



Depósito de investigación de la Universidad de Sevilla <https://idus.us.es/>

Esta es la versión aceptada del artículo publicado en:
MANAGEMENT DECISION (2023)

DOI: [10.1108/MD-11-2022-1495](https://doi.org/10.1108/MD-11-2022-1495)

Copyright: © 2019 [EMERALD GROUP PUBLISHING LTD](https://www.emerald.com/)

Exploring the Domain of Relationship Between Happiness Management in Organizations and the Environment

Dolores Rando Cueto

Department of Audiovisual Communication and Advertising, University of Malaga, Malaga, Spain

Carmen Jambrino-Maldonado

Department of Economics and Business Organization, Universidad de Malaga, Malaga, Spain

Gloria Jiménez-Marín

Department of Audiovisual Communication and Advertising, Universidad de Sevilla, Seville, Spain

Patricia P. Iglesias-Sánchez

Department of Economics and Business Organization, Universidad de Malaga, Malaga, Spain

Abstract:

Purpose – Organizational happiness has received exponential attention in recent years. To offer an over-view for future research gap, this article produces a comprehensive review by combining bibliometric analysis and interviews to key authors in the field. The main objective of this paper is to show the state of research regarding the environment in the management of happiness in organizations: the evolution of scientific activity, current trends in authorship, topics and future setting research agenda.

Design/methodology/approach – The methodological process focuses on a mixed method. A systematic review of the relevant literature; bibliometric analysis and network mapping in the Web of Science and Scopus data-bases; bibliometric network analysis of authorship, citation and co-occurrence of key words in scientific publications.

Findings – The results reveal that happiness management is gaining importance and, moreover, more than half of the publications about happiness management are related to the environment in which the organizations are immersed. Therefore, the study provides some research directions and insists on role of environment to better understand the theoretical and practical perspectives. Likewise, bibliometric analysis and interviews allow to measure quality, impact, productivity and scientific evolution which are increasingly valued in order to identify the main concepts and topics that are considered key, drivers of research and those gaps that should be addressed in future research work for the conceptual framework of happiness management in organizations.

Originality/value – Conclusions are drawn that promoting corporate social responsibility strategies, aimed at fostering sustainability and care for the environment result in the well-being of organizations and the performance of their workers are highlighted.

Keywords: Happiness management, Sustainability, Corporate social responsibility (CSR), Well-being, Ecosystem resources, Environment

Paper type: Original article

1. Introduction

This study is based on the growing interest shown by the scientific community in issues related to the promotion of happiness, environment, well-being in the organizational

environment and the positive consequences that, both at the individual and collective level (of the worker and the company), result from this (Bakker, 2009; Bakker and Leiter, 2010; Page and Vella-Brodrick, 2009; Vacharkulksemsuk and Fredrickson, 2013). In the same way, researchers have focused their work on the integration of the referred to elements, focused on employee satisfaction, as a strategy for the management of organizations (Fisher, 2010; Kamel *et al.*, 2017; Xanthopoulou *et al.*, 2012). The efforts of business leaders to enhance employee engagement levels, along with employee happiness and well-being, result in improved productivity, competitiveness and loyalty (Ahumada Tello, 2017; Llamas *et al.*, 2019; Núñez-Barriopedro *et al.*, 2021), as well as more efficient results (Ravina-Ripoll *et al.*, 2021). Its absence can have a negative impact on the physical and mental health of workers. (de las Heras-Pedrosa *et al.*, 2022; Scott-Jackson and Mayo, 2018).

Happiness at work and, specifically, the concept of "Happiness Management", as a business management tool to promote the improvement of the quality of life and well-being of staff (Ravina-Ripoll *et al.*, 2019), is gaining more and more relevance in literature (Jambrino-Maldonado *et al.*, 2022). However, it was not until the last decade that this scenario became evident (Jambrino-Maldonado *et al.*, 2022).

The environment -its influence on employee well-being, consequences of its condition and care, or impact of changes in the environment- is a frequent theme in publications on "Happiness Management", although it is not yet sufficiently widespread in the scientific field (Galiano-Coronil *et al.*, 2021). Authors who reinforce this idea establish close connections between success, happiness and environmental sustainability with the economy, well-being and human development (Kaklauskas *et al.*, 2020). Promoting studies on the impact of progressive environmental deterioration on a citizenship that is becoming vulnerable to environmental and social risks is essential (Durán-Romero *et al.*, 2020; Galiano-Coronil *et al.*, 2021).

In the immediate environment of employees, developments in the workplace, such as those related to the automation and digitization of processes, lead to changes in their tasks (Sima *et al.*, 2020). In this regard, authors such as Agrawal, Gans and Goldfarb (Agrawal *et al.*, 2019) indicate that new energy sources and social communication technology offer attractive opportunities to face resource mismanagement and to improve human welfare.

However, not all researchers support the thesis of a direct relationship between technification and labour welfare. Ravina-Ripoll *et al.* (2019) point out that the implementation of business models that promote labour precariousness derived from the automation and robotization of production processes threatens the so-called Welfare State (Sánchez-Bayón *et al.*, 2021). These authors believe that the concept of "Happiness Management" counteracts the negative effects that can be attributed to Industry 4.0, providing innovative and creative approaches that lead to happy people, a stable future and a sustainable environment (Ravina-Ripoll *et al.*, 2019). In the workplace, the alternative offered by leading companies in digital transformation is to enhance human talent and happiness in an economy of well-being that benefits the environment and future generations (Sánchez Bayón and García Ramos, 2021).

Thus, not only will advances in communication technologies contribute to the improvement of the functional management system (Karimi Pashaki, 2018) but the development of qualified human resources will lead to sustainable behaviour (Deaconu *et al.*, 2018). Consequently, the main focus would be on those corporate marketing strategies aimed at promoting sustainable actions that entail a happiness management model based on CSR (Jiménez-Marín *et al.*, 2022). The social responsibility of companies thus becomes a driving force for positive and sustainable labour relations (Amrutha, 2018). Faced with the new challenges that arise within organizations to improve well-being, good marketing practices would not only result in progress in this regard, but also in the reputation of the company itself (Ozanne *et al.*, 2021).

In the scientific literature, another of the aspects highlighted in the development of happiness in the business environment that has a positive impact on society is that which refers to the improvement of employees' spirituality (Robina-Ramírez *et al.*, 2022). Indeed, several authors oppose the preconceived idea that happiness and subjective well-being are directed towards the enjoyment of material goods when they show that employees prefer to develop spiritual values and resources as tools for facing adversity at work (Ravina-Ripoll, Ahumada-Tello, *et al.*, 2020);

Ravina-Ripoll, Foncubierta-Rodríguez, *et al.*, 2020; Robina-Ramírez *et al.*, 2022). This approach emphasizes the importance of people as a corporate leitmotiv, so that organizational human resources strategies aimed at their well-being and happiness assume value (Ravina-Ripoll, Romero-Rodríguez, *et al.*, 2022).

Certainly, in line with these contributions, it is also worth bringing in the perspective of human resources practices that affect employee well-being, as it is stated by Huang *et al.* (2016). In this sense, the HPWS (High Performance Work Systems) positively influences employee well-being; it positively affects employees' work involvement through the mediating effect of their own well-being. It is interesting, therefore, to know and understand those of satisfaction, understood as a possible synonym of work happiness, on employee well-being through an integrative perspective of incorporating the theory of planned behavior and positive psychology.

Previous studies (Lepak *et al.*, 2006) suggest that effective human resource systems act effectively on employee performance by facilitating their motivation; if we add to this the perspective of positive psychology in organizations by addressing the importance of employee well-being in their work involvement in an organization, it not only improves employee performance, but also creates a better work environment, which in turn fosters greater employee well-being and thus results in happy and highly satisfied workers in an organization.

In a global economy increasingly based on information and knowledge management, the generation of economic value depends, to a large extent, on the capabilities and motivation of people, on human resources. However, different studies show high levels of dissatisfaction and, therefore, unhappiness in the work environment. The European Commission (2011) reported increased levels of work-related stress in a study conducted on a sample over a period of 10 consecutive years. In turn, chronic stress is one of the main causes of highly serious physical illnesses, such as different types of cancers or stroke (Kivimäki *et al.*, 2015). In fact, and this line, the *Health and Safety Executive* (HSE) estimated, in 2016, the figure of 10 million lost working days as a result of anxiety, depression and stress.

Thus, many companies are looking for ways to improve well-being, not only as an economic objective, but also as part of their CSR (Corporate Social Responsibility). In this line, it is interesting to note that an intervention that raises the prevalence of the worker improves well-being and performance, a highly beneficial issue for both employers and workers (Kersemakers *et al.*, 2018).

