When Companies Make Your Day:
Happiness Management and Digital Workplace Transformation

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ABSTRACT

Pre-digital organizations were established before the digital and collaborative economy. Faced with this new economy, they are carrying out organizational transformation projects that involve significant changes in tasks, working conditions, and employee well-being. A positive emotional climate can support these digital transformations. Companies have therefore developed specific change management practices focusing on happiness at work to support these digital transformation programs of work practices. This research explores the role of happiness management as a change management practice for digital transformation. Using a multiple case study method, it illustrates how happiness management practices are enacted in three French pre-digital organizations from different industries. It identifies characteristics of happiness management mobilized differently by each organization. Some combinations of these characteristics and employees' control perceptions are shown to lead to a positive emotional climate which in turn affects the success of digital workplace transformations.

KEYWORDS

Change Management, Cross Case Study, Digital Transformation, Digital Workplace, Emotional Climate, Flex-Desk, Happiness Management, Pre-Digital Organizations, Qualitative Research, Remote Work

INTRODUCTION

Digital workplace programs have been used as a strategic change initiative by organizations (Koch et al., 2019). Digital workplaces are seen as organization-wide socio-technical initiatives that provide a positive employee experience by altering work's physical, cultural, and digital arrangements (Dery et al., 2017). In addition, such initiatives promote collaborative network IT (Kissflow, 2021; Panteli

et al., 2021) as it can generate employee connectedness leading to a positive employee experience, viewed as a humanistic goal of digital transformation (Sarker et al., 2019). Positive employee experience, thus generated, leads to innovation and productivity, viewed as an instrumental goal of digital transformation (Dery & Sebastian, 2017; Dery et al., 2017).

However, digital workplace transformations trigger significant changes to employee experiences. Prior studies show that employees' task, social and well-being perceptions are impacted by digital workplace transformations, requiring intentional change management approaches and positive support for employees (Meske & Junglas, 2021). Increasing employees' positive attitudes that lend support towards digital workplace transformation is vital in the change process. Thus, organizational practices that trigger a positive emotional climate are essential and important to the success of digital transformation programs (Koch et al., 2019; Shin et al., 2012; Parke & Seo, 2017; Ashkanasy & Dorris, 2017; Dery et al., 2017). Moreover, Kane et al. (2021) argue that post-pandemic, it is time for managers to envision the office that employees will return to and consider effective hybrid workplaces, especially since the pandemic revealed the fragility of digitally immature organizations (Fletcher & Griffiths, 2020).

Emotions are a subset of affect. They are short-term intense affective reactions to specific events experienced by individuals or groups (Briner, 1999). They manifest themselves through a range of responses which include cognitive components (e.g., appraisal, evaluation); physical reactions (e.g., heart rate); overt behavior (e.g., avoidance); facial expressions (e.g., frown, smile); a goal structure (e.g., loss, anger) (Briner, 1999; Fredrickson, 2001). Past research shows that the overall balance of people's positive emotions (e.g., joy, interest, contentment, love) and negative emotions (e.g., anxiety, sadness, anger, and despair) can explain objective happiness at work (Fredrickson, 2001).

The emotional climate is also an affective phenomenon. It is a key organizational-level phenomenon linking individual and group emotions to organizational-level outcomes. It is conceptualized as a shared perception of dominant emotions among organizational members (Parke & Seo, 2017; Ashkanasy, 2003). It can be influenced by objective facts, institutional arrangements, and policies that create shared experiences (De Rivera & Páez, 2007). Practitioners view happiness management as a useful emotion management approach that can create a positive emotional climate during digital workplace transformations. Thus, some French pre-digital organizations have adopted happiness management to initiate digital workplace programs in France. Cooking appliances manufacturer SEB[1], tyre manufacturer Michelin[2] or French lottery, Française des Jeux[3] are some examples. Such happiness management may be introduced implicitly or explicitly by creating new "chief happiness officers" roles (Blomstrom, 2019; Blokdyk, 2021). It is influenced by examples of digital organizations such as Google, Amazon, SAP, and Airbnb described in the media as companies that use happiness management efficiently to develop a positive emotional climate, innovation, and productivity (Clapon, 2020; HEC, 2020).

The general change management literature considers "emotion-infused situational engineering" useful when introducing change (Wright & Cropanzano, 2004). Such an intervention alters the workplace design, which induces a positive experience among the workforce and offers greater meaning, purpose, and happiness at work (Wright & Cropanzano, 2004). Happiness management has not been fully defined in prior literature. Relating it to the concept of "emotion work" at the individual level (Hochschild, 2012), we see happiness management as emotion management initiated at the organizational level. For this study, we define happiness management as a socio-material phenomenon leveraged as change management practices for facilitating digital workplace transformations. It involves emotion-infused situational engineering, triggering a positive emotional climate that aims to increase work happiness (Wright & Cropanzano, 2004).

