


Chapter 4

Internal Communication and Happiness at Work: What's Changing in the Organization's Contexts?

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ABSTRACT

Today, change and challenges are growing daily for managers. Having the ability to adjust quickly and retain talent to ensure the achievement of objectives and competitive advantage is critical. Internal communication is an internal practice that can be used strategically by the manager to improve several advantages for the employees and the organizations. Internal communication corresponds to all the ways of transmitting information, ideas, or emotion from different channels, like intranet, social media, and several others. Happiness at work is a powerful strategy that brings involved and committed employees to the organizations. This is a subjective construct in a way that depends on individual judgment. The authors develop a conceptual study that seeks to establish a relationship between IC and happiness at work. Both constructs were explored individually and listed the advantages. A final section was added to explore the relationship between the constructs, essentially through the advantages of both constructs.

INTRODUCTION

In the era of changes, like globalization, digitalization, new generations with new life perspectives, among others are affecting the world and organizations in a specific way (Costa, Neto, et al., 2022; Costa, Oliveira, et al., 2022; Costa & Oliveira, 2022a, 2022b; Meister, 2023). All these changes have forced organizations to adjust to these new trends/needs.

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In addition to the changes described above, the COVID-19 pandemic emerges as the biggest and the most recent crisis in organizations. This crisis forced, essentially, the way how the business operates (Castro-Martínez et al., 2022; Castro-Martínez, Díaz-Morilla, & Pérez-Ordoñez, 2022; Castro-Martínez, Díaz-Morilla, & Torres-Martín, 2022; Castro-Martínez & Díaz-Morilla, 2021; Qin & Men, 2022; Ravina-Ripoll et al., 2023; Santoso et al., 2022). COVID-19 was a public health crisis, with repercussions on a global scale due to its rapid propagation (Castro-Martínez et al., 2022; Castro-Martínez, Díaz-Morilla, & Torres-Martín, 2022). This crisis has affected health indicators, the levels of mortality, and the economies, at a macro level (Castro-Martínez, Díaz-Morilla, & Torres-Martín, 2022). Additionally, the pandemic has forced organizations to rapidly reinvent themselves and their routines, especially with the introduction of confinements, mobility restrictions, distancing measures, and teleworking policies (Castro-Martínez et al., 2022; Castro-Martínez, Díaz-Morilla, & Torres-Martín, 2022; Santoso et al., 2022, 2023). COVID-19 brings some changes, but in other cases only highlighted problems that the organizations already knew existed, like the necessity to admit new ways of working (teleworking or hybrid models, for example), the need to make organizations more digital, and much more (Castro-Martínez, Díaz-Morilla, & Pérez-Ordoñez, 2022; Castro-Martínez, Díaz-Morilla, & Torres-Martín, 2022). All of these bring uncertain times and a necessity to “search for alternative methods to ensure their permanence in the market, seeking to adapt and transform their business models” (Ravina-Ripoll et al., 2023, p. 231). This is because managers still need to ensure cost optimization, achieve goals, present themselves to the market with innovations, and to be able to achieve competitive advantage (Castro-Martínez & Díaz-Morilla, 2021; Salas-Vallina et al., 2018). But it’s essential not to forget that all of these need to be aligned with the strategic objectives of which organizations (Castro-Martínez & Díaz-Morilla, 2021).

The pandemic has brought more uncertain and unpredictability adding to this era of change (Santoso et al., 2022), where “workers prioritize both their work and their personal lives equally” (Kanmani & Fonceca, 2023, p. 361). In this way, managers need to forget all that is known as the traditional business models and search for new ways of management capable to adjust them to all these new realities (Meister, 2023). New challenges require different ways of thinking and managing. In this way, managers need to understand that now, forced by the necessity of innovation, the competitive advantages, and the strong competition, the environment in the workplace it’s different. Managers also need to be effective and efficient to reduce the predominance of negative emotions (like anxiety, and disorientation), and mental stress (Castro-Martínez et al., 2022; Mirabito & Berry, 2015; Qin & Men, 2022). So new management models need to be considered (Mazzarolo et al., 2021), in an attempt to improve the levels of employee motivation (Salas-Vallina et al., 2018). The concern with employees emerges here as a new form of management, as a way of “maintaining employee psychological well-being” (Qin & Men, 2022, p. 2), considering them as a new task for managers, in difficult times of retaining talent (Salas-Vallina et al., 2018). Thus, the new management models must be focused on the internal customers (employees). This ideology comes, essentially, from internal marketing and aims to strengthen strategies to promote happiness, well-being, and quality of life in the work context of the internal customer. Improve mental health and the quality of life in the work context are capable to increase work performance, reduce turnover intentions, improves levels of happiness and well-being, among others (Galván Vela et al., 2022; Qin & Men, 2022). To these, two main areas arise, that is internal communication (IC) and happiness.

IC it’s a powerful tool for organizations. Good management of this tool could determine the (un) success. IC it’s essential to control a crisis, but bad management could provide an opposite scenario, worsening the respective situations (Castro-Martínez et al., 2022). The pandemic COVID-19 was a good example. In these periods of crisis, organizations that were able to maintain good internal communica-

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