

## CORPORATE DIGITAL PLATFORM: HOW CAN WE BOOST EMPLOYEE HAPPINESS?

## PLATAFORMA DIGITAL CORPORATIVA: ¿CÓMO PODEMOS IMPULSAR LA FELICIDAD DE LOS EMPLEADOS?

**Alexandra Soler Sanchis**<sup>\*1</sup> (Universitat de València, Valencia, España)

**Irene Gil-Saura**<sup>2</sup> (Universitat de València, Valencia, España)

**Gloria Berenguer-Contrí**<sup>3</sup> (Universitat de València, Valencia, España)

### Abstract

The management of internal communication in companies is increasingly important as an internal marketing tool. However, despite its implementation in many workplaces, knowledge of its impact on employees and the company is still insufficient. Through this research, we aim to advance this line of study by contrasting a model that analyses the effect of formal and informal internal communication, through corporate digital platforms (corporate social networks-CSN), on the perception of internal corporate social responsibility (ICSR) and level of happiness at work. All this is in the context of companies in the service sector that use CSN to improve internal communication between organisation members. From a sample of 242 employees from two different subsectors, health and logistics, empirical evidence has been obtained that formal internal communication boosts employees' perception of ICSR actions, as well as happiness in the workplace. On the contrary, informal internal communication explains these links differently. In this way, the study highlights that formal internal communication is a way to achieve better working environments in the business world.

**Keywords:** formal internal communication, informal internal communication, corporate social networks, happiness at work, internal corporate social responsibility.

**JEL codes:** M30

### Resumen

La gestión de la comunicación interna en las empresas adquiere cada vez mayor importancia como herramienta de marketing interno. Sin embargo, a pesar de su implantación en muchos centros de trabajo, el conocimiento del impacto que puede tener sobre los empleados y la empresa es aún insuficiente. A través de esta investigación pretendemos avanzar en esta línea de estudio contrastando un modelo que analiza el efecto de la comunicación interna formal e informal, a

\* Autora de correspondencia: [asosan3@alumni.uv.es](mailto:asosan3@alumni.uv.es)

<sup>1</sup> ORCID: <https://orcid.org/0000-0003-1425-4602>

<sup>2</sup> ORCID: <https://orcid.org/0000-0002-5758-0806>

<sup>3</sup> ORCID: <https://orcid.org/0000-0002-8063-6791>

través de las plataformas digitales corporativas (redes sociales corporativas-RRSSCC), sobre la percepción de la responsabilidad social corporativa interna (RSCI) y el nivel de felicidad en el trabajo. Todo ello en el contexto de empresas del sector servicios que utilizan las RRSSCC para mejorar la comunicación interna entre los miembros de la organización. A partir de una muestra de 242 empleados de dos subsectores diferentes, salud y logística, se ha obtenido evidencia empírica de que la comunicación interna formal potencia la percepción de los empleados sobre las acciones de RSCI, así como la felicidad en el lugar de trabajo. Por el contrario, la comunicación interna informal explica estos vínculos de forma diferente. De esta forma, el estudio pone de manifiesto que la comunicación interna formal es la vía para conseguir mejores entornos de trabajo en el mundo empresarial.

**Palabras clave:** comunicación interna formal, comunicación interna informal, redes sociales corporativas, felicidad en el trabajo, responsabilidad social corporativa interna.

**Códigos JEL:** M30

## 1. INTRODUCTION

It is considered that the digital era began in the 1980s and since then information and communication technology has been part of our lives in all areas, both personal and professional (Chew et al., 2023). Due to its impact on a global level, and especially in the business community, more and more research is highlighting the importance of treating internal communication in organisations as a strategic resource (Meirinhos et al., 2022), given the significant implications for both academics and professionals (Men et al., 2020).

From an academic perspective, the study of internal communication and how the use of corporate social networks (hereinafter, CSN) influences companies remains an insufficiently explored field of research (Sinitsyna, 2024). Some studies have stated that the use of CSN, which enables companies to communicate online with their employees in the era of Industry 4.0, can serve as a transformative tool in internal communication strategies (Men et al., 2020), as it has the potential to empower employees and turn them into active communicators rather than mere passive recipients of information (Madsen, 2020).

In practical terms, the use of CSN in internal communication facilitates the flow of information and ideas, strengthens employee collaboration, and promotes teamwork, thereby contributing to the achievement of organizational goals (Tkalac Verčič et al., 2024). Consequently, academic interest in internal communication has been steadily increasing for decades and remains highly relevant today (Ravina-Ripoll et al., 2023) due to its theoretical and practical implications, as well as its close connection to individual development, organizational success and employee well-being in the workplace (Romero-Rodríguez & Castillo-Abdul 2024).

In this context, it is essential to understand the different types of internal communication. According to Lee (2022), it is divided into two categories: formal and informal. Formal internal communication is characterized by being strategic, structured, and official. In contrast, informal communication is more private, often arises spontaneously and unintentionally, and can address both personal matters and work-related topics (Koch & Denner, 2022).

In the field of social sciences, happiness is commonly studied from the sense of well-being, as it is considered the core of positive organisational behaviour (Salas-Vallina & Alegre, 2021). Moreover, happiness is often considered synonymous with well-being and in this sense, it is defined as a “*state of high satisfaction with life coupled with a high level of positive affect and low level of negative affect*” (Singh & Aggarwal, 2018, p. 1440). Specifically, well-being at work, when not achieved, directly affects business costs related to employee illness and medical

care (Hansen et al., 2019), work absenteeism, demand for greater worker turnover to alleviate their discomfort or unease in the workplace, and impaired job performance (Sitarević et al., 2023). On the contrary, when well-being at work is optimal, productivity accelerates at both the individual and organisational levels and if this is not the case the organisation could face major financial and non-financial losses (Pradhan & Hati, 2022). Therefore, new contributions are necessary that shed light on how the organisation promotes happiness in its human resources, given its notable economic repercussions (Qamar et al., 2023).

To enhance workplace environments and increase levels of happiness within the company this work aims to expand and analyse the impact of internal communication, both formal and informal through corporate social networks (Koch & Denner, 2022), on the perceptions that the employee receives from the different practices of internal corporate social responsibility (hereinafter, ICSR) that are proposed, and on the happiness of employees in their work environment. The choice of ICSR is based on its recognized positive impact on social outcomes, which can strengthen the organization's relationships with the community (Ranjan & Dash, 2022). Additionally, ICSR fosters employee motivation, commitment, and loyalty, while also helping to reduce absenteeism and turnover (Barkay, 2024). However, there remains a knowledge gap regarding ICSR, highlighting the need for further research into the results that ICSR actions offer to the stakeholders of a company. Therefore, the objective of this study is to examine whether internal communication further enhances the positive perception of these actions and employee happiness levels (Kocollari et al., 2024).

In summary, the overall objective of this study is aligned with the research priorities indicated by the Marketing Science Institute for the 22-24 biennium. A key focus is on the significant role that human resources play in marketing, and it emphasises the necessity of analysing their effects on internal business processes.

To achieve the objective proposed in this research, after the introduction, the different questions intended to be investigated will be formulated, followed by the development of the theoretical framework to lay the foundations of the variables that are the subject of this project. Subsequently, after formulating the hypotheses that will shape the theoretical framework, we will propose the methodology of this study and present the results obtained. Finally, as a conclusion, we will shed light on the main theoretical and practical contributions and draw future lines of research.