Despite being aware that such an intervention can foster positive employee attitudes toward change (Meske & Junglas, 2021), the IS literature has neglected the role of emotion management in general, and happiness management, in particular, in supporting digital workplace transformations. Hence, further research on happiness management as a change management for digital workplace

transformation is warranted. Anecdotal evidence suggests that happiness management as emotion-infused situational engineering can help overcome anticipated resistance and address negative emotions likely to be present within a pre-digital organizational workforce (Bordeleau & Felden, 2021; Eden et al., 2019). First, however, we need to explore empirically the links between happiness management and emotional climate to uncover its potential as change management for digital workplace transformation.

Having introduced the key concepts and phenomenon of interest, we will present next a narrative literature review summarizing the state of knowledge on the topic (Templier & Paré, 2018, p. 505), which informed our research objectives:

RQ1a: How is happiness management leveraged by pre-digital organizations to support digital workplace transformation programs?
RQ1b: What are its implications for the emotional climate?

We use a multiple case study method to investigate how happiness management practices are enacted as change management for digital workplace transformation in three French pre-digital organizations from different industries. Our research makes three key contributions. First, we offer a framework to conceptualize happiness management as change management practices for inducing a positive emotional climate during digital workplace transformations. Second, we apply this framework to our three empirical settings and show that happiness management does not always lead to a positive emotional climate as intended. Third, we provide insights into why happiness management may not have the desired impact on the emotional climate. We relate this to employees' control perceptions and suggest that "collective dispositional conditions" (Petty et al., 2001) also play a role.

The paper is structured as follows: the narrative literature review provides an understanding of the phenomenon through related concepts proposed in former research (Rowe, 2014, p. 244). We then present our conceptualization of happiness management as change management for digital workplace transformation and offer an integrated framework centred on addressing the research questions. We present our multiple case-study methodology and describe and analyze our three case studies. Further, we discuss of our findings and offer theoretical implications from the research. A discussion about the limitations of our research and its managerial implications follows.

LITERATURE REVIEW

We review the literature first on happiness at work, then on digital transformation in pre-digital organizations and finally on happiness management as change management for digital workplace transformation.

The Notions of 'Happiness at Work'

Perspectives on happiness at work have evolved over recent decades (Edwards, 2009). Based on Mousli's (2016) review, these perspectives rely on different origins to explain happiness at work and can be clubbed together under individual and collective perspectives.

Much research has focused on happiness at work from an individual perspective. Sánchez-Vázquez and Sánchez-Ordóñez (2019) classify the individual notions of happiness at work into two broad domains: economics and psychology. Some researchers have shown a link between happiness and the economy (Frey & Stutzer, 2002; Bruni & Porta, 2005; Anielski & Johannessen, 2009; Graham, 2011). Oswald et al.'s (2015) study shows that happy individuals have a 12% increase in productivity. The growth of positive psychology has triggered an interest in the science of happiness (Seligman et al., 2005). Positive psychology is defined as "a science of positive subjective experience, positive individual traits, and positive institutions" that aims to improve the quality of life (Seligman & Csikszentmihalyi, 2000, p. 5). Happiness is seen as a crucial resource that helps individuals at work

and in their lives (Frawley, 2015). Happiness at work was defined as "a mindset which allows you to maximize performance and achieve your potential. You do this by being mindful of your highs and lows when working alone or with others" by Pryce-Jones (2011, p. 4). This literature deals with individual well-being, contentment and happiness as opposed to the dark side of employee experience such as mental ill health, stress etc. It concentrates on how individuals are motivated to maximize their positive experiences in their everyday interactions, both at work and in their personal lives (Salas-Vallina et al., 2018).

Some researchers criticize the notion of happiness as "bad science" (Frawley, 2015), while others argue that happiness management when properly orchestrated and implemented can support organizational success and deliver a return on investment (Pryce-Jones & Lindsay, 2014). For example, Fisher (2010) argued that happiness at work could manifest itself at multiple foci, such as discrete events, the job, and the organization, and can be seen as a transient experience, stable person-level attitudes, or collective attitudes.

The notion of happiness at work is related to that of well-being, which has also been studied extensively in the literature and draws on social exchange theory and the psychological contract (Rousseau, 1995) amongst others to study happiness at work at the individual and collective levels (Grant et al., 2007). For instance, the job demands-resources model considers the emotional resources mobilized by the employee at work (Bakker & Demerouti, 2007). Too many demands on the part of the employer lead to degrading well-being at work.

Guest (2017) identified ten antecedents of work-related well-being: an opportunity for control, an opportunity for skill use, variety at work, an opportunity for interpersonal contact, externally generated goals, environmental clarity, availability of money, physical security, and a valued social position. Grant et al. (2007) identifies three core dimensions of employee well-being: physical well-being, the freedom from physical and mental illnesses; psychological well-being, which focuses on a worker's positive subjective experience concerning his/her job; and social or relational well-being, which refers to the quality of one's relationships with other people and communities. According to Guerci et al. (2021), studies on psychological well-being have been based on two approaches: hedonic and eudemonic. The hedonic approach defines well-being as the subjective feeling of happiness about something. In the work domain, employee job satisfaction and the positive affect associated with a job have mostly measured it. The eudemonic approach defines well-being as human fulfillment and the realization of valued human potential. In the work domain, work engagement and the feeling of doing a meaningful and worthwhile job have mostly measured it. From an individual perspective, Figure 1 represents three broad sources of happiness at work.