In this point it is interesting to highlight that, in psychology there are two popular conceptions of happiness: hedonic and eudaimonic. Both types of happiness achieve and contribute to overall well-being. Well-being is a complex construct that refers to optimal experience and functioning (Ryan and Deci, 2001). Thus, current research on well-being has been derived from two general perspectives: eudaimonic happiness and hedonic happiness.

On the one hand, the hedonic approach defines well-being in terms of pleasure attainment and pain avoidance; on the other, the eudaimonic approach focuses on self-actualization and defines well-being in terms of the degree to which a person is fully functioning. However, they differ in that eudaimonic happiness is associated with increased activity of the prefrontal cortex. An area associated with higher functions, behavioral planning and decision making; whereas, with hedonic happiness, the opposite is true.

In this sense, and from an eminently managerial point of view, the concept of happiness management could be directly associated with that of well-being from both points of view: the eudaimonic and the hedonic (Grant and McGhee, 2021). These two views have given rise to distinct foci of research and a body of knowledge that is divergent in some areas and complementary in others. New methodological advances concerning multilevel models and construct comparisons are also allowing researchers to formulate new questions for the field (Brüggen *et al.*, 2017). This review and bibliometric article examines research from both perspectives on the nature of well-being, its antecedents, and its stability over time and culture, always with happiness as the underlying concept.

With regard to the responsible agents for improving the environment for greater employee satisfaction, research not only highlights organizations as the promoters of this goal, but also

policy leaders (Galiano-Coronil *et al.*, 2021; García Vaquero *et al.*, 2021) individual employees themselves as the ultimate guarantors of their well-being (Foncubierta-Rodríguez *et al.*, 2021).

Among the most outstanding objectives pursued with the elaboration of this work, it is necessary to emphasize:

O1 To know the evolution and the volume of scientific papers published in the Web of Science (WoS) and Scopus databases on how happiness is managed from the point of view of the influence of the environment in organizations.

O2 To provide research trends related to the influence of the environment on the management of organizational happiness.

O3 To identify the most prolific and influential authors, as well as entities and geographic regions with greater projection in the subject of study on "Happiness Management".

O4 To show a representation of the predominant international scientific collaborative relationships.

O5. To explore gaps, challenges and opportunities in this field.

O6. To demonstrate the relationship between hedonistic and eudamonic theories and the management of happiness in the workplace.

As result of this framework is possible to point out that the main contribution is an exhaustive vision of the impact, productivity and scientific evolution in “Happiness management of organizations” and “Environment”. Furthermore, in contrast with bibliometric analysis papers, this study adds value to identify the main concepts, topics, gaps and future scientific agenda and it proposes a non-traditional method combining a literature mapping with a qualitative instrument: the personal interview. The join analysis allows to offer an original contribution triangulating the results.

2. Research design and method

2.1 Bibliometric analysis

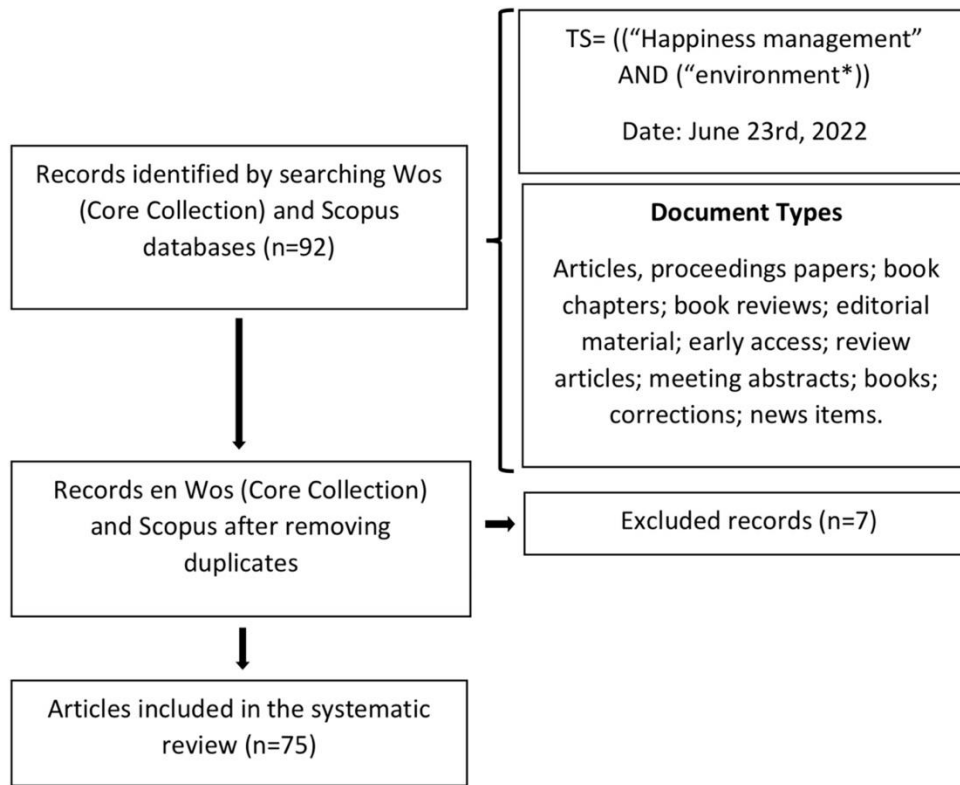
After the systematic review of the scientific literature published on "Happiness Management" and the influence of the environment on the management of happiness in organizations, a bibliometric analysis has been carried out, based on the tools and scientometric indicators (Chen, 2017; Dominko and Verbič, 2019; Jambrino-Maldonado *et al.*, 2022; Sánchez-Núñez *et al.*, 2020). Therefore, this study is based on the previous work carried out by Rando-Cueto *et al.* (2022) from which it is concluded that more than half of the studies on "Happiness Management" are related to the environmental setting.

The main sources of information were the Scopus and Web of Science (WoS) Core Collection databases, which accurately and reliably (Martínez *et al.*, 2015) collect the records of impact indexed journals. As shown in the Flowchart in Figure 1, out of the 116 records found in a first bibliographic search with the term "Happiness Management", 75 are works in which the environment has been considered as an influential element in happiness management. The summary of the final bibliometric search is shown in Table I.

Table I. Results of Scopus and WoS – Core Collection- search for bibliometric analysis.

Search/ Date	Search fields	Registers	Comments
13th June 2022	TS=(("Happiness management") AND ("environment*"))	75 Scopus (74) and WoS -Core Collection-(8)	The term “environment” is considered with different suffixes and duplicate records are eliminated
Source(s): Authors own creation			

Figure 1. Flowchart of the bibliographic search and selection process



From the results obtained in the search in Scopus and WoS, the VOSviewer software is used as a methodological tool for the analysis of bibliometric networks from which visual representations are extracted regarding: most influential authors and co-authorship; co-citation; prevalent topics according to the keywords chosen by researchers; geographic areas where most production is generated; as well as entities that offer the greatest support to studies on "Happiness management" and the environment (van Eck and Waltman, 2010; Sanchez-Nunez *et al.*, 2020).

2.2 Qualitative method

In-depth interviews were conducted with authors who have published papers in scientific journals about "Happiness Management" and "environment", in order to complement their answers with the results of the bibliometric analysis. The choice of this methodological tool with its subsequent qualitative analysis of the answered responses corresponds to a non-directive research strategy (Mendieta-Izquierdo and Cuevas-Silva, 2019) in which an open conversation is encouraged, from which a rich discourse is obtained due to the diversity of replies. The contribution of this technique is to complete the approach and to obtain a better understanding of the multiple interactions, experiences and feelings from some of the most experts in "Happiness Management". Studying several sets of answers in detail allowed us to gain knowledge of the relevant topics, evolution, gaps and, even, the ways to create collaborations and objectives of impact publishing. Moreover, the combination of bibliometric analysis and the interviews was valuable for the analysis because of the corroboration and triangulation of data.

Hence, we contacted all the authors appearing in WoS (dated 14th June 2022): ten authors affiliated to Spanish universities and one to the Polytechnic University of Salamanca in Ecuador (Table II), of which the majority -nine-, also stand out in the Scopus database among the most influential researchers.

Table II. Eleven authors referenced in WoS.

Authors	Affiliations
Foncubierta Rodríguez, María José	University of Cadiz (Spain)
Galiano Coronil, Araceli	University of Cadiz (Spain)
Jiménez Marín, Gloria	University of Seville (Spain)
López Sánchez, José Antonio	University of Cadiz (Spain)
Marchena Domínguez, José	University of Cadiz (Spain)
Montañés Del Río, Miguel Ángel	University of Cadiz (Spain)
Ramos, Miguel Ángel	Autonomous University of Madrid (Spain)
Ravina Ripoll, Rafael	University of Cadiz (Spain)
Sánchez Bayón, Antonio	Rey Juan Carlos University of Madrid (Spain)
Tobar Pesantez, Luis Bayardo	Salesian Polytechnic University (Ecuador)
Zambrano, Rodrigo Elías	University of Seville (Spain)
Source(s): Authors own creation	

Nine of the researchers listed in Table III took part in the interview: María José Foncubierta Rodríguez, Araceli Galiano-Coronil, Gloria Jiménez-Marín, José Antonio López-Sánchez, José Marchena-Domínguez, Miguel Ángel Montañés del Río, Rafael Ravina-Ripoll, Luis Bayardo Tobar-Pesantez and Rodrigo Elías-Zambrano.