## **2. PURPOSE AND RESEARCH QUESTIONS**

The introduction of this study highlights the growing interest in and recognition of internal communication. However, there is a shortage of research on how to leverage the use of corporate social networks (CSN) among professionals to enhance communication and engagement (Tkalac Verčič et al., 2024). Considering that network relationships are important for both individual and organizational performance, as they can be associated with positive job performance due to the valuable resources, information, and knowledge sharing through corporate social networks (Sutton & Le Roux, 2024), the following research questions are proposed:

- RQ1: What aspects of internal communication are enhanced using CSN among professionals?
- RQ2: What are the effects of effective management of internal communication in the context of corporate social networks on employee happiness in the workplace?
- RQ3: Does formal and informal internal communication have a comparable impact on organizations?

RQ4: Does the use of corporate social networks for internal communication contribute to improving the perception of internal corporate social responsibility (ICSR) actions in organizations?

### 3. THEORETICAL FRAMEWORK

#### 3.1. Formal and informal internal communication

Internal communication is postulated as: *“all formal and informal communications taking place internally at all levels of an organisation”* (Walden, 2021, p. 2). Based on previous research, Men et al. (2020) defined internal communication as communication between an organisation and employees that can help build trust, knowledge and understanding, and that fosters relationship building and commitment. However, internal communication can also be differentiated as formal and informal internal communication. On the one hand, through formal internal communication company aims to collect comments from employees about how they feel at work and what their attitude is towards the performance of their tasks, as well as the regular dissemination of information to keep all workers informed (Lee, 2023). On the other hand, informal internal communication helps maintain contact between employees and management, which is a more personalised and spontaneous communication (Viererbl et al., 2022).

Taking into account the concept of internal communication, this work addresses communication from a digital and innovative approach, highlighting the use of corporate social networks capable of strengthening the exchange of knowledge, collaboration and the creation of innovation among employees (Tkalac Verčič et al., 2024). However, the adoption of social media in internal communication appears to progress more slowly than in the personal sphere (Masood et al., 2023). It is imperative to continue investigating this area to determine if the impact of internal communication may vary when conducted through corporate social networks, as following a communication strategy through corporate social networks can offer a desired competitive advantage in the market (Sinitsyna, 2024). Additionally, further studies are required to identify the functional reasons why employees might prefer using social media for private communication instead of traditional or organizational methods (Lee, 2023). On the other hand, Ravina-Ripoll et al. (2023) show that corporate social networks can not only satisfy the information needs of employees, but also enhance the psychological needs of connection, relationship, community, socialisation and empowerment of workers.

After this more detailed analysis of the concept of internal communication in the business context, we move forward in this theoretical framework to examine how internal communication, managed through corporate social networks (CSN), impacts the other variables proposed in this study. As a reference, the Job Demands-Resources (JD-R) theory, developed by Demerouti et al. (2001), is adopted. This theory explains how factors in the physical and social work environment (job demands and resources) influence job performance and employees' perception of well-being and happiness. In this sense, internal communication is considered a valuable work resource capable of improving the state of happiness of employees (Stranzl et al., 2024).

#### 3.2. Happiness in the workplace

Happiness is made up of various components: satisfaction with life, satisfaction with important domains of life, positive attachments, and low levels of negative attachments (Fisher, 2010). The concept of happiness at work is defined more precisely as *“feeling good about work, feeling good about characteristics of the job and feeling right about the entire organization, pleasant judgments or experiences, namely positive feelings, flow at work, moods and emotions”*

(Fitriana et al., 2022, p. 2). Its antonym is burnout, defined as a psychological syndrome that arises from chronic tension resulting from the conflictive interaction between the worker and their job (Üngüren et al., 2024).

The study of happiness in the workplace has significant relevance in the academic context (Qamar et al., 2023). Despite the prolific research generated over decades, the link between employee happiness and performance is still controversial (Srivastava et al., 2022). At the same time, it is considered a topic of great interest for companies, since work happiness is an important factor that influences employees so that they can achieve an optimal state of well-being and personal happiness (Fitriana et al., 2022). Thus, the term “*happiness*” is not a univocal concept and has been defined from two important philosophical aspects (Al-Edenat & Hawamdeh, 2024): hedonism, also known as the current of subjective well-being, which refers to pleasant feelings and emotional balance (Huang et al., 2024), and eudaemonism, also known as psychological well-being, which is understood as the way of doing the right thing to have a full life and follow self-concordant goals (Tabala et al., 2023).

Taking into account the hedonic approach, that is, the subjective aspects of wellbeing, it is worth emphasising the importance of employee wellbeing, which has also become an important research area in organisational behaviour (Pradhan & Hati, 2022) in order to properly, and more comprehensively, understand the importance of happiness in the workplace. There is evidence in the literature that shows that wellbeing has a significant impact on personal behaviour in the face of stressful situations that an employee may sometimes be subjected to, as well as on mental and physical health (Marujo, 2023). One of the most significant findings in this line is that work contributes substantially to wellbeing and happiness (Jaswal et al., 2024).

In line with the previous considerations and taking into account that “*happiness at work is an umbrella concept that includes a large number of constructs*” (Fisher, 2010, p. 403), a theoretical delimitation of it in three dimensions is proposed. The first dimension is work engagement, which is described as “*a motivational and fulfilling state characterized by high levels of mental and physical energy, enthusiasm about and dedication to work and complete absorption in work activities*” (Bakker, 2022, p. 37). The second dimension is job satisfaction, understood as people's feelings about their job performance and other aspects of the job (Fitriana et al., 2022). Finally, the third dimension is affective commitment to the organisation, which is characterised by the willingness to remain in the organisation longer (Santana-Martins et al., 2024).

Internal communication is a key workplace resource for enhancing innovation, competitiveness, and organizational efficiency (Ravina-Ripoll et al., 2023). It also helps companies foster employee engagement and workplace happiness through effective workforce management (Romero-Rodríguez & Castillo-Abdul, 2024). Recognizing the role of corporate social networks (CSN) in internal communication management is essential, as they contribute to strengthening happiness levels in the corporate environment (Estrada & Sánchez-Bayón, 2024). Aligned with the Job Demands-Resources (JD-R) theory (Demerouti et al., 2001), internal communication can be seen as a crucial job resource that influences employees' well-being and happiness. Formal internal communication provides structured and strategic information, reducing uncertainty and increasing employees' sense of clarity and security at work. Conversely, informal internal communication fosters social cohesion, emotional support, and spontaneous knowledge sharing, reinforcing interpersonal relationships and psychological well-being (Lee, 2022). Based on these arguments, the first and second hypotheses of this research are proposed:

**H1:** *Formal internal communication has a positive impact on happiness at work.*

**H2:** *Informal internal communication has a positive impact on happiness at work.*



### 3.3. Internal Corporate Social Responsibility (ICSR)

After reviewing the literature, corporate social responsibility (CSR) has been defined based on various perspectives. In this work, we adopt the definition of O'Brien et al. (2020) and Chou et al. (2021). The authors understand CSR as the collection of discretionary business practices and corporate investments aimed at improving social well-being.

CSR has become an important aspect of corporate marketing that supports the connectivity and social responsiveness of an organisation (González-Álvarez et al., 2023) and, although it is one of the most prominent concepts in the literature, it is still difficult to give it a precise definition (Omidvar et al., 2024). There is a division of CSR into two large blocks. External CSR refers to social responsibility actions aimed at the local community, the natural environment and consumers (Reimer et al., 2024), while ICSR refers to the actions that organisations promote to improve the motivation, commitment and loyalty of employees and help reduce absenteeism and turnover (Barkay, 2024). This work will attempt to expand the accumulated knowledge on CSR by following the multidimensional approach proposed by Turker (2009) who understands the variable from four different factors: social and non-social stakeholders, society, employees, and customers. In this particular case, retaining the dimension referring to employees, that is, ICSR.

