallina, Simone, et al., 2020b; Salas-Vallina & Alegre, 2018), methods (Ramirez-Garcia et al., 2019; Salas-Vallina & Alegre, 2021; S. Singh & Aggarwal, 2018), and effectiveness (Atkinson & Hall, 2011; de Waal, 2018).

S.no	Authors	Paper	Journal	TC
1	Fisher C D (2010)	Happiness at Work	International Journal of Management Reviews	557
2	Arménio Rego, Neuza Ribeiro and Miguel P. Cunha (2009)	Perceptions of Organizational Virtuousness and Happiness as Predictors of Organizational Citizenship Behaviors	Journal of Business Ethics	152
3	Shaker Bani-Melhem, Rachid Zeffane and Mohamed Albaitry (2018)	Determinants of employees' innovative behavior	International Journal of Contemporary Hospitality Management	145
4	Arménio Rego, Miguel Pina e Cunha (2008)	Authentic climates and employee happiness: Pathways to individual performance?	Journal of Business Research	95
5	Andrés Salas-Vallina, Álvaro López-Cabrales, Joaquín Alegre, and Rafael Fernández (2017)	On the road to happiness at work (HAW): Transformational leadership and organizational learning capability as drivers of HAW in a healthcare context	Personnel Review	79
6	Andrés Salas-Vallina, Joaquín Alegre and Rafael Fernández Guerrero (2018)	Happiness at work in knowledge-intensive contexts: Opening the research agenda	European Research on Management and Business Economics	61
7	Mohamed Mousa, Hiba K. Massoud and Rami M. Ayoubi (2020)	Gender, diversity management perceptions, workplace happiness and organisational citizenship behaviour	Employee Relations	54
8	Carol Atkinson and Laura Hall (2011)	Flexible working and happiness in the NHS	Employee Relations	49
9	(Salas-Vallina et al., 2018)	The human side of leadership: Inspirational leadership effects on follower characteristics and happiness at work (HAW)	Journal of Business Research	46
10	Warr P (2007)	Searching for happiness at work	The Psychologist	42
11	Andres Salas-Vallina, Joaquín Alegre	Happiness at work and organisational citizenship behaviour: Is organisational learning a missing link?	International Journal of Manpower	44

	and Rafael Fernandez (2017)			
12	(S. Singh & Aggarwal, 2018)	Happiness at work scale: Construction and psychometric validation of a measure using mixed method approach	Journal of Happiness Studies	41
13	(Al-Hawari et al., 2019)	Determinants of frontline employee service innovative behavior: The moderating role of co-worker socializing and service climate	Management Research Review	31
14	(Pryce-Jones & Lindsay, 2014a)	What happiness at work is and how to use it	Industrial and Commercial Training	28
15	(Salas-Vallina & Alegre, 2021)	Happiness at work: Developing a shorter measure	Journal of Management and Organization	26
16	(Salas-Vallina & Fernandez, 2017)	The HRM performance relationship revisited: Inspirational motivation, participative decision making and happiness at work (HAW)	Employee Relations	25
17	(P. Hosie et al., 2012)	The impact of happiness on manager's contextual and task performance	Asia Pacific Journal of Human Resources	24
18	Moccia (2016)	Happiness at work	Psychologist Papers	23
19	(Gulyani & Sharma, 2018)	Total rewards components and work happiness in new ventures: The mediating role of work engagement	Evidence-based HRM	23
20	(de Waal, 2018)	Increasing organisational attractiveness: The role of the HPO and happiness at work frameworks	Journal of Organizational Effectiveness: People and Performance	22
21	(Salas-Vallina & Alegre, 2018)	Unselfish leaders? Understanding the role of altruistic leadership and organizational learning on happiness at work (HAW)	Leadership and Organization Development	22
22	(Kaiser et al., 2020)	Nourishing the bliss: Antecedents and mechanism of happiness at work	Total Quality Management and Business Excellence	21