The questions asked to the participants have been verified in previous works (Jambrino-Maldonado *et al.*, 2022; Rando-Cueto, Núñez-Sánchez, Fernández-Díaz, *et al.*, 2022; Rando-Cueto, Núñez-Sánchez, Jambrino-Maldonado, *et al.*, 2022). Personal face-to-face or telephone interviews were conducted with an average duration of 35 to 50 minutes. The main issues submitted to qualitative analysis are related to the approaches summarized in Table III:

Table III. Issues submitted to qualitative analysis.

Questions
1 Assessment of the emergence and growth in the last five years of scientific production related to the influence of the environment on happiness management
2 Evaluation of the lack of scientific work in this field
3 Analysis of the increased presence of Spanish authors on the international scene
4 Considerations on the lower number of citations in Spanish-authored scientific papers compared to research by authors of other nationalities
5 Most outstanding trends in research related to happiness management and environment
Source(s): Authors own creation

The qualitative analysis coincides with bibliometric analysis, as it delves into the number of scientific productions, geographical representativeness of the contributions, connections and networks between the main authors, the challenges and future line of research in this field. Each interviewee had the chance to reflect on the growth of his or her field of research, what the gaps are and how the scientific production is evolving in terms authors, networks and journals.

3. Findings

Among the results obtained, the recent trajectory of published papers, both in terms of quantity and citation, is noteworthy. Thus, it was not until the last five years that the upward curve in the number of papers published began, reaching its maximum during the year 2021 (Figure 2). Before 2018, the publication of two articles (in 2009 and 2015) is considered exceptional, with no major citation impact. In addition, Figure 2 shows the evolution of citations of disseminated studies, starting in 2019, although it is expected that in 2022 the citation rate will be higher than in the previous year due to the cadence of the curve.

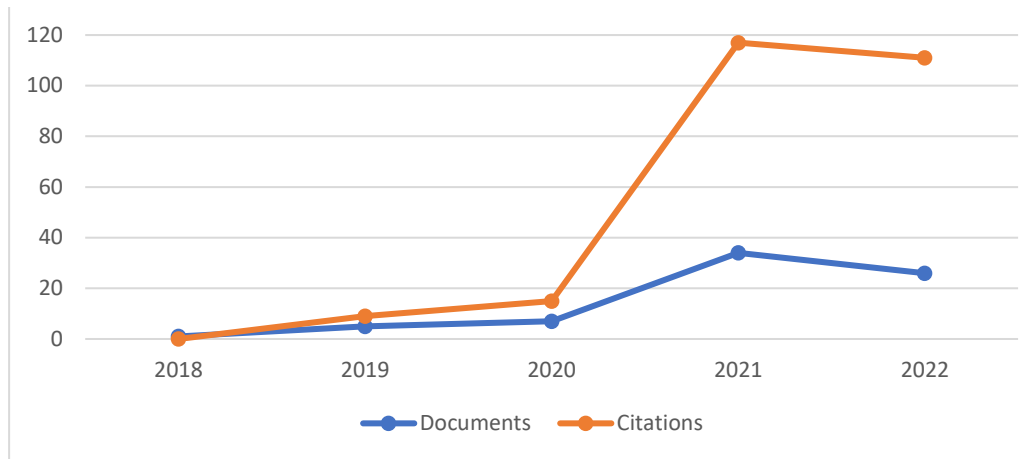


Figure 2. Evolution of documents and citations over time.

The citation index is shown in Table IV. A total of 252 citations were obtained from the 75 publications analyzed, which leads to an average number of citations per article of 3.36 and H-Index of 6.

Table IV. Citation report

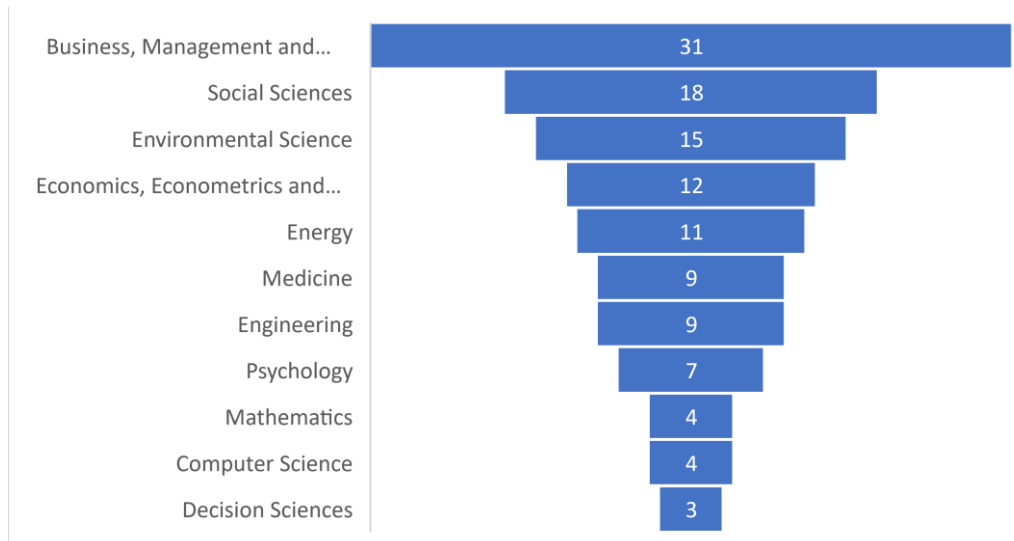
Citation report	
Publications	75
Times cited	252
Citation average per item	3.36
H-Index	6
Source(s): Authors own creation	

Out of the total number of documents, the majority (75.7%) are articles. The remaining publications are book chapters (8.1%), conference papers (6.8%), reviews (5.4%), as well as conference reviews (1.4%), editorials (1.4%) and notes (1.4%).

3.1. Analysis of the Main Areas of Knowledge and Sources by Number of Documents

With the aforementioned search for documents, the Scopus and WoS databases classify the records found in the areas of knowledge shown in Figure 3. Thus, the predominant category in the articles disseminated is the one that corresponds to the classification of *Business, Management and Accounting*, followed by *Social Sciences, Environmental Science, Economics, Econometrics and Finance* and *Energy*, with more than ten published papers.

Figure 3. Most relevant thematic areas of knowledge



The main scientific publications in which these topics are included and their impact index are shown in Figure 4 and Table V. The dispersion of works stands out, although those journals that have published more than two articles are classified in the graph (Figure 4), in addition to the book *Happiness Management and Social Marketing: A wave of Sustainability and Creativity* (Ravina-Ripoll, Tobar-Pesántez, et al., 2022), in which seventeen studies are included.

Figure 4. Sources with more than two published papers about the subject.



Table V. Journal Impact Report

Journals	Journal impact report (Scopus, 2022)
<i>Corporate Governance Bingley</i>	Q1
<i>Sustainability Switzerland</i>	Q1
<i>Revista Venezolana de Gerencia</i>	Q3
<i>Frontiers in Psychology</i>	Q2
<i>International Journal of environmental Research and Public Health</i>	Q1
<i>Journal of Leal Ethical and Regulatory Issues</i>	Q2
<i>Energies</i>	Q1
Source(s): Authors own creation	

3.2. Keywords analysis

The VOSviewer tool allows to building and interpretation of the visual representation of co-occurrence networks of relevant terms highlighted as keywords by researchers in their papers. The results of this keyword analysis reveal information about predominant concepts in scientific papers, as well as their interrelationship between clusters of words. (Appendix A. Table A1)

In this case, the keyword analysis yields a representation of the prevalent topics on the influence of the environment on happiness management that have been worked on in the scientific literature. According to Figure 5, the term "Happiness" is the one that prevails over the others, followed by "Happiness Management". Both terms, interconnected with each other, share a close relationship with terms such as "sustainability", "environment", "corporate social responsibility", "satisfaction", "happiness at work", "well-being", "social media", "creativity", "communication", "advertising", "COVID-19", among others.

"Sustainability" and "satisfaction" are two of the terms that encompass other conceptual groups, which means that they show a strong co-occurrence with other clusters. Thus, for example, in the case of "sustainability", respect for the environment and actions aimed at achieving the Sustainable Development Goals set at the European level, as organizational strategies that lead to greater "trust" and "loyalty" in the work environment and their impact make up some of the most clearly defined clusters (in green and blue). These theories are analyzed by different authors (Cloutier and Pfeiffer, 2015; Sameer et al., 2021).