Along the eudemonic perspective, work engagement, job satisfaction, well-being, and affective organizational commitment are seen as dimensions of happiness at work, and these have important consequences for an employee and the organization (Fisher, 2010; Schaufeli & Bakker, 2004; Hills & Argyle, 2001). Four salient dimensions describe fully engaged employees: attentive, connected, integrated, and absorbed (Kahn & Fellows, 2013). According to these authors, two types of sources of meaning influence people's choices to engage at work: foundational (attractive identities, challenging work, clear roles, and meaningful rewards); relational (voices that are heard, important work relationships, and competent supervision). Managerial interventions can create contextual conditions under which it will become more rather than less likely that workers will perceive specific situations as worthy of their engagements. From a collective standpoint, the notion of emotional climate presents some interest concerning employee engagement and happiness. Nolan and Küpers (2009) argue that the organizational climate is one of the key influencing forces which affects the individual employee's perceptions, feelings, and actions, as well as their interpersonal relationships. Climate is associated with the "transactional level of human behaviour – the everyday interactions and exchanges […] An organization's emotional climate is perhaps most reflective of the members' feelings and attitudes, both in relation to each other and towards the organization itself" (Nolan & Küpers, 2009, p. 59, 61). Julmi (2017, p. 9) defines the affective tone of a group as "the perceived group atmosphere or emotional

Figure 1.
Happiness at work and its sources (partially inspired by Mousli, 2016)
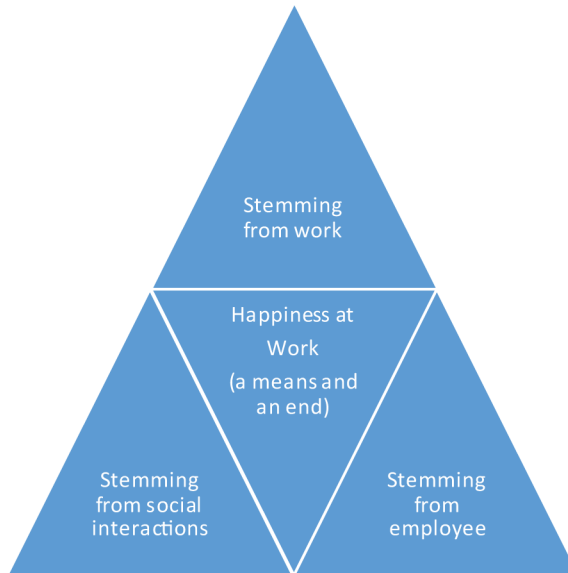
climate between group members." According to Tran (2008), the emotional climate is the central key element of organizational life. It affects organizational dynamics such as idea-generation and creativity, readiness, and adaptability to change, and individual and organizational performance. Members share a certain emotionality based on three factors (Tran, 1998, p, 102): shared values, motivations (goals and needs), and beliefs and attitudes. "The structural reality and the social environment should also be taken into consideration, as they are shared as well by all members, i.e., the type of leadership in place, the networks, and the physical working conditions" (Tran, 1998, p. 102).

Digital Workplace Transformation in Pre-Digital Organizations

In the digital economy, companies need to mobilize the subjectivity of employees to develop the creativity that drives product and service innovations (Mercure, 2013). A positive emotional climate increases job engagement and creativity directly or indirectly (Salas-Vallina et al., 2020a; Salas-Vallina et al., 2020b; Singh et al., 2018). Moreover, the distinction between work and personal lives erodes with the growth of knowledge-intensive industries that allow remote and temporary virtual work organizations to flourish (Chamakiotis et al., 2020). This phenomenon is salient in the COVID-19 era (Panteli et al., 2021), whereas both work-life balance and happiness are shown to positively impact employee job performance (Adnan Bataineh, 2019). Positive technology use (Botella et al., 2012) or the use of mindfulness interventions promote happiness and performance (Coo & Salanova, 2018). Intentional change occurs when a change agent deliberately and consciously establishes conditions and circumstances that are different from what they were and then accomplishes that through some set or series of actions and interventions (Ford & Ford, 1995). Happiness management interventions can be intentional and aiming at a continuous change in that the impetus comes from actors, from their conception of the situation, their self-identity, and others' identity (Weick & Quinn, 1999). "Organizations produce continuous change by […] repeated acts of translation that convert ideas into useful artifacts that fit purposes at hand" (Weick & Quinn, 1999, p. 377). All these theoretical perspectives have inspired the emergence of happiness management as change management for digital workplace transformation programs.