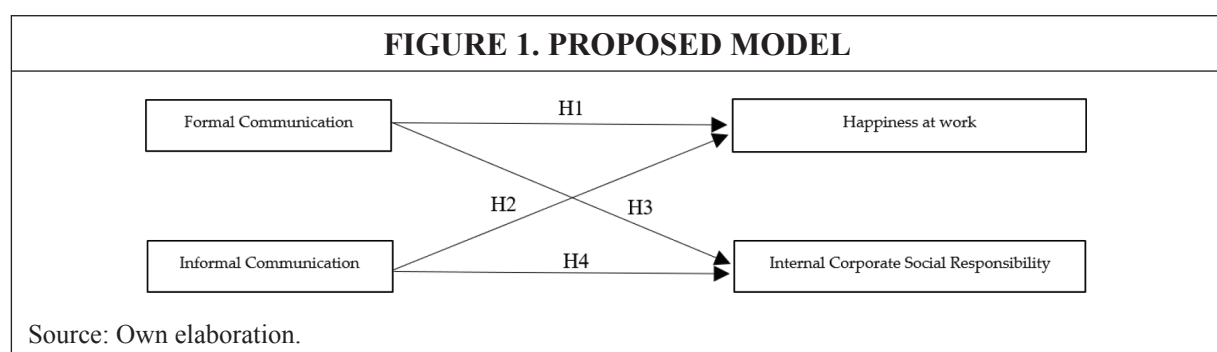
At the same time, ICSR plays a particularly important role in employees' working lives, as it includes work-life balance practices, health and safety at work, training, equality of opportunities and diversity (Guo & Xie, 2024). Furthermore, many studies have shown that ICSR manages to satisfy the psychosocial needs of employees beyond the financial ones (Carlini & Grace, 2021) and that, therefore, the union of the ICSR strategy with internal marketing programmes is necessary in order to satisfy the needs of employees and make them feel part of the organisation (Olorunsola et al., 2022).

Therefore, considering the fourth research question formulated in this study and the importance of both formal and informal communication in the business environment (Miller, 2023), this study seeks to analyse the impact of internal communication on the internal corporate social responsibility actions proposed by the company and consequently perceived by employees, the third and fourth hypotheses are proposed:

**H3:** *Formal internal communication impacts the employee's perception of internal corporate social responsibility.*

**H4:** *Informal internal communication impacts the employee's perception of internal corporate social responsibility.*

Below is the proposed measurement model to address the various research questions and determine the validity of the hypotheses (Figure 1).



#### 4. MATERIALS AND METHODS

To achieve the objectives, we collaborated with a company that provides a corporate social network as its main service. This service is available in both application and web formats, aimed at enhancing internal communication for medium and large enterprises. The study focuses on the service sector, with a special emphasis on the logistics and healthcare industries. These sectors were selected because they are highly dependent on effective internal communication for operational success. The logistics sector requires constant coordination among multiple actors in the supply chain, where digital communication can significantly enhance efficiency. Meanwhile, the healthcare sector relies on seamless information flow among medical professionals to ensure patient safety and service quality. Additionally, both sectors employ diverse professional profiles, making them ideal for analyzing the impact of digital tools on internal communication.

The target population of the study was considered optimal for conducting the research, as the companies exceeded 250 employees, and all employees implicitly used this corporate social network. Therefore, they were fully familiar with internal communication through this channel, reinforcing their ability to evaluate communication from a digital perspective.

In the healthcare sector, collaboration was established with a company managing multiple hospitals in Spain. One of these hospitals participated in the research, providing access to the questionnaire to approximately 500 employees. The professional profiles included doctors, nurses, nursing assistants, and pharmacists. Meanwhile, in the logistics sector, collaboration took place with a company belonging to an international freight transport logistics holding, with a workforce of approximately 300 employees. Key roles included administrative staff, engineers, and technicians.

Data collection was carried out between May and July 2023 through an anonymous, self-administered online questionnaire, facilitated by the participating companies via the corporate social network. To maximize participation, companies disseminated the questionnaire to their employees through internal posts and periodic reminders during the data collection period. Participation was voluntary, with no financial incentives, ensuring spontaneous and unbiased responses. Consequently, the sample selection followed a non-probabilistic convenience sampling approach. Both companies were considered optimal due to the percentage of participants reached, which was 67 responses in the healthcare company with 22% representativeness and 175 responses in the logistics company with 30% representativeness.

The variables were assessed using various scales drawn from marketing literature, adapting them to the particularities and needs of the research context of this study. This was done in order to analyse the impact of these variables from a broader and more modern perspective, different from the traditional one. The scale developed by To et al. (2015) was employed to evaluate both formal and informal internal communication. This scale included 4 indicators for each communication approach. The happiness at work was measured based on the reduced scale proposed by Salas-Vallina & Alegre (2021), which contained 9 items addressing the three dimensions proposed by Fisher (2010) (work engagement, job satisfaction and emotional engagement with the organisation). Finally, to measure the ICSR variable from the employees' perspective, the multidimensional scale proposed by Turker (2009) was employed, including 5 items for this dimension. All items were measured with a 7-point Likert scale (1 strongly disagree; 7 strongly agree).

To avoid potential common method biases, we applied best practices recommended by Podsakoff et al. (2024). Firstly, we adapted validated scales to the business context and included examples to enhance question comprehension and mitigate potential ambiguities. Additionally,

we provided a general description of instructions to address any uncertainties that may arise before starting the questionnaire, as well as at the beginning of each block of questions. At the outset of the questionnaire, we emphasized anonymity to prevent the well-known coherence bias, as many of the questions pertain to attitudes, behaviours, and perceptions in the workplace. Furthermore, we controlled redundant grammar as much as possible to avoid consistent respondent bias (Cortina et al., 2020). Finally, the questionnaire was designed with an appropriate length to reduce fatigue and prevent access to previous responses (Podsakoff et al., 2024).

To ensure that common method bias did not affect the results, we performed the Variance Inflation Factor (VIF) test, as recommended by Kock (2015). The obtained VIF values were all below the critical threshold of 3.3, indicating that common method bias is not a significant issue in this study. This approach follows best practices in statistical analysis, where VIF has been widely accepted as a robust method for assessing bias in self-reported data (Kock 2015; Podsakoff et al., 2024). These results confirm the reliability of the data collected and support the validity of the findings

Table 1 shows the demographic profile of the 242 employees who participated in the study. In order to know if the sample could be analysed as a whole or if it showed differences between the two types of service activity under analysis, a descriptive analysis was carried out beforehand using SPSS version 28 software. A non-parametric Mann-Whitney U-test was performed to test the significance of possible differences between the two independent

**TABLE 1. DEMOGRAPHIC PROFILE**

	<i>Total</i> <i>n=242</i>		<i>Company A</i> <i>n= 67</i>		<i>Company B</i> <i>n=175</i>	
Sample	N	%	N	%	N	%
<b>SEX</b>						
Male	90	37.19	28	41.79	62	35.43
Female	152	62.81	39	58.21	113	64.57
<b>AGE</b>						
< 20 years old	2	0.83	1	1.49	1	0.57
20 - 29 years old	51	21.07	12	17.91	39	22.29
30 - 39 years old	96	39.67	33	49.25	63	36.00
40 - 49 years old	64	26.45	15	22.39	49	28.00
> 50 years old	29	11.98	6	8.96	23	13.14
<b>EDUCATION LEVEL</b>						
Not certified education	1	0.41	0	0.00	1	0.57
Primary education	2	0.83	0	0.00	2	1.14
Secondary Education	9	3.72	2	2.99	7	4.00
Vocational training	56	23.14	25	37.31	31	17.71
College career	100	41.32	33	49.25	67	38.29
Master	68	28.10	7	10.45	61	34.86
Doctorate	6	2.48	0	0.00	6	3.43