Regarding the concept of "satisfaction", it should be noted that it is also closely related to other terms such as "climate change", "circular economy", "european green deal", "industry 4.0", "human resources" and "destination image".

A well-defined cluster in red is the one that refers to aspects related to food, types of food, nutrition and these, in turn, with children and adolescents, with the concept of "social media" at the forefront. Among the authors working on Happiness management in organizations and its relationship with the environment, those whose lines of research are aimed at analyzing nutrition and happiness in relation to the environment of the younger population stand out (Jiménez-Marín et al., 2020).

Moreover, "marketing" is another of the concepts highlighted as the core of different clusters. Thus, in light blue, it appears directly related to "companies", "commercial", "advertising", among other terms of the same family, although its relationship with others such as "obesity" or "racial health disparities" and "adolescents", which are interpreted in the same way as in the previous section, in relation to the nutritional health of the population, should be highlighted (Elías Zambrano et al., 2021).

However, marketing also appears, although not literally in other groups with terms such as "sport marketing" (in yellow), "branded content" (in purple), "customer engagement with dsr" (in pale orange), which refers to the work of marketing actions in organizations for the benefit of happiness (Jiménez-Marín et al., 2022)

Non-tangible aspects related to spirituality are also reflected in different clusters, such as the one in bright orange, which highlights the concern of organizations for respecting rest at work, the "spiritual dimension", "stress" and "values", emphasizing "subjective happiness" (Righi and Masserini, 2021; Millan-Franco et al., 2021). The "values" are in turn highlighted in the brown cluster related to "entrepreneurship" and "employee well-being".

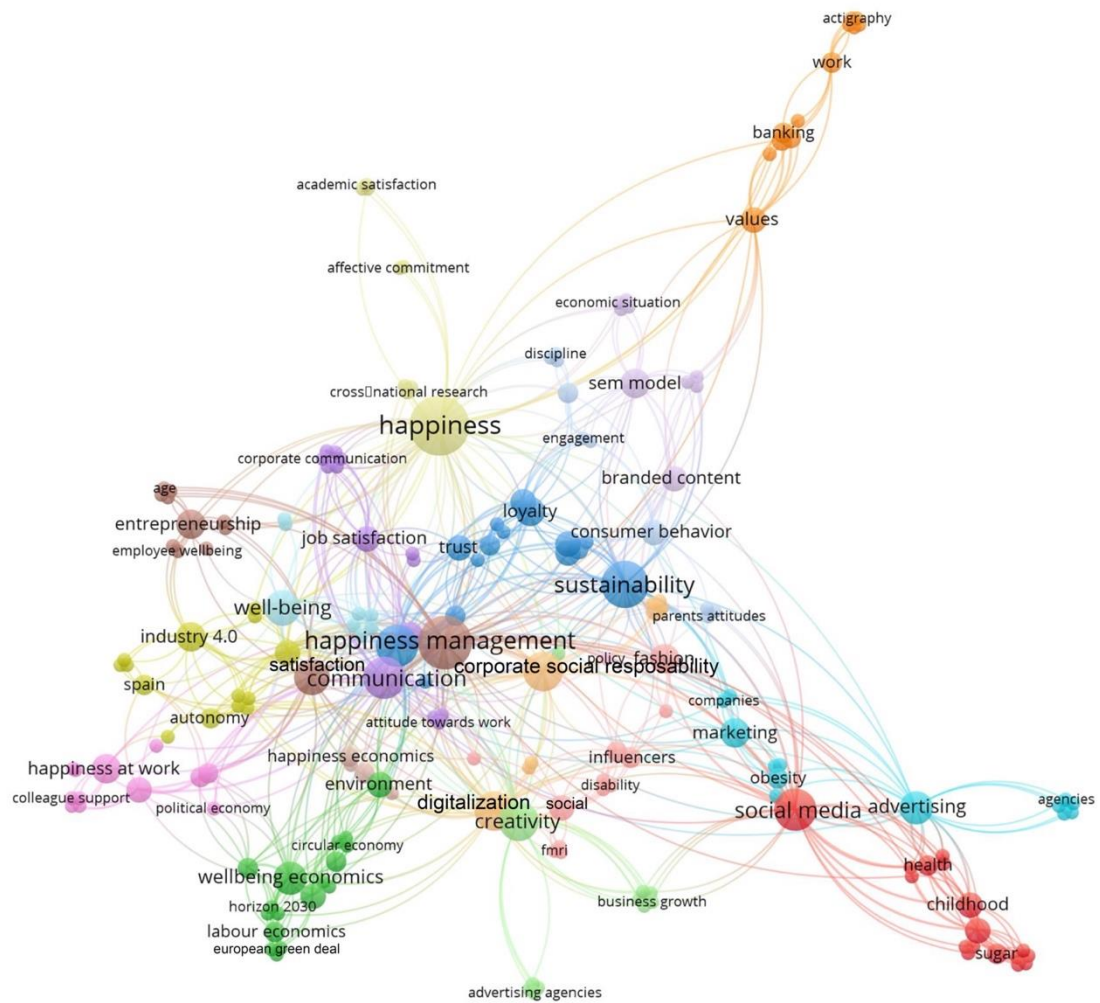


Figure 5. Keyword co-occurrence map

3.3. Analysis of autorship

Authorship is also analyzed with the VOSviewer software tool, highlighting the authors with the greatest number of published works, as well as citations obtained from their research and their interrelation with other studies (Figure 6). In short, the authors with the greatest influence in the field of research are visualized, with Spanish nationality being the most prevalent in the works on "Happiness management" and "environment".

However, in Table VI, which details the works of the authors who have received the highest number of citations (from three), the article by Sima, et.al from the universities of Romania and Serbia, with more than 90 citations, stands out in first place (*Sima et al., 2020*). This article focuses on the influence of the Industry 4.0 revolution on the development of human capital, analyzing aspects such as new jobs and labour competencies; capacity for innovation in the work environment; or digitization of processes, among other aspects. The concept of Industry 4.0 is recurrent in the articles recorded in Table VI. Of the eight articles with more than five citations, three refer to this concept.

Other sub-themes that are most frequently repeated in these papers are those referring to sustainable development and rural environment, perception of happiness, commitment and loyalty or Social Marketing and Happiness Management Perspective.

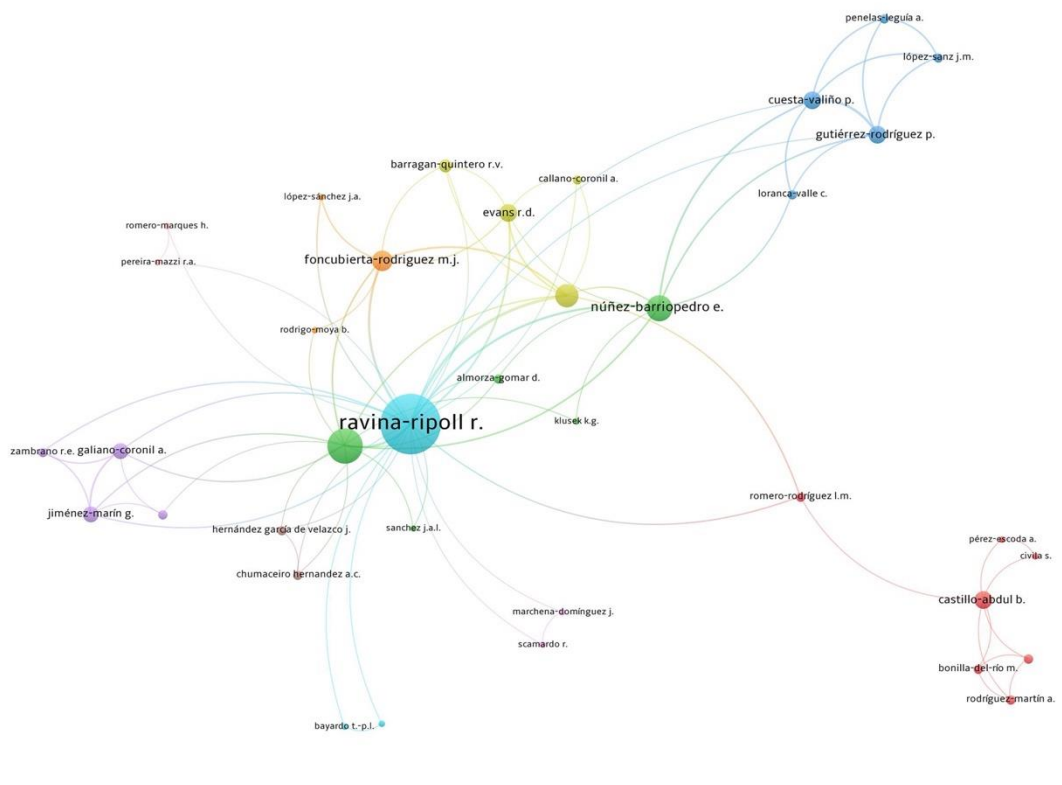


Figure 6. Authorship co-occurrence map

Table VI. Articles and sources with the highest numbers of citations.