Pre-digital organizations are usually large incumbents embarking on a digital transformation journey by leveraging the potential of digital technologies to sustain and innovate in a disruptive market (Bharadwaj et al., 2013; Mithas, 2016; Ross et al., 2016; Chanias et al., 2019). This journey often starts through establishing a digital workplace (Panteli et al., 2021), as traditional organizational workplaces underutilize employees' potential toward digital transformation objectives (Dery et al., 2017). Behaviors, technologies, and physical constraints of pre-digital workplaces are said to improve with the advent of a digital workplace (Dery et al., 2017). Scholars such as Miller (2016) and Attaran et al. (2019) have claimed that digital workplaces break down barriers and create synergies between process, information and people and guarantee both instrumental goals as well as humanistic goals, such as positive employee experience.

A digital workplace is defined "as a workplace with a digital environment or space constituted of different digital devices and solutions" (Panteli et al., 2021, p 1). A few case studies have demonstrated the challenges and benefits of pre-digital organizations undertaking a successful digital transformation program (Dery et al., 2017; Prus et al., 2017; Engesmo & Panteli, 2019; Koch et al., 2019). Some claim that a successful digital workplace program can contribute to performance and instrumental goals focused on efficiency, control and organizational gains through increased productivity, innovation, and collaborative success (Attaran et al., 2019). Recent research highlights the need to also examine humanistic goals of increased employee welfare, happiness, well-being, engagement, development, and compassion through digital workplaces (Williams & Schubert, 2018; Sarker et al., 2019; Chatterjee et al., 2021) - thus, emphasizing the need to look at the key stakeholder groups including employees to effectively carry out change management for digital workplace transitions (Yoon & Lim, 2010; Miller, 2016; Davison & Ou, 2017; Dery & Sebastian, 2017; Hicks, 2019; Koch et al., 2019).

Balancing employee experience and digital workplace practices is not always straightforward. For example, studies have highlighted the mismatch between employee experience and organizational digital workplace governance (Davison & Ou, 2017). Similarly, excessive use of digital technology in workplaces is also known to negatively impact employee innovation, well-being, and happiness (Srivastava et al., 2015; Kissmer et al., 2018; Tarafdar et al., 2019; Chandra et al., 2020). In addition, excessive IT-mediated communication can trigger dehumanization perceptions (Lowry et al., 2016). However, with the onset of the COVID-19 pandemic, many organizations are investing in newer technologies, such as chatbots, for managing remote employee happiness (BBC, 2020). More generally, practitioners (e.g., Blair, 2012) also consider a happy emotional climate necessary for organizational success.

Happiness Management as Change Management for Digital Workplace Transformation

The academic literature in business studies has only recently explored happiness management as part of change management (Sánchez-Vázquez & Sánchez-Ordóñez, 2019; Ripoll et al., 2019; Ripoll et al., 2021). In IS research, Beaudry and Pinsonneault (2010, p. 694) developed a framework that classifies emotions during IT implementation into four distinct types: challenge (excitement, eagerness, playfulness, arousal, and flow), achievement (happiness, satisfaction, joy, pleasure), loss (anger, dissatisfaction, frustration, disgust), and deterrence (anxiety, worry, fear, distress). Affect can influence how IT events are appraised (Shirish, 2021; Chandra et al., 2020). We also know that IT events can generate affective cues, leading to mixed appraisals and user behaviors (Stein et al., 2015). Past research indicates that contrary to logic, ambivalent emotions and vacillating strategies can lead to active and positive user engagement, which can have positive organizational implications (Stein et al., 2015). However, managing employees' engagement during this transition is a delicate balancing act that can have unintended consequences, thus signalling the importance of change management (Kissmer et al., 2018).

The change management literature is vast, with many textbooks such as Cameron and Green (2019), models, and academic research. The state-of-the-art review from Stouten et al. (2018) provides

an integrative summary of the available evidence. Reviewing several prescriptive models, they found a considerable overlap, particularly in the processes or practices the models advocate (p. 755). An example of a model considering individual needs and the consequences of the change for employees is Jeff Hyatt's ADKAR – awareness, desire, knowledge, ability, and reinforcement (Stouten et al., 2018, p. 753). Stouten et al. advocate both managerial and employee involvement to identify ways the organization can improve and advise surveying employees to obtain insights. The focus on creating an initial sense of urgency, particularly instead of careful diagnosis, is not supported by research (p, 758). Another feature prescriptive models share is the role a guiding coalition of organization members can play in overseeing the change process and in communicating the vision. They also found that empirical research calls attention to the importance of stress triggers, including the negative appraisal of a change's implications, which reduces the recipients' sense of control (p. 770), and that employee control permits more adaptive responses to the uncertain organizational change generates (p. 765). Finally, they point (p. 772) to the nature of the change, which can be technical, social, or managerial (p. 779) and that change management principles will probably require local adaptation and adjustment.

Since digital workplace transformation initiatives in pre-digital organizations can disrupt the status quo in terms of both technical, social, and managerial change (Shirish & Batuekueno, 2021; Beaudry et al., 2020), these organizations need to carefully articulate digital change management: its conception (goals, orientation), called the "build phase" and its implementation (such as practices and training), called the "run phase."

Organizations can employ positive emotion-based inducements at work in a goal-directed manner to reach organizational instrumental or humanistic goals. Employee-focused, positive psychology and emotion-based interventions at work can take three general forms: composition, training, and "situational engineering" (Wright & Cropanzano, 2004).