	<i>Total</i> <i>n=242</i>		<i>Company A</i> <i>n= 67</i>		<i>Company B</i> <i>n=175</i>	
<b>TIME IN THE COMPANY</b>						
< 2 years	59	24.38	12	17.91	47	26.86
2 - 5 years	52	21.49	17	25.37	35	20.00
> 5 years	131	54.13	38	56.72	93	53.14
<b>TYPE OF WORK DAY</b>						
Full Time	235	97.11	67	100.00	168	96.00
Part-Time Day	7	2.89	0	0.00	7	4.00
<b>POSITION IN THE COMPANY</b>						
Management	38	15.70	26	38.81	12	6.86
Intermediate control	29	11.98	8	11.94	21	12.00
Supervisor	20	8.26	10	14.93	10	5.71
Technician	74	30.58	9	13.43	65	37.14
Others	81	33.47	14	20.90	67	38.29

Note: Sex: Refers to the biological and physiological characteristics that differentiate people in terms of male and female.

Source: Own elaboration.

categorical groups. In this way, the 242 responses from the different employees were analysed, segmented between: Company A with 67 responses and Company B with 175. This data indicates that more than one-third of the employees invited to participate in the survey for the healthcare company responded, while nearly one-third of the employees who had access to the survey for the logistics company participated. Therefore, this is a non-probabilistic sample, justifying the exploratory analysis being conducted. The Mann-Whitney U-test revealed statistically significant differences in 3 of the 8 indicators of the Internal Communication variable, in 7 of the 9 indicators of the Happiness at Work variable, and finally in 3 of the 5 indicators of the ICSR variable on employees (see Appendix).

## 5. RESULTS

### 5.1. Measurement model

Firstly, it was verified through the Kolmogorov-Smirnov test that the data do not show a normal distribution, since all the items had critical values less than 0.05. Given the exploratory nature of this study and the results obtained, the use of the PLS-SEM method through the SmartPLS 4 software was considered appropriate. Additionally, the standardized root mean square residual (SRMR) showed a value of 0.06, below the 0.10 threshold, indicating a good model fit and further supporting the use of PLS-SEM (Hair et al., 2019). The measurement model of the scales used shows good results of reliability and validity. As shown in Table 2, the results confirm that all indicator loadings are adequate and significant (Hair et al., 2019). Only item FIC4 “The company provides us with a performance evaluation survey at least once a year to evaluate the quality of our work” has an external loading slightly lower than 0.7 (0.664). On the other hand, the average variance extracted (hereinafter AVE) for all the factors is above the minimum level of 0.5, which indicates that on average the construct explains more than half of

**TABLE 2. MEASUREMENT INSTRUMENT OF THE STRUCTURAL MODEL:  
RELIABILITY AND CONVERGENT VALIDITY**

Factor	Item	Loading	t	Croanbach $\alpha$	RHO_A	CR	AVE
<b>F1. Formal Internal Communication</b>	FIC1	0.901**	50.103	0.874	0.911	0.915	0.731
	FIC2	0.917**	70.083				
	FIC3	0.911**	68.086				
	FIC4	0.664**	12.046				
<b>F2. Informal Internal Communication</b>	IIC5	0.854**	34.076	0.935	0.945	0.954	0.838
	IIC6	0.926**	58.575				
	IIC7	0.946**	109.964				
	IIC8	0.932**	77.090				
<b>F3. Happiness at work</b>	HW1	0.824**	27.645	0.943	0.950	0.951	0.686
	HW2	0.801**	22.109				
	HW3	0.842**	34.698				
	HW4	0.809**	21.264				
	HW5	0.708**	18.526				
	HW6	0.853**	44.300				
	HW7	0.850**	33.453				
	HW8	0.877**	48.622				
	HW9	0.877**	58.413				
<b>F4. Internal Corporate Social Responsibility</b>	ICSR1	0.861**	40.735	0.921	0.927	0.941	0.761
	ICSR2	0.897**	63.384				
	ICSR3	0.902**	74.144				
	ICSR4	0.802**	26.209				
	ICSR5	0.895**	53.016				

Note: Cronbach, RHO\_A, CR – Composite Reliability, AVE - Average Variance Extracted, \*\*p<0.01.  
Source: Own elaboration.

the variance of its indicators. Furthermore, the composite reliability that ranges between 0 and 1 is high in all cases (Hair et al., 2019). In this sense, since the results are above 0.7, it is accepted that the model is consistent. At the same time, Cronbach's Alpha and rho values are also higher than 0.7, once again justifying the consistency of the model presented (Table 2).

Table 3 shows the results of discriminant validity; on the diagonal, the square root of the AVE of each construct is presented, in the lower part the Fornell-Larcker criterion (1981) and in the upper part the heterotrait-monotrait ratio (hereinafter HTMT) (Henseler et al., 2015). The application of both criteria is satisfactory in all cases, which allows us to affirm the discriminant validity of the measurements used.

## 5.2. Structural model

The structural model was calculated using PLS, analysing the significance of the structural relationships proposed in the model using the bootstrapping algorithm, once the

**TABLE 3. MEASUREMENT INSTRUMENT: DISCRIMINANT VALIDITY**

Factor	F1	F2	F3	F4
<b>F1. Formal Internal Communication</b>	<b>0.855</b>	0.599	0.811	0.830
<b>F2. Informal Internal Communication</b>	0.536	<b>0.915</b>	0.407	0.466
<b>F3. Happiness at work</b>	0.762	0.389	<b>0.828</b>	0.872
<b>F4. Internal Corporate Social Responsibility</b>	0.760	0.435	0.818	<b>0.872</b>

Note: The data in bold on the diagonal represents the square root of the AVE. Below the diagonal: correlations between the factors. Above the diagonal: squared correlation values, HTMT.  
Source: Own elaboration.

**TABLE 4. CAUSAL RELATIONSHIPS ESTIMATION**

	Causal relationship	Standardized beta	t	Hypothesis
<b>H1</b>	FIC → HW	0.773**	18.660	Supported
<b>H2</b>	IIC → HW	-0.022	0.377	Not Supported
<b>H3</b>	FIC → ICSR	0.738**	16.569	Supported
<b>H4</b>	IIC → ICSR	0.042	0.807	Not Supported

Note: FIC: Formal Internal Communication; IIC: Informal Internal Communication; HW: Happiness at Work; ICSR: Internal Corporate Social Responsibility. HW: R<sup>2</sup>=0.581 Q<sup>2</sup>= 0.569; ICSR: R<sup>2</sup>=0.580 Q<sup>2</sup>= 0.569. \*\*p<0.01.  
Source: Own elaboration.

validity and reliability of the measurement instrument was confirmed. The results obtained from the evaluation of the structural model and the hypothesis testing are shown in Table 4. The evaluation of the structural model shows values of the coefficient of determination R<sup>2</sup> as significant. Happiness at Work (HW) presents a value of (0.581) and finally, Internal Corporate Social Responsibility (ICSR) for employees presents an R<sup>2</sup> above a value considered moderate (0.580) (Hair et al., 2019).

On the other hand, the Q<sup>2</sup> cross-validated redundancy index for all endogenous latent dependent variables is positive and greater than 0 (Henseler et al., 2015), which confirms the predictive relevance of the nomogram for a dependent construct.