Authors (year)	Articles	Sources	Category		Citation	
			WoS	Scopus	WoS	Scopus
Sima <i>et al.</i> (2020)	Influences of the industry 4.0 revolution on the human capital development and consumer behavior: A systematic review. https://doi.org/10.3390/su12104035	Sustainability (Switzerland)	Q2	Q1	–	92
Núñez-Barriopedro <i>et al.</i> (2020)	Happiness perception in Spain, a SEM approach to evidence from the sociological research center. https://doi.org/10.1007/s11135-019-00955-w	Quality and Quantity	Q2	Q1	–	14
Ravina Ripoll <i>et al.</i> , 2019a	Employee happiness in the industry 4.0 Era: Insights from the Spanish industrial sector. https://doi.org/10.1109/TEMSCON.2019.8813623	2019 IEEE Technology and Engineering Management Conference, TEMSCON 2019 8813623	–	–	–	13
López-Sanz <i>et al.</i> (2021a)	Sustainable development and consumer behavior in rural tourism—the importance of image and loyalty for host communities. https://doi.org/10.3390/su13094763	Sustainability (Switzerland)	Q2	Q1	–	10
López-Sanz <i>et al.</i> (2021b)	Sustainable development and rural tourism in depopulated areas. https://doi.org/10.3390/land10090985	Land	Q2	Q2	–	8
Ravina Ripoll <i>et al.</i> , 2019a	Happiness Management in the age of Industry 4.0 https://doi.org/10.17163/ret.n18.2019.01	RETOS-Revista de Ciencias de la Administración y Economía	ESCI	–	8	–
Jiménez-Marín <i>et al.</i> (2020)	Food and Beverage Advertising Aimed at Spanish Children Issued through Mobile Devices: A Study from a Social Marketing and Happiness Management Perspective. https://doi.org/10.3390/ijerph17145056	<i>International Journal of Environmental Research and Public Health</i>	Q1	Q1	7	8
(Núñez-Barriopedro <i>et al.</i> , 2021)	How Does Happiness Influence the Loyalty of Karate Athletes? A model of Structural Equations from the Constructs: Consumer Satisfaction, Engagement and Meaningful. https://doi.org/10.3389/fpsyg.2021.653034	Frontiers in Psychology	Q2	Q2	–	6
López-Sanz <i>et al.</i> (2021c)	Rural Tourism and the Sustainable Development Goals. A Study of the Variables That Most Influence the Behavior of the Tourist https://doi.org/10.3389/fpsyg.2021.722973	Frontiers in Psychology	Q2	Q2	–	5

(continued)

Authors (year)	Articles	Sources	Category		Citation	
			WoS	Scopus	WoS	Scopus
Sánchez Bayón and García Ramos (2021)	A win-win case of CSR 3.0 for wellbeing economics: Digital currencies as a tool to improve the personnel income, the environmental respect and the general wellness https://doi.org/10.5209/reve.75564	REVESCO Revista de Estudios Cooperativos	ESCI	Q2	3	5
Giménez García-Conde et al. (2020)	Effective social marketing to improve parental intentions giving more fruits and vegetables to children https://doi.org/10.3390/su12197968	Sustainability (Switzerland)	Q2	Q1	-	5
Cuesta-Valiño et al. (2022)	The role of consumer happiness in brand loyalty: a model of the satisfaction and brand image in fashion https://doi.org/10.1108/CG-03-2021-0099	Corporate Governance (Bingley)	-	Q1	-	4
Ravina Ripoll et al. (2021)	Certification happiness management: An integral instrument for human resources management in post-COVID-19 era https://doi.org/10.1504/IJBE.2021.116606	International Journal of Business Environment	ESCI	Q3	4	4
Sánchez Bayón et al. (2021)	Wellbeing Economics: Beyond The Labour Compliance and Challenge For Business Culture	Journal of Legal, Ethical and Regulatory Issues	-	Q2	-	4
Ravina Ripoll et al. (2020)	Does the level of academic study influence the happiness of Spanish entrepreneurs in Industry 4.0? https://doi.org/10.1109/ICTE-V50708.2020.9114368	2020 International Conference on Technology and Entrepreneurship - Virtual, ICTE-V 2020	-	-	-	4
Llamas et al. (2019)	Assessing transversal competences as decisive for project management https://doi.org/10.1016/j.tsc.2018.11.009	Thinking Skills and Creativity	Q2	Q1	-	4
Robina-Ramírez et al. (2022)	Money cannot buy happiness: improving governance in the banking sector through spirituality https://doi.org/10.1108/CG-05-2021-0189	Corporate Governance (Bingley)	-	Q1	-	3
Castillo-Abdul et al. (2022)	Social media fostering happiness management: three luxury brands case study on Instagram. https://doi.org/10.1108/CG-05-2021-0201	Corporate Governance (Bingley)	-	Q1	-	3
García Vaquero et al. (2021)	European green deal and recovery plan: Green jobs, skills and wellbeing economics in Spain. https://doi.org/10.3390/en14144145	Energies	Q3	Q1	-	3
Eliás Zambrano et al. (2021)	Children, media and food. A new paradigm in food advertising, social marketing and happiness management. https://doi.org/10.3390/ijerph18073588	International Journal of Environmental Research and Public Health	Q1	Q1	4	3

(continued)

Authors (year)	Articles	Sources	Category		Citation	
			WoS	Scopus	WoS	Scopus
Foncubierta-Rodríguez <i>et al.</i> (2021)	Generational portrait of Spanish society in the face of climate change. A question to consider for the green economy under the well-being approach. https://doi.org/10.3390/en14040807	Energies	Q3	Q1	–	3
Cuesta-Valiño <i>et al.</i> (2021)	Sustainable management of sports federations: The indirect effects of perceived service on member's loyalty. https://doi.org/10.3390/su13020458	Sustainability (Switzerland)	Q2	Q1	–	3

Source(s): Authors own creation

4. Discussion

Scientific studies on the management of happiness and the environment have increased significantly in recent years, with a particularly significant volume of work on the influence of the environment on the quality of life and well-being of humans. In the workplace, the implications of the benefits for the worker and for the company, the fact that the employees feel and express themselves happily, are evident in terms of performance. The range of scientific works published internationally, as well as the testimonies of today's most influential authors, reflect not only what has been published so far on this subject, but also what research perspectives are being considered.

Authors differ in their studies on the causes that provoke happiness in organizations: whether these are of material origin, that is, derived from the economic income that the worker receives, or whether they are of immaterial origin, such as those related to family life, spirituality or the environment. (Ravina-Ripoll *et al.*, 2019). In any case, what has become evident in most of the studies is the weight that ecosystem services have in organizational life, particularly cultural services (Martin *et al.*, 2020), in line with the United Nations Millennium Ecosystem Assessment, according to a report by the European Union. (Directorate-General for Environment (European Commission), 2010; Sangha *et al.*, 2022). Such is the case that, for the workers, as well as for the entity for which they provide their services, it would be an advantage to manage strategies to improve the environment surrounding the employees. In addition to this, the relationships that happiness has with other variables that can become substitutes for other variables, such as hedonism itself or eudaimonic well-being, are also evident. Be that as it may, the relationship between happiness management and social welfare is undeniable and is becoming increasingly evident in the different and successive studies that have been carried out.

The growing interest in the subject indicated by researchers and the majority assessment of the scarcity and need to continue with this line of study, from multidisciplinary perspectives with the vision of the humanization of the economy, would allow to glimpse a gap in research. Management implications. The research findings show that the social changes produced by the Covid-19 pandemic have been a turning point for research in happiness management. This raises the need to adapt business management models towards sustainable models where the environment acquires a relevant role in the design of policies that strengthen the competitive advantages of any organization. Consequently, the authors offer keys for organizations that want to improve the performance of their activity, focusing attention on the environment surrounding them, including environmental strategies that ensure social welfare. Two main practical implications are provided: (1) companies should see themselves as a space for organizational and human development and should therefore strive to balance the objectives of economic profitability with those of people's well-being. The management of the happiness of the people who are part of the company is precisely a means to positively influence organizational performance. (2) the connections with sustainability and environment to show the engagement of organizations and to provide evidence of the mentioned humanization of the public and private sector should be developed in response to society's own demands.