Situational engineering involves changing the environment to promote, or at least does not impair, employee well-being. As with the selection and training approaches, situational engineering provides various options for organizations to create a positive emotional climate (Wright & Cropanzano, 2004). Happiness management efforts usually fall under the third form above but can be combined with the other two approaches. Such change management can support the intended emotional climate (Beaudry et al., 2020) and increase the perceived positive experiences of a digital workplace program (Dery et al., 2017).

Such interventions can lead to a favorable emotional climate, which reduces misfit and non-conformity perceptions (Steinert & Roeser, 2020; Beaudry et al., 2020; Fredrickson, 2001). They can also help buffer any possible negative emotional appraisals that can impair the success of the digital workplace program. Happiness management can proactively reduce any individual-organizational conflict that can occur during IT change events (Huang, 2021).

Therefore, in this study, we examine the practice of happiness management as change management for digital workplace transformation. Happiness management is defined as a socio-material phenomenon leveraged as change management for facilitating digital workplace transformations. It involves "emotion-infused situational engineering" to induce a positive emotional climate that aims at happiness at work. In this study, happiness refers to a subjective and global judgment of individuals and collectives in experiencing mainly positive emotions and relatively few negative emotions towards digital workforce transformations (Wright & Cropanzano, 2004). As a socio-material phenomenon, happiness management can be orchestrated via objects (digital or non-digital), people (e.g., coworkers, project leaders, employees, change agents, or chief happiness officer) or organizational discourses (including those that are technology-mediated) (Orlikowski & Scott, 2008; Leonardi & Barley, 2010).

Happiness Management Posture

Drawing on this perspective, we analyze how happiness management in three pre-digital organizations affects the emotional climate and employees' experiences as they implement digital workplace

programs. Before addressing this, we first offer a framework to clarify happiness management as change management for digital workplace transformation.

To tease out further aspects of happiness management, we categorize happiness management postures into individualist and collectivist. Both these postures should nurture adaptability, creativity, and flexibility so that human resources can dynamically adapt to organizational change initiatives and thrive. Two general workforce management approaches that are linked with the notion of happiness at work were discussed in the preceding section. They were the organizational and individualist approaches. For reasons of parsimony, we also categorize the happiness management postures into organizational and individualist.

In the organizational approach to workforce management, employees are usually considered one entity. The relationship with the employee is defined by status. It does not cater to the personalization needs of an employee or a group of employees. This is commonly found in bureaucratic settings, a characteristic of many pre-digital organizations (Mithas, 2016). As a result, there is usually excessive hierarchy, less autonomy, and flexibility in work practices. Although employees in such organizations may enjoy better job security, in most cases, the organization suffers from excessive inertia from established work routines, and digital change is highly disruptive (Mithas, 2016; Beaudry et al., 2020).

Given the above, we classify a happiness management posture as organizational when it resembles the above workforce management style and views about happiness at work. An organizational happiness management posture would rely more on building an overall happy work environment for all employees, hoping that it may create a positive emotional climate and lead to greater happiness for each employee.

A second approach is an individualized approach to general workforce work management. It caters to the personalization needs of an employee or a group of employees. Employee empowerment, responsibility, and innovation are important components of talent management. Employees are viewed as a resource for organizational innovation and productivity (Bandura, 1995; Chandra et al., 2020; Galindo, 2017; Dery & Sebastien, 2017), so there is more autonomy and less managerial control. As a result, flat organizations are preferred, such as digital native companies, startups, or pure players in the digital economy like Apple and Amazon.

Given the above, we classify a happiness management posture as individualist when it relies on building employees' happiness perceptions through targeted personalized efforts to create positive experiences amongst employees.

Happiness Management Orientation

However, the happiness management orientation can alter change management practices and ultimately impact the end goal of a digital transformation program and organizational intent (Beaudry et al., 2020). Like other change management initiatives, we posit that the orientation of happiness management can range anywhere between a directive style also called "panoptic" and a participatory style also called "polyphonic" (Pichault, 2009).

Pichault and many others (McKinlay & Starkey, 1998; Willcocks, 2004) drew on Michel Foucault to describe a centralized, directive, and control-based management style as a panoptic. This style is opposed to polyphonic management, in which the interests of the various stakeholders directly contribute to the project' design. Since digital change and IS projects also depend on the orientation adopted to manage change, we include these two happiness management orientations in this study. Furthermore, it allows us to examine which orientation results in the desired emotional climate (Petty et al., 2001; Bordeleau & Felden, 2021).