The calculation results indicate that all hypotheses are accepted except H2 and H4. Firstly, the positive relationship is verified between FIC and HW ( $\beta=0.773$ ,  $p<0.01$ : H1) and between FIC and ICSR ( $\beta=0.738$ ,  $p<0.01$ : H3). This means that good FIC in work environments improves the happiness of employees from a professional standpoint, as well as the impact of the ICSR

actions that the company makes available to them. On the contrary, the results showing the effect of IIC on HW ( $\beta = -0.022$ ,  $p > 0.01$ : H2) indicate that there is no statistically significant relationship between these variables. This suggests that there is insufficient evidence to confirm that informal internal communication has a direct impact on employees' job happiness. Finally, it is also evident that IIC does not have a positive and significant impact on ICSR ( $\beta = 0.042$ ,  $p > 0.01$ : H4). This leads us to reject hypotheses 2 and 4 of this structural model.

## 6. DISCUSSION AND CONCLUSIONS

The objective of this work was to analyse the impact of internal communication on the perception of internal corporate social responsibility (ICSR) and the happiness of employees in the work environment. This objective was targeted through the framework of service companies that use a corporate social network as a communication tool that facilitates the exchange of information from a dual perspective: formal internal communication and informal internal communication (Lee, 2022). The emergence of new technologies in the management of human relations has made it possible to use this type of application to create a community of people who, as part of the organisation, are linked through a virtual platform. Communication in these corporate social networks (CSN) is bidirectional both vertically and horizontally, facilitating immediacy and closeness in the exchange of information, which improves it according to Wuersch et al. (2024). In this way, new generations of workers transfer to the work environment the use of digital tools that define an important form of communication in the 21st century (Men et al., 2020).

This research focused on the impact of communication in a virtual context and has sought to fill an important research gap as it improves understanding of its role in enhancing communication and integration in the workplace, contributing answers to priority lines of research indicated in the literature (Tkalac Verčič et al., 2024).

This work adopts an internal marketing perspective since it is understood that communication is a variable that drives commitment and happiness in the workplace, particularly relevant in the field of services given the contribution of employees in their delivery process (Lázaro-Marcé et al., 2021). In this sense, the research focused on two companies related to the service sector (health and logistics) with a high level of employee engagement with end customers. The concept of internal marketing, originally proposed by Berry et al. (1976) in the context of services, focuses on satisfying employees first so they can, in turn, satisfy customers. With this objective, it is necessary for organisations to develop active internal communication and at the same time focus on developing all employee potential, as employees will be the ones who will bring to fruition the services at different 'moments of truth'. This is why happiness at work, understood from the dimensions of work engagement, job satisfaction, and emotional commitment (Salas-Vallina & Alegre, 2021), has been considered the main outcome variable for implementing internal marketing strategies (Ravina-Ripoll et al., 2023).

The results confirmed that internal marketing practices, where internal communication is identified as a central element, have a positive and significant relationship with employee happiness and internal corporate social responsibility (ICSR) initiatives. This finding is consistent with previous research, such as that of To et al. (2015) and Manzanares et al. (2023).

Furthermore, in line with the recent findings of Romero-Rodríguez & Castillo-Abdul (2024), this study expands scientific knowledge on workplace happiness from a digital and innovative perspective. Specifically, it provides evidence of the impact of digital internal communication, facilitated through corporate social networks, on employee happiness, highlighting its key role in fostering a more positive, collaborative, and participatory organisational environment.

Likewise, this research contributes to the existing literature on ICSR and aligns with the studies of Kim et al. (2025), demonstrating that ICSR initiatives influence employees' psychological well-being and can also serve as a driver of organisational innovation. In this regard, internal communication is positioned as a strategic channel that enables employees to better understand, internalise, and engage with corporate social responsibility initiatives. This not only strengthens corporate values but also enhances the alignment between organisational goals and employees' individual motivations, fostering a more sustainable and innovation-oriented organisational culture.

However, it is essential to analyse the results based on the type of communication generated. While formal internal communication strengthens both the perception of ICSR and workplace happiness, informal communication does not produce the same effect. This finding highlights the need to assess how communication is managed in the digital environment. In particular, the results suggest that corporate social networks should be understood as tools for organisational cohesion and alignment, rather than spaces for informal communication, as the latter may encourage the spread of rumours or information that is not relevant to job performance (Koch & Denner, 2022). Does this mean that there should be no informal communication between professionals? Obviously not, the findings suggest that its impact is not significant in shaping the perception of ICSR or workplace happiness when it takes place through corporate channels.

### **6.1. Implications for management**

Regarding managerial implications, the findings of this study highlight the importance of developing internal communication as a key practice of internal marketing at the organisational level. Strengthening this aspect is essential for enhancing workplace happiness and improving employees' perception of the internal corporate social responsibility (ICSR) initiatives implemented by the company. Furthermore, when formal communication is managed through corporate social networks (CSN), a greater sense of community is fostered, promoted by the interaction facilitated by the platform, which translates into positive organisational outcomes. Therefore, the results suggest that it is crucial to reinforce formal communication channels through CSN. Additionally, it is recommended to implement training and development programmes on the strategic use of these tools to enhance formal communication skills and maximise their impact within the organisation.

However, we must be aware that, as the results obtained reveal, CSN are not the correct channel to convey informal communications, since this type of communication does not affect any variable resulting from the proposals. This finding suggests that, in certain contexts, informal communication may be constrained by the organisational structure and hierarchical dynamics within the platform, affecting the spontaneity and authenticity of interactions (Koch & Denner, 2022). Furthermore, the characteristics of employees in the service sector indicate that, despite digitalization, many still prefer more personal and direct communication rather than relying exclusively on digital media (Ollier-Malaterre & Redston, 2024). This suggests that internal communication strategies should balance the implementation of digital tools with face-to-face interaction spaces, particularly in environments where collaboration and trust are fundamental to job performance.

This finding challenges the common assumption that any type of communication within corporate social networks is beneficial for the company. It demonstrates that only structured formal communication has a positive impact, which has direct implications for the design of internal communication strategies in digital environments.



Moreover, this study reaffirms that internal corporate social responsibility is a key resource within the job demands and resources theory. However, companies must develop more precise indicators to assess the impact of their corporate social responsibility policies on employees. In a work environment where professionals seek organisations aligned with their personal values and social expectations, strengthening communication about these initiatives becomes a crucial factor in enhancing motivation, well-being, and workplace happiness.

More than ever, managers are actively searching for professionals capable of making a difference when carrying out their work. It is no longer so much about hiring employees with only hard skills, or technical competencies, but rather, soft skills, the interpersonal competencies that the employee can offer to their field of work, are increasingly valued (the ability to work as part of a team, communicate properly, create a good work environment, know how to lead, etc.). Simultaneously, employees look for companies that, in addition to a decent salary, offer a wide portfolio of benefits (excellent working conditions, flexible schedules, work-life balance, etc.) and the possibility of cultivating creativity, enthusiasm, and participation. The development of corporate social responsibility programmes specifically aimed at workers can represent an attractive incentive.

Companies continue to aim to bring together qualified and committed personnel capable of helping them achieve greater success. To do this, they must offer happier environments, where making an extra effort and facing adversity is not a sacrifice, but on the contrary, is challenging and valuable for the employee.

## 6.2. Limitations and future research perspectives

The size of the sample and the restriction of the study to two types of services are significant limitations that at the same time generate new research opportunities.