23	(Ravina-Ripoll et al., 2023b)	Mapping intrapreneurship through the dimensions of happiness at work and internal communication	Corporate Communications	16
24	(Salas-Vallina, Pozo-Hidalgo, et al., 2020)	High involvement work systems, happiness at work (HAW) and absorptive capacity: a bathtub study	Employee Relations	16
25	(Ramirez-Garcia et al., 2019)	Happiness at work: Measurement scale validation	RAE Revista De Administracao De Empresas	11

Most Contributing Countries

To an extent, the Nation's growth and development depend on that country's research oriented activities (Jain & Tripathi, 2023). Among the top 25 countries, the USA holds the first position in the SCOPUS database followed by Spain and India as shows in Fig. 7. In Scopus the top three Nations, USA, Spain and India contributed 50.65% of total publications. The top countries for workplace happiness research are primarily developed nations. Developing Nations such as India, Portugal, Malaysia have also started producing papers in this domain. Among Asian countries, India is the top contributor with 234 (14.48%) in Scopus. However, according to citations Australia has the highest citation 645 total citations, although the number of articles are limited, followed by Spain (502) and USA (434) total citations. Higher citations denoted that articles from Australia, Spain and USA are more impactful than others. This is evident from the list of most influential articles as shown in Table 4.



Fig. 9 Most Contributing Countries

Most Productive Journals

The 246 publications analysed are dispersed across various journals. Table 5 presents the list of most productive and prominent journals publishing on workplace happiness. The top 25 journals have published 85 of the total articles studied, representing 34.55% of the total. Sustainability-Switzerland is the most productive platform, publishing 11 articles, followed by Frontiers in Psychology with 8. Workplace happiness is a matter of employer's and decision maker's interest and justifies its presence well within the scope of these journals. Furthermore, many of these journals have a Chartered Association of Business Schools (CABS) and SCImago Journal Rankings which shows that the field occupies a position in the quality journals of business and management research.

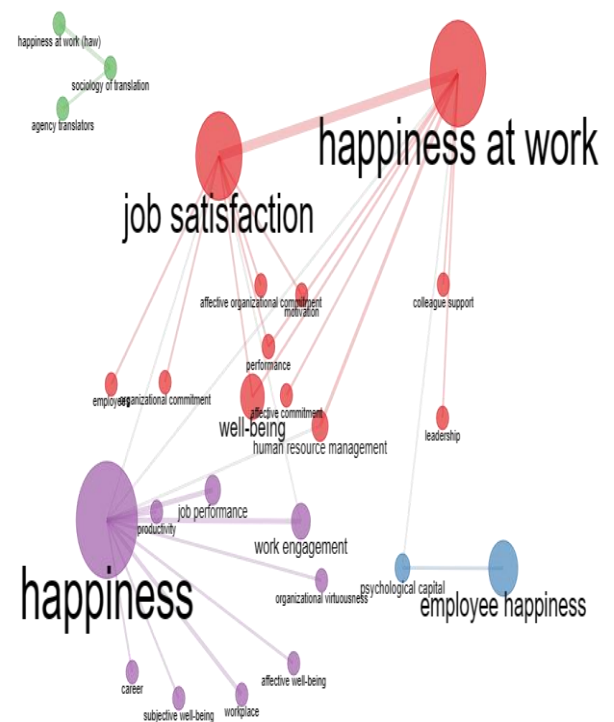
Most Productive Journal in Workplace Happiness				
Journal Name	CABS Rating	SJR Ranking	Publisher	Total Articles
Sustainability (Switzerland)	NR	Q2	MDPI - Switzerland	11
Frontiers in Psychology	NR	Q2	Frontiers Media S.A - Switzerland	8
Employee Relations	2	Q1	Emerald Group Publishing Ltd.	6
Cogent Business and Management	1	Q2	Cogent OA	4
Corporate Governance (Bingley)	2	Q1	Emerald Group Publishing Ltd.	4
Problems and Perspectives in Management				
Administrative Sciences				
Applied Research in Quality of Life	NR	Q2	Springer - Netherlands	3
Evidence-Based HRM	NR	Q2	Emerald Group Publishing Ltd.	3
Human Relations	4	Q1	SAGE Publications Ltd.	3
International Journal of Business Excellence	1	Q3	Inderscience Enterprises Ltd.	3
International Journal of Scientific and Technology Research				
Journal of Business Research	3	Q1	Elsevier Inc.	3
Journal of Happiness Studies	1	Q1	Springer - Netherlands	3
Polish Journal of Management Studies	NR	Q3	Czestochowa University of Technology	3
Corporate Communications				
Current Psychology	1	Q2	Springer - Netherlands	2
Industry and Commercial Training				