Happiness Management Practices

We defined happiness management as a socio-material phenomenon. Happiness management is not given but is an ongoing achievement that is recurrently and contingently enacted in practice (Barrett & Orlikowski, 2021). Happiness management practices are discursive, emotional, or cultural, manifesting

within organizations as specific materializations (Barrett and Orlikowski, 2021). Happiness management is enacted in practice and is always at specific times and places. In this perspective, happiness management is orchestrated via the interaction of material aspects categorized as objects (digital or non-digital) and social aspects, such as people and discourses (Orlikowski & Scott, 2008; Leonardi & Barley, 2010). People refer to the presence or absence of coworkers, project leaders, change agents, or chief happiness officers. Organizational discourses are explicit or implicit communications by leaders or change managers in the digital workplace. It can also be indirect or group-level communications that provide the framing to help the workforce make sense of digital transformation and change management. These communications can include technology-mediated aspects.

Since happiness management practices can be consequential, just like any organizational practice, they can produce both intended and unintended consequences. By examining actions and practices on the ground, we can show the emergence of gaps, tensions, contradictions, or disruptions that occur, and challenge intended or habitual performances, generating problematic and constructive outcomes (Barrett & Orlikowski, 2021). Based on the above review, Table 1 provides the basic characteristics of happiness management as change management for digital workplace transformation.

Having conceptualized happiness management in a digital workplace program, we now detail the method to explore the practical nuances involved in the happiness management practice enactment in a pre-digital organization context and examine its impact based on employees' experiences.

METHOD

Considering the exploratory character of this study and our aim is to investigate a contemporary phenomenon within a real-life context (Benbasat et al., 1987; Yin, 1994), we opted for a multiple case-study methodology. This research deals with phenomenon-driven research questions: we observed that happiness management is used by pre-digital companies during digital transformation programs and aimed at studying how happiness management is leveraged by such organizations to support digital workplace transformations and whether and how it can generate a positive emotional climate. A multiple case study methodology efficiently conducts phenomenon-driven research (Eisenhardt & Graebner, 2007). We aim to use the cases to discover the relevant features, factors, or issues that might apply in other similar situations (Myers, 2009). Research on happiness management in digital workplaces is quite emergent, and they intend to propose a framework based on a multiple case study design. The approach is inductive and aims toward building theory.

This study compares and contrasts happiness management as change management practices for digital workplace transformation programs in three French pre-digital organizations. These cases were selected because they are particularly suitable for illuminating and extending our understanding of relationships between happiness management and digital workplace transformation (Eisenhardt & Graebner, 2007).

Table 1.
Characteristics of happiness management as change management for digital workplace transformation

Happiness Management in the context of a digital transformation program	Type/Dominance	
Organizational Goal	Instrumental	Humanistic
Happiness Management Strategic Posture	Individualistic	Collectivist
Happiness Management Orientation	Panoptic (Directive)	Polyphonic (Participatory)
Happiness Management Practices	Objects, People, Discourses	

These cases are three pre-digital large French companies to which we had convenient access that allowed for data collection. Formerly public companies, they have been privatized over the years. One of them is still partly public. They each represent a flagship of the French economy. They have been active for 150, 90 and 70 years and have developed following a classic bureaucratic model since the mid-2010s have been working to adapt to the digital economy. In these digital workplace transformation programs, the program managers mention the importance of happiness at work. They appear to use happiness management as an emotion-infused situational engineering approach to IS change management.

We chose to collect data during the implementation of the digital workplace. The three digital workplace programs we studied had a "build phase." When the digital workplace was delivered, the program began the "run phase," i.e., the implementation phase. We have studied each case during its "run" phase.

This research reporting style closely follows other multi-case IS research, such as Dudezert and Leidner (2011).

Data Collection

Our goal was to understand how a pre-digital organization leverages happiness management to support digital workplace transformation programs and how it can impact the emotional climate during a digital workplace transformation program. Case studies can accommodate various data sources, including interviews, archival data, survey data, ethnographies, and observations (Eisenhardt & Graebner, 2007).

Research on emotions at work (Hochschild, 1979; Hochschild, 2012; Bernard, 2015) highlights how difficult it is to study emotions. Sturdy (2003) extensively discussed the incorporation of emotion into organizational studies and stated that we have given theoretical and methodological related issues relatively little attention. Since then, much research on emotions and emotional climate has been based on hypothetico-deductive models (e.g., Steigenberger, 2015) and has used self-administered questionnaires and scales (e.g., Kiefer, 2005; Avey et al., 2008; Yurtsever & De Rivera, 2010; Ashkanasy, 2003; Liu et al., 2014). Some researchers have used qualitative methodologies such as grounded theory and observations (Brown & Brooks, 2002), team workshops (Vince & Broussine, 1996), or longitudinal interviews (Giæver & Smollan, 2015). However, as Sturdy (2003, p. 82-83) asserts that "we might readily interview people about their attitudes, but emotions are an emotive subject […] Emotions can be seen not simply as things or expressions of inner processes, but multidimensional 'complexes' or 'modes' of communication which are both cultural and corporeal/embodied." Furthermore, Nolan and Küpers (2009, p. 61) describe emotional climate or atmosphere as a "sensual and emotional life-world. Accordingly, it makes a difference whether the atmosphere is filled with anger, dread, anxiety or even despair, or with joy, exuberance, excitement, and hope. When walking around in an organization one often senses a 'feeling in the air' that provides a flavour of the place." Together with what Sturdy calls "body vocabularies" and the "emotional character of research itself", we believe that the "intermingling of self, research subjects and readers' experiences" (Sturdy, 3003, p. 95) can support an understanding of emotional climate. Spradley (2016) also asserts that observation takes place in social situations which have nine dimensions: 1) Space: the physical place or places; 2) Actor: the people involved; 3) Activity: a set of related acts that people do; 4) Object: the physical things that are present; 5) Act: single actions that people do; 6) Event: a set of related activities that people carry out; 7) Time: the sequencing that takes place over time; 8) Goal: the things people are trying to accomplish; 9) Feeling: the emotions felt and expressed. Spradley suggests that these nine dimensions can frame qualitative data gathering. Additionally, Payne & Payne (2004) explain that fieldnotes must include the emotions and feelings of the researchers facing the situation: "[f]eelings, initial impressions, half ideas, possible leads, even admissions of tactical errors of things missed during the day, should all be included. Fieldwork is a reflexive experience, researchers bringing themselves into conflict with real-life situations" (Payne & Payne, 2004, pp. 168-69). We used a range of qualitative data gathering methods between 2017 and 2020 in these