Understanding informal communication in the business environment channelled through CSN is an important challenge, as it is still difficult to find a single, universally accepted scale to measure this impact. Unlike other platforms like WhatsApp, for which we have a more precise understanding of its impact on employees (Sakib, 2016), it is still challenging to comprehend the impact of specialised social media networks in this field available in the market in this field, as finding a single, universally accepted scale to measure the impact of internal communication through corporate social networks. Therefore, a communication scale applied to a sample that uses communication through a corporate social network has been used as a reference.

However, it is premature to consider that it does not affect the hypothesised relationships since factors that determine both the profile of the company and that of human resources may be affecting the results. Identifying these types of factors and incorporating them into relationship models will improve understanding of their role.

Although a robust chain of effects of formal communication has been evidenced both on happiness at work and on ICSR, the role of driver or mediator of this last variable, comparing the proposed model with another rival, would perhaps improve the understanding of its role, along with that of communication, on work-related happiness.

Finally, although happiness at work has been understood as a multidimensional variable that has allowed the testing of a parsimonious model, future research could analyse whether the effects detected are homogeneous on the separate dimensions of happiness at work, that is, on work engagement, job satisfaction, and commitment to the company.

## FUNDING

This research has been developed within the work scheme of the project with reference PID2020-112660RB-I00 funded by MCIN/AEI/10.13039/501100011033 and the consolidated research group AICO/2021/144 and CIAICO/2023/069 funded by the Conselleria d'Innovació, Universitats, Ciència i Sociedad Digital of the Generalitat Valenciana. In addition, it has been supported by the Department of Education, Culture, Universities and Occupation of the Generalitat Valenciana, with co-financing from the European Social Fund Plus (ESF+).

## CONTRIBUTION OF THE AUTHORS

**Conceptualization:** Alexandra Soler-Sanchis, Irene Gil-Saura and Gloria Berenguer-Contrí. **Methodology:** Alexandra Soler-Sanchis and Gloria Berenguer-Contrí. **Data collection:** Alexandra Soler-Sanchis. **Data analysis:** Alexandra Soler-Sanchis, Irene Gil-Saura and Gloria Berenguer-Contrí. **Writing - Preparation of the original draft:** Alexandra Soler-Sanchis and Irene Gil-Saura. **Writing - Review and editing:** Alexandra Soler-Sanchis, Irene Gil-Saura and Gloria Berenguer-Contrí. **Supervision:** Irene Gil-Saura and Gloria Berenguer-Contrí.”

## REFERENCES

- Al-Edenat, M., & Hawamdeh, N. A. (2024). Revisiting happiness at work within the hospitality sector: Revealing the power of ethical leadership and group diversity. *Journal of Organizational Effectiveness: People and Performance*. <https://doi.org/10.1108/JOEPP-04-2024-0153>
- Bakker, A. B. (2022). The social psychology of work engagement: State of the field. *Career Development International*, 27(1), 36-53. <https://doi.org/10.1108/CDI-08-2021-0213>
- Barkay, T. (2024). Internal CSR and the decline of organised labour: A possible elective affinity? *Social Responsibility Journal*. <https://doi.org/10.1108/SRJ-01-2024-0013>
- Berry, L. L., Hensel, J. S., & Burke, M. C. (1976). Improving retailer capability for effective consumerism Reponse. *Journal of retailing*, 52.
- Carlini, J., & Grace, D. (2021). The corporate social responsibility (CSR) internal branding model: Aligning employees' CSR awareness, knowledge, and experience to deliver positive employee performance outcomes. *Journal of Marketing Management*, 37(7-8), 732-760. <https://doi.org/10.1080/0267257X.2020.1860113>
- Chew, X., Alharbi, R., Khaw, K. W., & Alnoor, A. (2023). How information technology influences organizational communication: The mediating role of organizational structure. *PSU Research Review*, 8(3), 633-647. <https://doi.org/10.1108/PRR-08-2021-0041>
- Chou, E. Y., Liang, H. Y., & Lin, J. S. C. (2021). Believe to go the extra mile: The influence of internal CSR initiatives on service employee organizational citizenship behaviors. *Journal of Service Theory and Practice*, 31(6), 845-867. <https://doi.org/10.1108/JSTP-08-2019-0178>
- Cortina, J. M., Sheng, Z., Keener, S. K., Keeler, K. R., Grubb, L. K., Schmitt, N., Tonidandel, S., Summerville, K. M., Heggstad, E. D., & Banks, G. C. (2020). From alpha to omega and beyond! A look at the past, present, and (possible) future of psychometric soundness in the Journal of Applied Psychology. *Journal of Applied Psychology*, 105(12), 1351-1381. <https://doi.org/10.1037/apl0000815>

- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499-512. <https://doi.org/10.1037/0021-9010.86.3.499>
- Estrada, J. M. C., & Sánchez-Bayón, A. (2024). Estudio bibliométrico de Economía Digital y sus tendencias. *Revista de Estudios Empresariales. Segunda Época*, 195-209. <https://doi.org/10.17561/ree.n1.2024.8229>
- Fisher, C. D. (2010). Happiness at Work. *International Journal of Management Reviews*, 12(4), 384-412. <https://doi.org/10.1111/j.1468-2370.2009.00270.x>
- Fitriana, N., Hutagalung, F. D., Awang, Z., & Zaid, S. M. (2022). Happiness at work: A cross-cultural validation of happiness at work scale. *PLOS ONE*, 17(1), e0261617. <https://doi.org/10.1371/journal.pone.0261617>
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1). <https://doi.org/10.1177/002224378101800104>
- González-Álvarez, K., López-Arceiz, F. J., & Bellostas Pérezgrueso, A. J. (2023). El modelo de empresa social y las entidades sin fines lucrativos: Un análisis bibliométrico. *Revista de Estudios Empresariales. Segunda Época*, 5-30. <https://doi.org/10.17561/ree.n1.2023.7404>
- Guo, Z., & Xie, Y. (2024). Impact of internal and external corporate social responsibility on internationalization speed: Evidence from Chinese multinational enterprises. *Corporate Social Responsibility and Environmental Management*. <https://doi.org/10.1002/csr.2964>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Castillo Apraiz, J., Cepeda Carrión, G., & Roldán, J. L. (2019). *Manual de partial least squares structural equation modeling (PLS-SEM)*. OmniaScience Scholar. <http://hdl.handle.net/11420/5279>
- Hansen, J. R., Løkke, A. K., & Sørensen, K. L. (2019). Long-Term Absenteeism From Work: Disentangling the Impact of Sector, Occupational Groups and Gender. *International Journal of Public Administration*, 42(8), 628-641. <https://doi.org/10.1080/01900692.2018.1498104>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135. <https://doi.org/10.1007/s11747-014-0403-8>
- Huang, X., Wang, P., & Wu, L. (2024). Well-being Through Transformation: An Integrative Framework of Transformative Tourism Experiences and Hedonic Versus Eudaimonic Well-being. *Journal of Travel Research*, 63(4), 974-994. <https://doi.org/10.1177/00472875231171670>
- Jaswal, N., Sharma, D., Bhardwaj, B., & Kraus, S. (2024). Promoting well-being through happiness at work: A systematic literature review and future research agenda. *Management Decision*, 62(13), 332-369. <https://doi.org/10.1108/MD-08-2023-1492>
- Kim, B. J., Quaquebeke, N. V., Chang, Y., & Kim, T. H. (2025). *When and how corporate social responsibility promotes innovation: A multi-level moderated mediation model*. <https://doi.org/10.1002/csr.2984>
- Koch, T., & Denner, N. (2022). Informal communication in organizations: Work time wasted at the water-cooler or crucial exchange among co-workers? *Corporate Communications: An International Journal*, 27(3), 494-508. <https://doi.org/10.1108/CCIJ-08-2021-0087>

- Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of e-Collaboration (ijec)*, 11(4), 1-10. <https://doi.org/10.4018/ijec.2015100101>
- Kocollari, U., Cavicchioli, M., & Demaria, F. (2024). The 5 E(lements) of employee-centric corporate social responsibility and their stimulus on happiness at work: An empirical investigation. *Corporate Social Responsibility and Environmental Management*, 31(3), 1959-1976. <https://doi.org/10.1002/csr.2667>
- Lázaro-Marcé, J., Gutiérrez-Aragón, Ó., & Fondevila-Gascón, J. F. (2021). Influencia de la colaboración entre las áreas de ventas y marketing en los resultados de las empresas en un entorno de orientación al mercado. *Revista de Estudios Empresariales. Segunda Época*, 2, 44-63. <https://doi.org/10.17561/ree.n2.2021.6507>
- Lee, Y. (2022). Dynamics of millennial employees' communicative behaviors in the workplace: The role of inclusive leadership and symmetrical organizational communication. *Personnel Review*, 51(6), 1629-1650. <https://doi.org/10.1108/PR-09-2020-0676>
- Lee, Y. (2023). ICT use, internal communication satisfaction, and engagement of working-from-home employees: The moderating role of affiliative tendency. *Computers in Human Behavior*, 138, 107472. <https://doi.org/10.1016/j.chb.2022.107472>
- Madsen, V. T. (2020). Crossing hierarchies in organizations: Making sense of employee dissent and circumvention on internal social media. *Globe: A Journal of Language, Culture and Communication*, 9. <https://doi.org/10.5278/ojs.globe.v9i.3521>
- Manzanares, F. V., García-Segura, T., & Pellicer, E. (2023). Effective communication in BIM as a driver of CSR under the happiness management approach. *Management Decision*, 62(2), 685-701. <https://doi.org/10.1108/MD-02-2023-0284>
- Marujo, H. A. (2023). The nexus between peace and mental well-being: Contributions for public happiness. *Mental Health and Social Inclusion*, 27(4), 355-379. <https://doi.org/10.1108/MHSI-07-2023-0077>
- Masood, A., Zhang, Q., Ali, M., Cappiello, G., & Dhir, A. (2023). Linking enterprise social media use, trust and knowledge sharing: Paradoxical roles of communication transparency and personal blogging. *Journal of Knowledge Management*, 27(4), 1056-1085. <https://doi.org/10.1108/JKM-11-2021-0880>
- Meirinhos, G., Cardoso, A., Silva, R., Rêgo, R., & Oliveira, M. (2022). Employee Involvement and Commitment in Internal Communication. *Social Sciences*, 11(9), 423. <https://doi.org/10.3390/socsci11090423>
- Men, L. R., O'Neil, J., & Ewing, M. (2020). Examining the effects of internal social media usage on employee engagement. *Public Relations Review*, 46(2), 101880. <https://doi.org/10.1016/j.pubrev.2020.101880>
- Miller, K. E. (2023). Employee sensemaking of CSR: On micro-discourses of corporate social responsibility. *Corporate Communications: An International Journal*, 28(3), 469-488. <https://doi.org/10.1108/CCIJ-07-2022-0075>
- O'Brien, I. M., Ouschan, R., Jarvis, W., & Soutar, G. N. (2020). Drivers and relationship benefits of customer willingness to engage in CSR initiatives. *Journal of Service Theory and Practice*, 30(1), 5-29. <https://doi.org/10.1108/JSTP-08-2018-0186>



- Ollier-Malaterre, A., & Redston, M. (2024). Enterprise social networks and the work context: A case study of mandated use. *Information Technology & People, ahead-of-print*(ahead-of-print). <https://doi.org/10.1108/ITP-05-2023-0411>
- Olorunsola, V. O., Saydam, M. B., Ogunmokun, O. A., & Oztüren, A. (2022). Service beyond the status quo: The ripple effect of corporate social responsibility and internal marketing on employee's customer-oriented behavior. *International Journal of Bank Marketing, 40*(4), 820-841. <https://doi.org/10.1108/IJBM-07-2021-0321>
- Omidvar, M., Ghasemi, V., & Frau, M. (2024). Exploring the impact of environmental dimension in corporate social responsibility on restaurants' customer retention. *British Food Journal, ahead-of-print*(ahead-of-print). <https://doi.org/10.1108/BFJ-01-2024-0030>
- Podsakoff, P. M., Podsakoff, N. P., Williams, L. J., Huang, C., & Yang, J. (2024). Common Method Bias: It's Bad, It's Complex, It's Widespread, and It's Not Easy to Fix. *Annual Review of Organizational Psychology and Organizational Behavior, 11*, 17-61. <https://doi.org/10.1146/annurev-orgpsych-110721-040030>
- Pradhan, R. K., & Hati, L. (2022). The Measurement of Employee Well-being: Development and Validation of a Scale. *Global Business Review, 23*(2), 385-407. <https://doi.org/10.1177/0972150919859101>
- Qamar, F., Soomro, S. A., & Kundi, Y. M. (2023). Linking high-performance work systems and happiness at work: Role of career aspiration and thriving. *Career Development International, 28*(5), 536-553. <https://doi.org/10.1108/CDI-02-2023-0047>
- Ranjan, S., & Dash, S. (2022). Impact of internal corporate social responsibility: A parallel mediation analysis. *Personnel Review, 53*(1), 119-135. <https://doi.org/10.1108/PR-05-2020-0354>
- Ravina-Ripoll, R., Galvan-Vela, E., Sorzano-Rodríguez, D. M., & Ruíz-Corrales, M. (2023). Mapping intrapreneurship through the dimensions of happiness at work and internal communication. *Corporate Communications: An International Journal, 28*(2), 230-248. <https://doi.org/10.1108/CCIJ-03-2022-0037>
- Reimer, M., Haensse, L., & Lin-Hi, N. (2024). Internal change through external actions: The impact of external corporate social responsibility on employee readiness for change. *Journal of Organizational Change Management. https://doi.org/10.1108/JOCM-03-2024-0125*
- Romero-Rodríguez, L. M., & Castillo-Abdul, B. (2024). Internal communication from a happiness management perspective: State-of-the-art and theoretical construction of a guide for its development. *BMC Psychology, 12*(1), 644. <https://doi.org/10.1186/s40359-024-02140-7>
- Sakib, S. M. (2016). Influence of WhatsApp on communication in internal organizational. *Social Science Research Network. https://doi.org/10.2139/ssrn.3934409*
- Salas-Vallina, A., & Alegre, J. (2021). Happiness at work: Developing a shorter measure. *Journal of Management & Organization, 27*(3), 460-480. <https://doi.org/10.1017/jmo.2018.24>
- Santana-Martins, M., Sánchez-Hernández, M. I., Nascimento, J. L., & Stinglhamber, F. (2024). Connecting leaders and employees' affective commitment: A multilevel analysis. *Leadership & Organization Development Journal, 45*(6), 1048-1062. <https://doi.org/10.1108/LODJ-09-2023-0502>