International Journal of Contemporary Hospitality Management	3	Q1	Emerald Group Publishing Ltd.	2
Journal of Psychology in Africa				
Journal of Applied Psychology	4*	Q1	American Psychological Association	2
Journal of Business Ethics	3	Q1	Springer - Netherlands	2
Journal of Management and Organization	2	Q2	Cambridge University Press	2
Journal of Organizational Effectiveness	2	Q2	Emerald Group Publishing Ltd.	2
Management Research Review	1	Q1	Emerald Group Publishing Ltd.	2
Quality and Quantity	NR	Q1	Springer - Netherlands	2
Academy of Management Journal	4*	Q1	Academy of Management	1
Academy of Management Perspectives	4	Q1	Academy of Management	1
Asia-Pacific Journal of Business Administration	NR	Q2	Emerald Group Publishing Ltd.	1

Keyword Co-occurrence Analysis

The authors used VOS Viewer to get the information on essential keywords. A total of 710 keywords were identified from the 249 documents. Table 6 shows the list of most frequently used keywords in the literature on workplace happiness. Some modification is done to merge similar keywords. For instance, authors have used happiness at work and workplace happiness in a similar context. Out of 710 keywords, the top 21 keywords were identified with a filter of a minimum of 5 occurrences. Happiness is the most frequently used keyword with a frequency of 44. This shows the central of the relevant literature. Other keywords are happiness at work (40 times), job satisfaction (28 times), well-being (13times) and work engagement (11times) among the top 21 keywords. Another important finding from the analysis is that some authors have specified employee well-being while others have used only well-being. Authors have studied life satisfaction as a subset or dimension of workplace happiness (Salas-Vallina, Alegre, et al., 2017).