workplaces: 'walking around', sensing spatial and embodied encounters and occurrences, fieldnotes and observations, formal and ad hoc informal interviews and photographs, and archival documents (such as videos, websites, and reports) about their digital workplace transformation programs.

One of the researchers was involved in a Paris-based Think Tank on digital workplace transformation composed of company employees involved in or affected by such programs. Most of these company employees worked in pre-digital organizations. The researcher could have informal discussions with participants about the digital workplace program implemented in their company, change management practices, and the emotional climate. During these informal discussions, she realized the development of happiness management practices during digital workplace transformation programs in different French pre-digital organizations. She began empirical data gathering by recording her experiences in field notes during her Think Tank informal discussions and shared these with the research team. An initial literature review confirmed the relevance of this topic and the need for further empirical research. The research team selected three pre-digital companies implementing digital workplace transformation programs and espousing happiness management.

Two investigators visited the three companies, walked around and observed the digital workplace, and interacted informally with employees and program managers. As Gagnon (2010) explained, the richest information about informants is usually not provided formal or indirect answers to the researcher's questions. We found that we had to observe and find opportunities to let people express themselves to collect relevant data, especially concerning the emotional climate. Thus, we did not use any interview guide during our visits. Every visit was an opportunity to collect spontaneous data about the digital workplace transformation, happiness management, and the emotional climate. Taking photographs and writing field notes enhanced the observations' reliability (Gagnon, 2010). In our field notes, we wrote case narratives and reflective accounts before, during, and after the data collection. To capture the emotions as best as possible, the field notes were co-written in two ways. When the two researchers were present in the field together, one was writing first, and the other was complementing by confronting and discussing each other's perceived emotions; when there was only one researcher in the field, she wrote field notes, and the second then questioned her to get more details and understand the emotions and the perceived climate better. In one case, we visited the company three times. We produced approximately 60 pages of field notes.

In parallel, we also collected archive data from the three companies describing these programs in the press, reports, and websites. We read documents and transcribed verbatim. We watched videos with employees' testimonials and extracted data about the digital workplace program, happiness management, and the emotional climate.

This range of data allowed us to strengthen the grounding of theory and triangulate evidence. Moreover, there were four researchers on this project. The approach enabled us to develop different perspectives and strengthen their grounding (Eisenhardt, 1989). Writing field notes and having team discussions allowed us to overlap data analysis with data collection. Therefore, we not only gave us a head start in the analysis, but we could also adjust our data collection protocol, sharpen our analysis throughout the data collection process and let new lines of thinking emerge (Eisenhardt, 1989). For example, during the informal discussions with the Think Tank participants, we noted they claimed categorically that happiness management is always efficient in developing a positive emotional climate and leading digital workplace transformation. It made us realize that only individual interviews would not be very relevant to studying the emotional climate in depth. Therefore, we solicited some companies to visit their workplace to conduct empirical observations and start further informal and spontaneous discussions. Table 2 provides more details on data collection for each case.

Data Analysis

Our data analysis is based on Saldaña (2021). We used an inductive design. In the first coding cycle, we used a descriptive coding method. This coding method is appropriate for qualitative studies with a wide variety of data and helps to document the material products of observations and field notes. It