In a prospective manner, the authors who participate in the study predict the continuity and increase of studies on the influence of the environment in the management of corporate happiness, promoting worldwide synergies between researchers from different backgrounds, in order to defend human development, avoid the dehumanization of work in the "new industrial revolution". (Ravina-Ripoll *et al.*, 2019; Ravina-Ripoll, Foncubierta-Rodriguez, *et al.*, 2020; Sima *et al.*, 2020).

The main limitation of this article could be inherent to bibliometric analyses of fields of study whose quality scientific production is recent. However, this aspect is considered and compensated for by the testimonies of authors who are currently at the forefront of research in the field. In addition, the scientific method used can be extrapolated and reproduced to give continuity to the study.

5. Conclusions

This study combined a bibliometric analysis and comprehensive review of the field based on main authors' impressions and views. The results suggests that "Happiness Management", as core of this research work, needs to be understood linked with the environment. The mixed method developed emphasizes the influence of environment on happiness management in organizations. Therefore, the challenge for academia is precisely the joint analysis of both for better deepen. The main contribution is the identification of gaps in the recent literature and, consequently, the proposal of avenues for setting a research agenda in order to advance and extent the field. Moreover, the study provides some explanations of directions, reasons of growing of the production in this field likewise the evolution and connections between topics, authors and, even regarding the gaps.

In the mapping of bibliometric networks developed, the interrelationship between groups of keywords in the scientific papers analyzed becomes evident. Thus, the meaning of "Happiness Management" is completed with terms such as "environment", "circular economy", "climate change", "European Green Deal", "green jobs", "reduction of polluting energies", "Horizon 2030", among others. The awareness of organizations for the promotion of a sustainable environment seems to be one of the requirements to achieve greater employment benefits. In turn, the link with other groups of concepts, such as "digitalization" and "technovation", "creativity", "corporate social responsibility" and "communication", reflect the situation in which organizations find themselves today: in a technician environment, in which creativity and innovation of new formulas are necessary, being socially responsible and aware of the value of communication in their work. Additionally, discussion and vision provided through interviews to the main authors integrate ideas to enrich research in "Happiness Management" and "environment influence" in organizations to have a more significant impact on the academia and business community in general.

In addition to the increase in publications on the object of study, one of the most outstanding aspects of the article is the role of the researcher in the field of organizational happiness and environmental management. In this sense, relevant projects are undertaken in which the economics of well-being is closely related to the business and environmental strategies established by organizations.

Appendix A

Table A1. Co-occurrence clusters of author's keywords

Clusters	Terms
1	Breakfast; child-oriented food; childhood; childhood obesity; educommunication; food; health; Mediterranean diet; mobile devices; nutria-score; nutrition labeling; nutritional quality; paos code; social media; sugar; television; ultra-processed foods
2	Accountability; circular economy; climate change; compliance; energy and environment taxes; environment; EU; European Green deal; green jobs; Horizon 2030; investment on environmental protection; labor economics; law and economics; recovery plan; reduction of polluting energies; skills; wellbeing economics
3	Commitment; depopulation; destination image; loyalty; motivation; rural tourism; satisfaction; service quality; sport management; sport marketing; sport organization; sustainability; systematic review; total quality management; trust
4	Artificial intelligence; autonomy; customer behavior; employee happiness; human resources; income; industry 4.0; information technology; labor market; private sector; public sector; Spain; support; work-life balance
5	Attitude toward work; attrition; communication; corporate communication; engagement at work; innovation; job satisfaction; organizational justice; organizational development; public relations; purpose; soft skills; team work; well-being at work
6	Adolescents; advertising; agencies; commercial; companies; culture; effectiveness; humor; international; management; marketing; obesity; racial health disparities; social
7	Actigraphy; banking; diurnal preference; Japan; money; sleep epidemiology project at the University of Tsukuba (slept); spiritual dimension; stress; subjective happiness; transcendence; values; work
8	Age; corporate governance; COVID-19; economic improvement; employee wellbeing; entrepreneurship; gender; happiness management; marital status; personal values; religion; wage earner
9	Chief happiness officer; colleague support; deviant workplace behavior; generic competencies; happiness at work; health management; Pakistan; perception; political economy; psychological contract breach; reputation; transparency
10	Disability; down syndrome; fashion; fmri; functional connectivity; graph theory; influencers; Instagram; social inclusion; social networks; university governance; Youtubers
11	Advertising agencies; business growth; competitiveness; creativity; eye tracking; personalization; positioning; ranking; social representation; split test; user profile
12	Consumer behavior; discipline; engagement; feeding; healthy behavior; meaningful; parental education; parents attitudes; pro-social preferences; quality
13	Academic satisfaction; affective commitment; cross-national research; Delphi methodology; happiness; organizational climate; organizational commitment; prospective research
14	Behaviors; branded content; economic situation; life satisfaction; norms; political situation; responsible; sem model; socio-demographic characteristics
15	Certificate; education; education for development; iso; organization; productive; stakeholders; well-being
16	Corporate social responsibility; customer engagement with dsr; digitalization; green innovation; green trust; organizational management; SMEs; strategic performance
17	Happiness economics; personnel income; technovation; wellness theory
18	policy

Source(s): Authors own creation

References

- Agrawal, A., Gans, J.S. and Goldfarb, A. (2019), "Artificial Intelligence: The Ambiguous Labor Market Impact of Automating Prediction", *Journal of Economic Perspectives*, Vol. 33 No. 2, pp. 31–50.
- Ahumada Tello, E. (2017), "Percepción de competitividad personal Un estudio desde la perspectiva de la felicidad, el bienestar y la educación en egresados universitarios", *Revista de Estudios Empresariales. Segunda Época*, No. 1, available at:<https://doi.org/10.17561/ree.v0i1.3187>.
- Amrutha, S. (2018), "Corporate social responsibility (CSR) as a driver for sustainable positive employment relationships-A comparative analysis", *JIMS8M: The Journal of Indian Management & Strategy*, Vol. 23 No. 4, p. 9.
- Bakker, A. (2009), "Building engagement in the workplace", in Cooper, C. and Burke, R. (Eds.), *The Peak Performing Organization*, Vol. 3, Routledge, pp. 50–72.
- Bakker, A.B. and Leiter, M.P. (Eds.). (2010), *Work Engagement*, 0 ed., Psychology Press, available at:<https://doi.org/10.4324/9780203853047>.
- Brüggen, E. C., Hogreve, J., Holmlund, M., Kabadayi, S., & Löfgren, M. (2017). Financial well-being: A conceptualization and research agenda. *Journal of business research*, Vol. 79, pp. 228-237.
- Castillo-Abdul, B., Pérez-Escoda, A. and Civilá, S. (2022), "Social media fostering happiness management: three luxury brands case study on Instagram", *Corporate Governance: The International Journal of Business in Society*, Vol. 22 No. 3, pp. 491–505.
- Chen, C. (2017), "Science Mapping: A Systematic Review of the Literature", *Journal of Data and Information Science*, Vol. 2 No. 2, pp. 1–40.
- Cuesta-Valiño, P., Gutiérrez-Rodríguez, P. and Loranca-Valle, C. (2021), "Sustainable Management of Sports Federations: The Indirect Effects of Perceived Service on Member's Loyalty", *Sustainability*, Vol. 13 No. 2, p. 458.
- Cuesta-Valiño, P., Gutiérrez-Rodríguez, P. and Núñez-Barriopedro, E. (2022), "The role of consumer happiness in brand loyalty: a model of the satisfaction and brand image in fashion",

- Corporate Governance: The International Journal of Business in Society*, Vol. 22 No. 3, pp. 458–473.
- Deaconu, A., Dedu, E., Igreț, R. and Radu, C. (2018), “The Use of Information and Communications Technology in Vocational Education and Training—Premise of Sustainability”, *Sustainability*, Vol. 10 No. 5, p. 1466.
- Directorate-General for Environment (European Commission). (2010), “Ecosystem Goods and Services”, European Union, available at: <https://op.europa.eu/s/wxQ7>.
- Dominko, M. and Verbič, M. (2019), “The Economics of Subjective Well-Being: A Bibliometric Analysis”, *Journal of Happiness Studies*, Vol. 20 No. 6, pp. 1973–1994.
- Durán-Romero, G., López, A.M., Beliaeva, T., Ferasso, M., Garonne, C. and Jones, P. (2020), “Bridging the gap between circular economy and climate change mitigation policies through eco-innovations and Quintuple Helix Model”, *Technological Forecasting and Social Change*, Vol. 160, p. 120246.
- Elías-Zambrano, R., Jiménez-Marín, G., Galiano-Coronil, A. and Ravina-Ripoll, R. (2021), “Children, Media and Food. A New Paradigm in Food Advertising, Social Marketing and Happiness Management”, *International Journal of Environmental Research and Public Health*, Vol. 18 No. 7, p. 3588.
- European Commission (2011). *Report on the Implementation of the European Social Partners’ Framework Agreement on Work-Related Stress*. Brussels: SEC.
- Fisher, C.D. (2010), “Happiness at Work: Happiness at Work”, *International Journal of Management Reviews*, Vol. 12 No. 4, pp. 384–412.
- Foncubierta-Rodríguez, M.-J., Ravina-Ripoll, R. and López-Sánchez, J.A. (2021), “Generational Portrait of Spanish Society in the Face of Climate Change. A Question to Consider for the Green Economy under the Well-Being Approach”, *Energies*, Vol. 14 No. 4, p. 807.
- Galiano-Coronil, A., Jiménez-Marín, G., Elías Zambrano, R. and Tobar-Pesántez, L.B. (2021), “Communication, Social Networks and Sustainable Development Goals: A Reflection from the Perspective of Social Marketing and Happiness Management in the General Elections in Spain”, *Frontiers in Psychology*, Vol. 12, p. 743361.