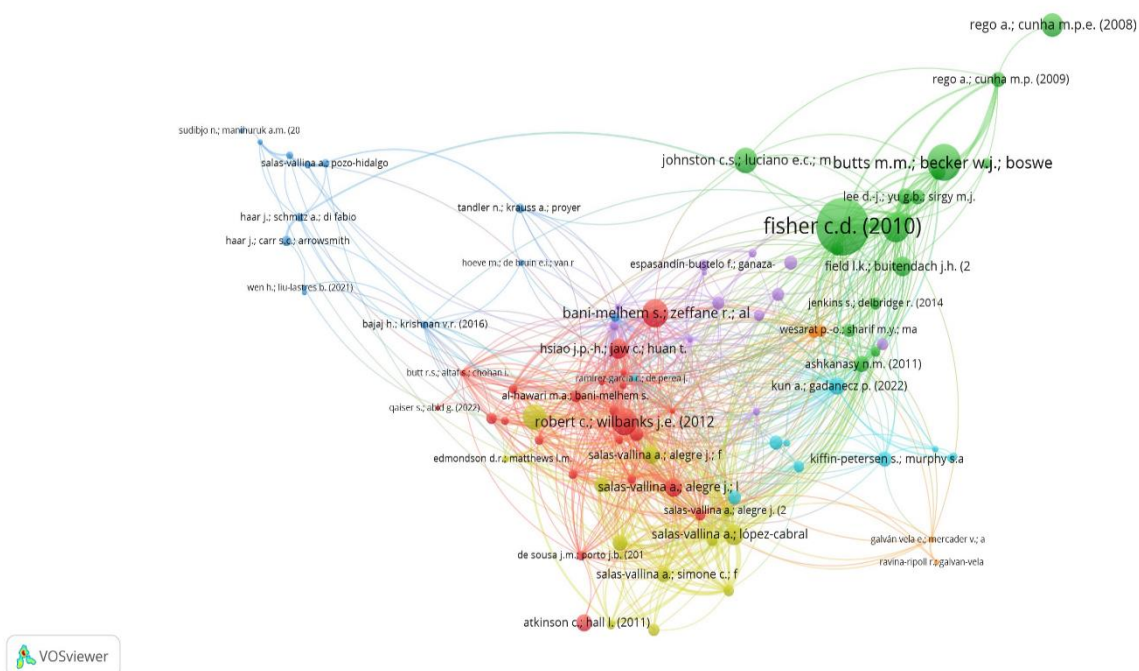
Fig.8 shows the co-occurrence of commonly used keywords and explains how workplace happiness relates to others terms in the literature. The thickness of the lines represents the co-occurrence of the keywords. The node's size represents the number of occurrences of the keywords that match above table 6. The top three keywords thus are happiness at work, happiness and job satisfaction. Some authors have studied the general well-being of individuals (E. D. Diener & Biswas-Diener, 2002; E. Diener & Seligman, 2002), whereas others have studies happiness at work and employee well-being (Arnold et al., 2007; Arslan & Polat, 2020b; Dahiya & Raghuvanshi, 2021; Dominko & Verbič, 2019; Ilies et al., 2005; Kanan & Abdullah, n.d.; Shelke & Shaikh, 2023; Sherman et al., 2016; Yang, 2014). Job satisfaction and happiness have the highest co-occurrence in the selected studies, followed by work engagement and well-being (Bellamkonda & Pattusamy, 2022; Gulyani & Sharma, 2018; Wright et al., 2007). This study also strongly suggests that employee happiness greatly depends on human resource management, work engagement, psychological capital and leadership. Therefore, we can see a connection between these variables and happiness.



Bibliographic Coupling of Workplace Happiness RQ 4

Bibliographic coupling discerns the semantic association among publications to uncover latent research themes to guide future research directions (Donthu et al., 2021). It works on data clustering techniques in which similar publications based on shared characteristics are grouped in the same cluster (Chandra et al., 2022). Nodes represent publications, while edges represent the connections among publications. The thickness and density of the edges signify the degree of homogeneity among these publications (Verma & Yadav, 2021). Algorithms such as the edges among algorithms, the Louvain algorithm, leading eigenvalues, the spinglass algorithm, and the walk trap algorithm instrumentalize the calculation of the modularity index to showcase the strength of the relationships among publications. The louvian algorithm optimizes the modularity index in this study, and the between centrality calculations discern prominent publications in different clusters. The clusters are named using inter-coder agreement, as suggested by Tinsley & Weiss (2000).

Fig 9. Clusters of Workplace Happiness: Bibliographic Coupling



The bibliographic coupling analysis reveals seven distinct bibliographic (thematic) clusters consisting of 93 out of 107 documents (86.91%) that characterize the body of knowledge of workplace happiness, namely impact of workplace happiness, spirit of camaraderie, authentic happiness, diversity-based happiness, innovativeness, emotional expression and happy productive worker thesis. The major topics explored and the top cited publications in each bibliographic thematic cluster emerging from bibliographic coupling are presented in Table 7.

Major Bibliographic Thematic Clusters of Workplace Happiness				
Cluster	Theme	TP	TC	TC/TP

Cluster 1 (Red)	Impact of workplace happiness	24	666	27.75
Cluster 2 (Yellow)	Spirit of Camaraderie	18	1477	80.38
Cluster 3 (Green)	Authentic Happiness	12	121	10.08
Cluster 4 (Blue)	Diversity Based Happiness	13	449	34.53
Cluster 5 (Purple)	Innovativeness	12	214	17.83
Cluster 6 (Indigo)	Emotional Expression	10	215	21.5
Cluster 7 (Orange)	Happy Productive Thesis	4	60	15