- Singh, S., & Aggarwal, Y. (2018). Happiness at Work Scale: Construction and Psychometric Validation of a Measure Using Mixed Method Approach. *Journal of Happiness Studies*, 19(5), 1439-1463. <https://doi.org/10.1007/s10902-017-9882-x>
- Sinitysyna, E. (2024). Connected digitally and dedicated loyally: The features and impact of internal online events on employee outcomes. *Management Research Review*, 47(10), 1520-1551. <https://doi.org/10.1108/MRR-11-2023-0866>
- Sitarević, A., Nešić Tomašević, A., Sofić, A., Banjac, N., & Novaković, N. (2023). The Psychosocial Model of Absenteeism: Transition from 4.0 to 5.0. *Behavioral Sciences*, 13(4), 332. <https://doi.org/10.3390/bs13040332>
- Srivastava, S., Mendiratta, A., Pankaj, P., Misra, R., & Mendiratta, R. (2022). Happiness at work through spiritual leadership: A self-determination perspective. *Employee Relations: The International Journal*, 44(4), 972-992. <https://doi.org/10.1108/ER-08-2021-0342>
- Stranzl, J., Ruppel, C., & Einwiller, S. (2024). Staying emotionally connected while being physically apart – exploring what teleworkers need to stay committed and how internal communication can contribute. *Journal of Communication Management*, 28(2), 272-293. <https://doi.org/10.1108/JCOM-02-2023-0023>
- Sutton, L. B. M., & Le Roux, T. (2024). Sustainable internal communication and digital trends amidst an energy crisis: Can a middle ground be found in South Africa?. *Journal of Communication Management*. <https://doi.org/10.1108/JCOM-04-2024-0060>
- Tabala, A., Munene, J. C., Kagaari, J., Mafabi, S., & Kyogabiirwe, J. (2023). Psychological well-being of small enterprise employees: A multi-theoretical perspective. *International Journal of Organizational Analysis*, 32(6), 1042-1059. <https://doi.org/10.1108/IJOA-03-2023-3673>
- Tkalac Verčič, A., Verčič, D., Čož, S., & Špoljarić, A. (2024). A systematic review of digital internal communication. *Public Relations Review*, 50(1), 102400. <https://doi.org/10.1016/j.pubrev.2023.102400>
- To, W. M., Martin, E. F., & Yu, B. T. W. (2015). Effect of management commitment to internal marketing on employee work attitude. *International Journal of Hospitality Management*, 45, 14-21. <https://doi.org/10.1016/j.ijhm.2014.11.002>
- Turker, D. (2009). Measuring Corporate Social Responsibility: A Scale Development Study. *Journal of Business Ethics*, 85(4), 411-427. <https://doi.org/10.1007/s10551-008-9780-6>
- Üngüren, E., Onur, N., Demirel, H., & Tekin, Ö. A. (2024). The Effects of Job Stress on Burnout and Turnover Intention: The Moderating Effects of Job Security and Financial Dependency. *Behavioral Sciences*, 14(4), 322. <https://doi.org/10.3390/bs14040322>
- Viererbl, B., Denner, N., & Koch, T. (2022). “You don’t meet anybody when walking from the living room to the kitchen”: Informal communication during remote work. *Journal of Communication Management*, 26(3), 331-348. <https://doi.org/10.1108/JCOM-10-2021-0117>
- Walden, J. A. (2021). Enhancing employee well-being through internal communication, in L. R. Men, & A. Tkalac Verčič (eds.), *Current trends and issues in internal communication theory and practice* (pp. 149–163). Palgrave Macmillan. [https://doi.org/10.1007/978-3-030-78213-9\\_9](https://doi.org/10.1007/978-3-030-78213-9_9)

Wuersch, L., Neher, A., Maley, J. F., & Peter, M. K. (2024). Using a Digital Internal Communication Strategy for Digital Capability Development. *International Journal of Strategic Communication*, 18(3), 167-188. <https://doi.org/10.1080/1553118X.2024.2330405>

## APPENDIX

**TABLE A1. DESCRIPTIVE STATISTICS AND MANN-WHITNEY U TEST:  
INTERNAL COMMUNICATION, HAPPINESS AT WORK AND INTERNAL  
CORPORATE SOCIAL RESPONSIBILITY**

Scale	Total n=242		Company A n=67		Company B n=175		U Test, Company A vs B, <i>p</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	
INTERNAL COMMUNICATION (To et al., 2015)							
FIC1 The company has regular staff appraisals in which people discuss what employees want.	4.50	1.82	5.51	1.33	4.11	1.84	0.001**
FIC2 Managers interact formally and directly with employees to find out how to make employees more satisfied.	4.74	1.74	5.88	1.02	4.30	1.77	0.001**
FIC3 Managers meet with employees regularly to find out what expectations they have of their jobs.	4.64	1.73	5.51	1.27	6.59	1.77	0.001**
FIC4 The company surveys employees at least once a year to assess the quality of employment.	5.18	1.68	5.46	1.53	5.07	1.72	0.132n/s
IIC5 When at work, our manager regularly talks to us to find out about our work.	5.33	1.58	5.60	1.43	5.23	1.62	0.121n/s
IIC6 When at work, when our manager notices that one of us is acting differently than normal, he will try to find out why.	5.26	1.68	5.30	1.97	5.25	1.57	0.200n/s
IIC7 When at work, our manager tries to find out what we want from the company.	5.13	1.66	5.19	1.90	5.10	1.57	0.217n/s
IIC8 When at work, our manager tries to find out our real feelings about jobs.	5.18	1.68	5.18	1.92	5.18	1.59	0.502n/s
HAPPINESS AT WORK (Salas-Vallina & Alegre, 2021)							
HW1 At my job, I feel strong and vigorous	5.53	1.37	5.82	1.05	5.42	1.47	0.110n/s
HW2 I am enthusiastic about my job.	5.81	1.31	6.30	1.08	5.63	1.35	0.001**

HW3 I get carried away when I am working.	5.63	1.30	5.88	1.05	5.54	1.38	0.111n/s
HW4 How satisfied are you with the nature of the work you perform?	5.82	1.28	6.27	1.00	5.65	1.34	<b>0.001**</b>
HW5 How satisfied are you with the pay you receive for your job?	4.55	1.81	5.25	1.46	4.29	1.86	<b>0.001**</b>
HW6 How satisfied are you with the opportunities which exist in this organization for advancement [promotion]?	5.23	1.65	6.01	1.05	4.93	1.74	<b>0.001**</b>
HW7 I would be very happy to spend the rest of my career with this organization.	5.42	1.66	6.12	1.22	5.15	1.73	<b>0.001**</b>
HW8 I feel emotionally attached' to this organization.	5.38	1.72	6.48	0.85	4.97	1.78	<b>0.001**</b>
HW9 I feel a strong sense of belonging to my organization.	5.26	1.80	6.48	0.97	4.79	1.83	<b>0.001**</b>
<b>INTERNAL CORPORATE SOCIAL RESPONSIBILITY (Turker, 2009)</b>							
ICSR1 Our company supports employees who want to acquire additional education.	5.26	1.60	5.27	1.61	5.26	1.60	0.994n/s
ICSR2 Our company policies encourage the employees to develop their skills and careers.	5.28	1.56	5.73	1.22	5.11	1.64	<b>0.009*</b>
ICSR3 Our company implements flexible policies to provide a good work & life balance for its employees.	5.19	1.56	5.55	1.17	5.05	1.67	0.064n/s
ICSR4 The management of our company is primarily concerned with employees' needs and wants.	4.80	1.72	5.46	1.29	4.54	1.79	<b>0.001**</b>
ICSR5 The managerial decisions related with the employees are usually fair.	4.83	1.66	5.45	1.24	4.60	1.74	<b>0.001**</b>

Note: M: media, SD: standard deviation. \*\*p<0.01, \*p<0.05, n/s – not significant.  
Source: Own elaboration.