- García Vaquero, M., Sánchez-Bayón, A. and Lominchar, J. (2021), “European Green Deal and Recovery Plan: Green Jobs, Skills and Wellbeing Economics in Spain”, *Energies*, Vol. 14 No. 14, p. 4145.
- Giménez García-Conde, M., Marín, L. and Ruiz De Maya, S. (2020), “Effective Social Marketing to Improve Parental Intentions Giving More Fruits and Vegetables to Children”, *Sustainability*, Vol. 12 No. 19, p. 7968.
- Grant, P. and McGhee, P. (2021). Hedonic Versus (True) eudaimonic well-being in organizations. *The Palgrave Handbook of workplace well-being*, pp. 925-943. London: Palgrave MacMillan.
- de las Heras-Pedrosa, C., Jambrino-Maldonado, C., Rando-Cueto, D. and Iglesias-Sánchez, P.P. (2022), “COVID-19 Study on Scientific Articles in Health Communication: A Science Mapping Analysis in Web of Science”, *International Journal of Environmental Research and Public Health*, Vol. 19 No. 3, p. 1705.
- Huang, L. C., Ahlstrom, D., Lee, A. Y. P., Chen, S. Y., and Hsieh, M. J. (2016). High performance work systems, employee well-being, and job involvement: An empirical study. *Personnel Review*, Vol. 45 No. 2, pp. 296-314. <https://doi.org/10.1108/PR-09-2014-0201>
- Jambrino-Maldonado, C., Rando-Cueto, D., Núñez-Sánchez, J.M., Iglesias-Sanchez, P.P. and De las Heras-Pedrosa, C. (2022), “Bibliometric Analysis of International Scientific Production on the Management of Happiness and Well-Being in Organizations”, *Social Sciences*, Vol. 11 No. 7, p. 272.
- Jiménez-Marín, G., Elías-Zambrano, R., Galiano-Coronil, A. and Ravina-Ripoll, R. (2020), “Food and Beverage Advertising Aimed at Spanish Children Issued through Mobile Devices: A Study from a Social Marketing and Happiness Management Perspective”, *International Journal of Environmental Research and Public Health*, Vol. 17 No. 14, p. 5056.
- Jiménez-Marín, G., Galiano-Coronil, A. and Tobar-Pesántez, L.B. (2022), “Organizational communication and social marketing strategies targeting Spanish consumers of fashion. Sustainability as a form of happiness management”, *Corporate Governance: The International Journal of Business in Society*, Vol. 22 No. 3, pp. 506–520.

- Kaklauskas, A., Dias, W.P.S., Binkyte-Veliene, A., Abraham, A., Ubarte, I., Randil, O.P.C., Siriwardana, C.S.A., *et al.* (2020), “Are environmental sustainability and happiness the keys to prosperity in Asian nations?”, *Ecological Indicators*, Vol. 119, p. 106562.
- Kamel, J.A.N., Martins, C.V., Pessanha, M.B. and de Andrade, M.W. (2017), “Creativity and innovation for corporate happiness management”, *Brazilian Journal of Science and Technology*, Vol. 4 No. 1, p. 1.
- Karimi Pashaki, Y. (2018), “The Role of the Use of Information and Communication Technology Skills on the Share of Productivity Components of Human Resources for the Improvement of the Functional System of Management of the Department of Power Distribution Centers in Districts of Guilan Province”, *Revista Gestão & Tecnologia*, Vol. 18 No. 3, pp. 49–66.
- Kersemaekers, W., Rupprecht, S., Wittmann, M., Tamdjidi, C., Falke, P., Donders, R., Spekens, A. and Kohls, N. (2018). A workplace mindfulness intervention may be associated with improved psychological well-being and productivity. A preliminary field study in a company setting. *Frontiers in psychology*, 9, 195. <https://doi.org/10.3389/fpsyg.2018.00195>
- Kivimäki, M., Jokela, M., Nyberg, S. T., Singh-Manoux, A., Fransson, E. I., Alfredsson, L., *et al.* (2015). Long working hours and risk of coronary heart disease and stroke: a systematic review and meta-analysis of published and unpublished data for 603 838 individuals. *Lancet* 386, 1739–1746. doi: 10.1016/S0140-6736(15)60295-1
- Lepak, D.P., Liao, H., Chung, Y. and Harden, E.E. (2006). A conceptual review of human resource management systems in strategic human resource management research. *Research in Personnel and Human Resource Management*, Vol. 25 No. 1, pp. 217-271.
- Llamas, B., Storch de Gracia, M.D., Mazadiego, L.F., Pous, J. and Alonso, J. (2019), “Assessing transversal competences as decisive for project management”, *Thinking Skills and Creativity*, Vol. 31, pp. 125–137.
- López-Sanz, J.M., Penelas-Leguía, A., Gutiérrez-Rodríguez, P. and Cuesta-Valiño, P. (2021a), “Sustainable Development and Consumer Behavior in Rural Tourism—The Importance of Image and Loyalty for Host Communities”, *Sustainability*, Vol. 13 No. 9, p. 4763.

- López-Sanz, J.M., Penelas-Leguía, A., Gutiérrez-Rodríguez, P. and Cuesta-Valiño, P. (2021b), “Sustainable Development and Rural Tourism in Depopulated Areas”, *Land*, Vol. 10 No. 9, p. 985.
- López-Sanz, J.M., Penelas-Leguía, A., Gutiérrez-Rodríguez, P. and Cuesta-Valiño, P. (2021c), “Rural Tourism and the Sustainable Development Goals. A Study of the Variables That Most Influence the Behavior of the Tourist”, *Frontiers in Psychology*, Vol. 12, p. 722973.
- Martin, C.L., Momtaz, S., Gaston, T. and Moltschaniwskyj, N.A. (2020), “Estuarine cultural ecosystem services valued by local people in New South Wales, Australia, and attributes important for continued supply”, *Ocean & Coastal Management*, Vol. 190, p. 105160.
- Martínez, M.A., Herrera, M., Contreras, E., Ruíz, A. and Herrera-Viedma, E. (2015), “Characterizing highly cited papers in Social Work through H-Classics”, *Scientometrics*, Vol. 102 No. 2, pp. 1713–1729.
- Mendieta-Izquierdo, G. and Cuevas-Silva, J.M. (2019), “Estrategias Metodológicas e Instrumentos de Abordaje sobre Estudios de Emociones en Hombres: Revisión Narrativa”, *Masculinities & Social Change*, Vol. 8 No. 1, p. 66.
- Núñez-Barriopedro, E., Cuesta-Valiño, P., Gutiérrez-Rodríguez, P. and Ravina-Ripoll, R. (2021), “How Does Happiness Influence the Loyalty of Karate Athletes? A Model of Structural Equations From the Constructs: Consumer Satisfaction, Engagement, and Meaningful”, *Frontiers in Psychology*, Vol. 12, p. 653034.
- Núñez-Barriopedro, E., Ravina-Ripoll, R. and Ahumada-Tello, E. (2020), “Happiness perception in Spain, a SEM approach to evidence from the sociological research center”, *Quality & Quantity*, Vol. 54 No. 3, pp. 761–779.
- Ozanne, L.K., Stornelli, J., Luchs, M.G., Mick, D.G., Bayuk, J., Birau, M., Chugani, S., *et al.* (2021), “Enabling and Cultivating Wiser Consumption: The Roles of Marketing and Public Policy”, *Journal of Public Policy & Marketing*, Vol. 40 No. 2, pp. 226–244.
- Page, K.M. and Vella-Brodrick, D.A. (2009), “The ‘What’, ‘Why’ and ‘How’ of Employee Well-Being: A New Model”, *Social Indicators Research*, Vol. 90 No. 3, pp. 441–458.