Bibliographic cluster 1: Impact of workplace happiness

The first cluster concentrates on the impact of workplace happiness recommendation through 23 publications (TP) that have accumulated a total of 666 citations and an average of 28.95 citations per publications (TC/TP) Table 7. About 39% of publications in this cluster were published between 2020 to 2022, with the oldest publication appearing in 2011 (Atkinson & Hall, 2011). Noteworthy, the cluster sheds lights on how to improve employee's job satisfaction (Butt et al., 2020), through influential motivating factors such as quality of work life and happiness at work. The cluster also indicates that workplace happiness is the determinant of employee's innovative behavior (Bani-Melhem et al., 2018). This cluster signifies the importance to directly measure employees' happiness (S. Singh & Aggarwal, 2018; Thompson & Bruk-Lee, 2021), link employees' happiness to outcomes of organizational interest (Atkinson & Hall, 2011; Gulyani & Sharma, 2018; Kawalya et al., 2019; Pradhan et al., 2022; Salas-Vallina, 2020), and assess the impact of psychological factors in decreasing levels of happiness at work (Hsaio et al., 2015; Qaiser & Abid, 2022). Upon detailed scrutiny, this study finds that the most prolific publications in this cluster concentrate on employee's job satisfaction, innovative behavior, co-worker support, high performance working system (Salas-Vallina et al., 2020), psychometric validation, flow and intrinsic motivation (Qaiser et al., 2020), humor events and affect in organization (Robert & Wilbanks, 2012) and managerial communication practices (Dasgupta et al., 2014).

Bibliographic cluster 2: Spirit of Camaraderie

The second cluster which is the most productive cluster encapsulates research on workplace happiness through 18 publications (TP) that have acquired a total of 1477 citations (TC) and an average of 82.05 citations per publications (TC/TP). About 33% of publications in this cluster were published in the year between 2015 to 2018 with the oldest appearing in 2008 (Rego & Cunha, 2008). The cluster sheds light on the positive psychology movement with an increased attention to organizational virtuousness, engagement and happiness (Singh et al., 2018) and how happiness predicts positive organizational behaviors (Rego et al., 2010). Upon detailed scrutiny, this study observes that the most prolific publications in this cluster focus on emotion-based well-being (Wright, 2014), effects of ethics on happiness (Jin Lee et al., 2018), effects of electronic communication, non-work conflict on happiness (Butts et al., 2015), and multilevel perspective of job characteristics on happiness (Oerlamans & Bakker, 2018). The study also focuses on happiness in thriving and failing companies (Bassi et al., 2013), family

organizations (Jin-Lee et al., 2018), insurance companies (Rego & Cunha, 2008) and in collectivistic context (Rego & Cunha, 2010).

Bibliographic cluster 3: Authentic Happiness

The third cluster, focuses on authentic happiness and subjective well-being through 12 publications (TP) and have amasses a total of 121 citations (TC) and an average of 10.08 citations per publication (TC/TP). About 66% of publications in this cluster have been published in the last 3 years, with the oldest articles appearing in 2016 (Allen & McCarthy, 2016)The studies in this cluster have found that happy workers are more productive (Salas-Vallina et.al., 2020). The role of happiness in efficient change management and performance (Allen & McCarthy, 2015), and effects of mindfulness in happiness of employees (Hoeve et al., 2021). The study also emphasises on how happiness positively affects mental health through job satisfaction (Sudibjo & Manihuruk, 2022) through social exchange theory (Bajaj & Krishnan, 2016).

Bibliographic cluster 4: Diversity Based Happiness

The fourth cluster, concentrates on diversity-based happiness through 13 publications (TP) that have garnered a total of 449 citations (TC) and an average of 34.53 citations per publication. About 46.15% of publications in this cluster have been published in the last 3 years, with the oldest article appearing in 2014 (Pryce-Jones & Lindsay, 2014b). The cluster sheds light on the role of diversity management and organizational gender inclusion in employee's happiness (Mousa et al., 2020), in promoting organizational citizenship behavior (Mousa et al., 2020) within healthcare industries (Salas-Vallina et al., 2016), sales personnels (Edmondson & Matthews, 2020) and a detailed examination of happiness among knowledge intensive workers (Salas-Vallina et.al., 2018). This cluster explains how human resource management practices and engaging transformational leadership work together towards workplace happiness (Salas-Vallina et.al. 2020). Change management, organizational, team and leadership development is often conducted through frameworks that do not meet expectations. This cluster explains how the science of happiness at work delivers strategic outcomes when used in a bottom-up and top-down approach (Pryce-Jones & Lindsay, 2014b).