- Rando-Cueto, D., Núñez-Sánchez, J.M., Fernández-Díaz, E. and De las Heras-Pedrosa, C. (2022), “Bibliometric analysis, evolution and trends of happiness management in scientific literature”, *Anduli. Revista de Ciencias Sociales*, Vol. In print.
- Rando-Cueto, D., Núñez-Sánchez, J.M., Jambrino-Maldonado, C., De las Heras-Pedrosa, C. and Iglesias-Sánchez, P. (2022), “La gestión organizacional de la felicidad y el bienestar en la literatura científica”, *Happiness Management*, Vol. In Print, Tirant lo Blanch.
- Ravina-Ripoll, R., Foncubierta Rodríguez, M.J. and López Sánchez, J.A. (2021), “Certification Happiness Management: an integral instrument for human resources management in post-COVID-19 era”, *International Journal of Business Environment*, Vol. 1 No. 1, p. 1.
- Ravina-Ripoll, R., Marchena Domínguez, J. and Montañés Del Rio, M.Á. (2019), “Happiness Management en la época de la Industria 4.0”, *Retos*, Vol. 9 No. 18, pp. 189–202.
- Ravina-Ripoll, R., Romero-Rodríguez, L.M. and Ahumada-Tello, E. (2022), “Guest editorial: Happiness management: key factors for sustainability and organizational communication in the age of Industry 4.0”, *Corporate Governance: The International Journal of Business in Society*, Vol. 22 No. 3, pp. 449–457.
- Ravina-Ripoll, R., Tobar-Pesántez, L.B., Galiano-Coronil, A. and Marchena-Dominguez, J. (2022), *Happiness Management and Social Marketing: A Wave of Sustainability and Creativity*, Lausanne, Switzerland, available at: <https://www.peterlang.com/document/1058833>.
- Ravina-Ripoll, R., Ahumada-Tello, E., Evans, R.D., Foncubierta-Rodríguez, M.J. and Barragan-Quintero, R.V. (2020), “Does the level of academic study influence the happiness of Spanish entrepreneurs in Industry 4.0?”, *2020 International Conference on Technology and Entrepreneurship - Virtual (ICTE-V)*, presented at the 2020 International Conference on Technology and Entrepreneurship - Virtual (ICTE-V), IEEE, San Jose, CA, USA, pp. 1–5.
- Ravina-Ripoll, R., Foncubierta-Rodríguez, M.J., Ahumada-Tello, E. and Evans, R.D. (2020), “Does Money Makes Entrepreneurs Happy In The Age Of Industries 4.0?”, *2020 IEEE Technology & Engineering Management Conference (TEMSCON)*, presented at the 2020

- IEEE Technology & Engineering Management Conference (TEMSCON), IEEE, Novi, MI, USA, pp. 1–5.
- Ravina-Ripoll, R., Nunez-Barriopedro, E., Evans, R.D. and Ahumada-Tello, E. (2019), “Employee Happiness in the Industry 4.0 Era: Insights from the Spanish Industrial Sector”, *2019 IEEE Technology & Engineering Management Conference (TEMSCON)*, presented at the 2019 IEEE Technology & Engineering Management Conference (TEMSCON), IEEE, Atlanta, GA, USA, pp. 1–5.
- Ravina-Ripoll, R., Rodríguez, M.J.F. and Sánchez, J.A.L. (2021), “Certification Happiness Management: an integral instrument for human resources management in post-COVID-19 era”, *International Journal of Business Environment*, Vol. 12 No. 3, p. 287.
- Robina-Ramírez, R., Medina-Merodio, J.A., Estriégana, R. and Jimenez-Naranjo, H.V. (2022), “Money cannot buy happiness: improving governance in the banking sector through spirituality”, *Corporate Governance: The International Journal of Business in Society*, Vol. 22 No. 3, pp. 546–561.
- Ryan, R. M., and Deci, E. L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual review of psychology*, Vol. 52, pp. 141-166. 10.1146/annurev.psych.52.1.141
- Sánchez Bayón, A. and García Ramos, M.Á. (2021), “A win-win case of CSR 3.0 for wellbeing economics: digital currencies as a tool to improve the personnel income, the environmental respect & the general wellness”, *REVESCO. Revista de Estudios Cooperativos*, Vol. 138, p. e75564.
- Sánchez-Bayón, A., García-Vaquero, M. and Lominchar, J. (2021), “Wellbeing Economics: Beyond The Labour Compliance & Challenge For Business Culture”, *Journal of Legal, Ethical and Regulatory Issues*, Vol. 24, pp. 1–13.
- Sanchez-Nunez, P., Cobo, M.J., Heras-Pedrosa, C.D.L., Pelaez, J.I. and Herrera-Viedma, E. (2020), “Opinion Mining, Sentiment Analysis and Emotion Understanding in Advertising: A Bibliometric Analysis”, *IEEE Access*, Vol. 8, pp. 134563–134576.

- Sánchez-Núñez, P., de las Heras-Pedrosa, C. and Peláez, J.I. (2020), “Opinion Mining and Sentiment Analysis in Marketing Communications: A Science Mapping Analysis in Web of Science (1998–2018)”, *Social Sciences*, Vol. 9 No. 3, p. 23.
- Sangha, K.K., Gordon, I.J. and Costanza, R. (2022), “Ecosystem Services and Human Wellbeing-Based Approaches Can Help Transform Our Economies”, *Frontiers in Ecology and Evolution*, Vol. 10, p. 841215.
- Scott-Jackson, W. and Mayo, A. (2018), *Transforming Engagement, Happiness and Well-Being*, Springer International Publishing, Cham, available at: <https://doi.org/10.1007/978-3-319-56145-5>.
- Sima, V., Gheorghe, I.G., Subić, J. and Nancu, D. (2020), “Influences of the Industry 4.0 Revolution on the Human Capital Development and Consumer Behavior: A Systematic Review”, *Sustainability*, Vol. 12 No. 10, p. 4035.
- Vacharkulksemsuk, T. and Fredrickson, B.L. (2013), “Looking Back and Glimpsing Forward: The Broaden-and-Build Theory of Positive Emotions as Applied to Organizations”, in Bakker, A.B. (Ed.), *Advances in Positive Organizational Psychology*, Vol. 1, Emerald Group Publishing Limited, pp. 45–60.
- Van Eck, N.J. and Waltman, L. (2010), “Software survey: VOSviewer, a computer program for bibliometric mapping”, *Scientometrics*, Vol. 84 No. 2, pp. 523–538.
- Xanthopoulou, D., Bakker, A.B. and Ilies, R. (2012), “Everyday working life: Explaining within-person fluctuations in employee well-being”, *Human Relations*, Vol. 65 No. 9, pp. 1051–1069.

About the authors

Dolores Rando Cueto:

She has Bachelor’s degrees in “Journalism” and “Advertising and Public Relations” (University of Malaga, UMA) and PhD in Communication (universities of Cadiz, Huelva, Malaga and Seville). She works as a research professor in the field of Communication (UMA), with articles published in indexed journals (JCR and Scopus). She participates in different research groups related to: communication and health; startups and female leadership; institutional communication; and open innovation. She has also worked as a reviewer of articles in high academic journals;

Head of the Communication Unit at Andalusian Health Service; and Head of Languages at one of the foundations that brings together the largest number of educational centers in Malaga.

Carmen Jambrino-Maldonado:

She received the degree in Business and Ph.D. degrees in Marketing field from the University of Malaga, Spain, in 1994. She is a Professor of Communication and has been the managing director the Doctoral programme “Research and Marketing” and of the research team “Marketing for SMEs” of Malaga University. It receives a grant from the Andalusian Regional Government. Carmen is the coordinator of a postgraduate studies and Research Vice-Dean of the Faculty of Business and Management. Her research interests are focused on Digital Communication, Open innovation, strategies of fundraising, spin-offs and collaborative learning. Carmen Jambrino-Maldonado is the corresponding author and can be contacted at: mcjambrino@uma.es

Gloria Jiménez-Marín:

She holds a Ph.D. in Communication from the University of Seville and is, currently, a lecturer in the Department of Audiovisual Communication and Advertising at the same university. At the academic level, she has published 56 articles in communication and marketing journals, including JCR and Scopus, as well as nine books (as author or editor) and 26 book chapters, all of them related to the same subject. From the professional point of view, he has worked in several media (radio and press), in advertising agencies and in communication departments of several organizations.

Patricia P. Iglesias-Sánchez:

This author received a Ph.D in Economics from the University of Malaga, Spain, in 2010, obtaining the Outstanding Doctorate Award from the Economy and Business Faculty. From 2011 to 2016 she reconciled her professional career in a business organization as Manager of Project and fundraising department, with her teaching and research labor at the University of Malaga. From June 2016 to the present, she is a full-time Associate Professor at the University of Malaga. Her main lines of research are: social media, tourism, Open Innovation and entrepreneurship, stakeholder involvement in Innovation.