Bibliographic cluster 5: Innovativeness

The fifth cluster, which is the most impactful cluster, focuses on innovativeness and creativity in enhancing employees' happiness through 12 publications (TP) that have garnered a total of 214 citations (TC) and average of 17.83 citations per publication (TC/TP). About 41.66% of publications in this cluster have been published in the last 3 years, with the oldest articles appearing in 2000 (Henderson, 2000). The cluster sheds light on the process for career happiness (Henderson, 2000), and a new perception at employee's happiness (Bastos & Barsade, 2020). This cluster investigates the relationship between perceptions of leadership and commitment through happiness (Semedo et al., 2019) within hospitality industries (Bibi et al., 2021), education sector (Benevene et al., 2019), and banking and financial sectors (Maham & Bhatti, 2019). This cluster also describes the relationship between psychological capital and happiness at work- eudaimonic well-being at both affective and cognitive components

(Basinska & Rozkwitalska, 2022). Finally, the work in this cluster has identified the factors that individuals consider necessary to be happy in their job and developed a validated scale JDH- job design happiness scale (Dutschke et al., 2019).

Bibliographic cluster 6: Emotional Expression

The sixth cluster concentrates on emotional expression and display of happiness through 10 publications (TP) that have received a total of 215 citations (TC) and an average of 21.5 average citations per publications. Upon detailed scrutiny, this study observes that the cluster and its most prolific publications focus on controlling anger and happiness at work, and how happiness is displayed at work (Sloan, 2012). This cluster examines the emotional display of employees in service-based industries (Soderlund & Berg, 2020) particularly in advertising, hospitality sector (Wolter et al., 2019), and religious encounters (Francis & Crea, 2018). Affective events theory suggests customer interactions elicit event appraisals that, in turn, prompt affective relations in employees (Peterson et.al., 2012), this cluster elucidates the daily events and cognitive appraisals that elicit positive emotional expressions in customer service industries (Peterson et.al., 2012; Kun & Gadanez, 2022). This cluster also identifies that there is a connection between ecological restoration and workplace happiness, through a study done on the workplace well-being on Maungataturi mountain (Roche & Rolley, 2011).

Bibliographic cluster 7: Happy Productive Thesis

The seventh and final cluster concentrates on happy productive worker thesis, manager's happiness and senior management support through 4 publication (TP) that have receives a total of 60 citations (TC) and an average of 15 citations per publication (TC/TP). The oldest publication in this cluster appeared in 2009 (P. J. Hosie & Sevastos, 2009) while the most recent publication was published in 2023 (Ravina-Ripoll et al., 2023b), which suggests that this cluster is in emerging path. Upon detailed scrutiny, this study has emanated from an enduring stream of research into individual performance and organisational productivity where happy employees are believed to perform better (Hosie & Sevastos, 2009). A variation on the enduring employee happiness-productivity debate is evolving the "happy performing managers" proposition in this cluster (Vela et al., 2022).

Conclusion and Future Research

The field of workplace happiness is complex and multifaceted. While a basic understanding about workplace happiness exists, the concept was not as well-established or fortified as other marketing concepts. More often than not, happiness is treated as a subset of wellbeing, where the well-being is taken as a whole, which does not embody the true meaning of happiness. Positive psychology has attracted the attention of researchers (Seligman & Csikszentmihalyi, 2000), although there is still some debate on how helpful happiness at work might be (Salas-Vallina, López-Cabrales, et al., 2017) and what happiness at work depends on (Muchiri et al., 2012). Moreover, different positive attitudinal constructs appear to overlap with happiness at work (Warr & Inceoglu, 2012), which does not help to clarify this concept. To our knowledge, there are no previous reviews of the concept of happiness at work and our aim is to shed light

on this, its antecedents and its consequences, framed in work contexts where knowledge is crucial.

Being happy is fundamental for most people, and especially for employees who intensively use knowledge at work. These workers should be examined in isolation (Meyer, Stanley, & Vandenberg, 2013). Positive attitudes, such as HAW, which create an appropriate atmosphere at work (Salas-Vallina, López-Cabrales, et al., 2017; Salas-Vallina, Alegre, et al., 2017), are essential in contexts in which the process of generating, acquiring, and combining knowledge are necessary (Kogut & Zander, 1992).

First, we have explained the wide range of positive attitudinal concepts, focusing on those that better represent positive attitudes at work namely, job satisfaction, engagement, commitment, hedonia and eudaimonia, well-being, psychological capital and happiness at work, to clarify the different aims and scopes. While all these concepts have been distinctively defined, further research needs to focus on wider positive attitudinal concepts. In general, most attitudinal concepts are too narrow to explain positive attitudes at work, and only the happiness at work concept (Salas-Vallina, López-Cabrales, et al., 2017) attempts to broadly cover the territory of happiness at work.

Second, our study reveals that happiness at work depends mainly on work context factors, leadership styles, social interactions, and personal resources. Three underlying theories prevailed among these papers: the job demands-resources theory, the social exchange theory and Warr's Vitamin model. The latest research (from 2015 until now) follows the JD-R model and examines the effect of the transformational leadership style and the inspirational leadership style on happiness at work. It seems that those leadership styles which focus on people, such as transformational, authentic and creative leadership, have greater impact on happiness at work, compared to transactional leadership styles (Berson & Linton, 2005). In addition, social interactions and high-quality connections foster workers' happiness at work (Dutton & Ragins, 2007). Future research should address alternative organizational structures. Organizational support and justice also predict affective commitment (Sharma & Dhar, 2016). Opportunity for skill use, variety, environmental clarity (Warr, 2007), dignified treatment, fairness, pride in the company and camaraderie with colleagues (Sirota et al., 2005), autonomy (Heijstra & Jónsdóttir, 2011) and flexible working (Golden & Veiga, 2005) also seem to be contextual happiness at work antecedents for knowledge-intensive workers. In addition, personal resources, such as resilience, have been recently examined as an antecedent of job satisfaction (McVicar, 2016).

Third, past research shows that promoting happiness at work is a worthy goal. The relationship between positive attitudes and performance has been defined as the 'Holy Grail' of research in organizational behavior (Weiss & Cropanzano, 1996). In-depth meta-analyses ratify the influence of job satisfaction and organizational commitment on both in-role and extra-role performance (Harrison et al., 2006; Harter et al., 2002), particularly in complex jobs (Judge et al., 2001). However, more research is required in the positive attitudes-performance relationship. This study concludes that the main outcomes of happiness at work are related to in-role performance behaviors and extra-role performance behaviors. Four main theories

predominate in the happiness-outcomes analysis: the social exchange theory, the JD-R theory, the self-determination theory and the positive organizational theory.

Fourth, Harrison et al. (2006) and Fisher (2010) suggested that a wider attitudinal measure should be developed to understand work behavior, including job satisfaction, organizational commitment and other related constructs. Our research highlights the need for a broad-based, global measurement of happiness at work, such as Salas-Vallina et al.'s happiness at work construct. This is a general, broad-based attitudinal concept that includes a large number of constructs, ranging from eudaimonic to hedonic attitudes at different levels of analysis. We argue that the concept of happiness at work needs to be understood as an umbrella concept that comprises diversified factors, namely, engagement, job satisfaction and affective organizational commitment (Fisher, 2010; Salas-Vallina, López-Cabrales, et al., 2017). This construct seems to work accurately in knowledge-intensive contexts (Salas-Vallina, López-Cabrales, et al., 2017; Salas-Vallina, Alegre, et al., 2017), though needs further empirical evidence beyond the health sector.

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