Table 2.
Case data collection details

	SNCF's 574	**Galeo 2.0**	**Unicity**
Informal interviews	2017-2018 Informal discussions with company participants in a Parisian Think Tank working on digital workplace transformations	2017-2018 Informal discussions with company participants in a Parisian Think Tank working on digital workplace transformations	2017-2018 Informal discussions with company participants in a Parisian Think Tank working on digital workplace transformations
Observations and informal interviews	February 2018 Visit at SNCF's 574 in Saint-Denis, Paris area. Interview with the manager of 574; informal discussions with employees; non-participant observation (4 hours)	3 visits at Galeo 2.0. February 2018 - Interview with the Director of Work Environment; non-participant observation and informal discussions with employees. February 2019 - Interviews with people involved in the bottom-up project, non-participant observation and informal discussions with employees. October 2019 – Informal discussions with employees and non-participant observation. (8 hours in total)	November 2017 Visit at Unicity. Interview with the Chief Manager Officer and the Change Management Officer; informal discussions with employees; non-participant observation (4 hours)
Archive data from companies	2017-2020 Data collected from websites on SNCF's 574 (2018-2020): https://www.digital.sncf.com/transformation-numerique/les-574 https://www.digital.sncf.com/actualites/dans-les-coulisses-des-574-saint-denis-5-questions-laurent-hardy https://www.facebook.com/digitalsncf/posts/2060589094164745/ http://www.obsdesrse.com/articles/lespace-de-travail-levier-indispensable-dinnovation-en-entreprise-laurent-hardy-sncf-5341/ https://www.usine-digitale.fr/article/avec-les-espaces-574-la-sncf-accelere-sa-transformation-numerique.N495984	2017-2020 Data collected from websites on Galeo 2.0 (2018-2020): https://www.youtube.com/watch?v=XW41vjuUH-o https://www.youtube.com/watch?v=bBArj_1GJoM https://www.youtube.com/watch?v=xvrDnJjmHo8 https://www.youtube.com/watch?v=UAz3c-l1-Wg https://www.youtube.com/watch?v=o599RWRdtHY https://www.bouygues-immobilier-corporate.com/fr/rse/qualite-de-vie-travail-enjeu-essentiel https://www.bouygues-immobilier-corporate.com/sites/default/files/2018-06/Rapport-d-activite_2016.pdf	2017-2020 Data collected from websites on Unicity (2017-2020): https://unicity.bnpparibas-pf.com/fr/ https://personal-finance.bnpparibas/fr/nos-histoires/qui-sommes-nous

is also essential groundwork for second-cycle coding and further analysis and interpretation (Wolcott, 1994). We identified specific discourses, objects, and people referring to happiness management during this first coding. We also noticed how employees expressed themselves about the emotional climate. We wrote the first memo to describe the happiness management practices in digital workplace programs in each company and compared them. In the next section, we present this first descriptive coding for each case in the first part of the within-case analysis.

To understand further how happiness management is leveraged to support digital workplace transformations and how it generates a positive emotional climate within pre-digital organizations, we practiced what Saldaña (2020, p. 206) calls "shop talking," i.e., we regularly talked with peers and practitioners about our research and data analysis. We gathered reactions and advice and collected

literature to conceptualize happiness management as change management (Table 1) and as a pattern for the second coding cycle (pattern coding). In the second cycle, we coded the data of each case according to this pattern to identify the goals of the digital workplace program, the happiness management posture and orientation, through employees' perceptions and the emotional climate. For textual data, this was gathered by "looking for how the participants described situations in emotional terms (e.g., pleased; angry; worried), the way they 'talked to' or about" (Stein et al., 2015, p. 375) the technology, and their workspace while using them or discussing them and their practices. Their facial expressions and gestures (such as neutral, sad, happy, and disappointed) were analyzed in observational, image, and video data. These observations provided to categorize the overall emotional climate in each organization (De Rivera, 1992). This is described in the second part of the within-analysis for each case in the next section.

To move beyond our first impressions and build a framework, we developed a cross-case analysis, identified similarities and differences in each case, and proposed an integrated framework.

WITHIN CASE ANALYSIS

Case 1: The 574, SNCF

Case Description

The Société Nationale des Chemins de Fer Français (SNCF) is the French public railway company that deals with passenger and freight transport. It is also responsible for managing and maintaining the national railway network belonging to the State. It has 150,000 employees and is one of the biggest French companies. SNCF has been a public limited company with public capital since January 1, 2020.

In 2015, a digital workplace program was launched to "translate digital into business practices." An e-SNCF general management was created in 2017 to transform work practices. Digital technologies were implemented as social network systems and collaborative tools. SNCF created the "574" spaces, or "digital houses" to make the digital workplace program more efficient. Located in Saint-Denis (near Paris), Toulouse, Nantes and Lyon, these spaces combine co-working, showrooms, and experimentation areas, or "the fabs," i.e., centers of expertise dedicated to big data, design, industrial internet and open innovation. The 574s gather digital project teams and employees for moments of inspiration and co-creation. The 574's name refers to the speed record of the TGV high-speed train (574, 8 km/h). According to the manager of the Saint-Denis 574 space, this reference is "a strong symbol that unites," and the challenges of these spaces are to "invent the jobs of tomorrow and re-invent the jobs of today," and according to SNCF's website, "[t]hese are places where digital technology is invented, lived and shared."[4]

The 574's digital workplace program has instrumental goals: it aims at developing ICT innovation and people engagement. It has two major objectives:

- **Business goals:** Incubating new digital applications to change work practices and create new businesses.
- **Cultural goals:** Fostering a digital mindset.

Happiness Management in Saint Denis' 574 Space

Various objects enact happiness at work, people, and discourses in the 574 spaces. To get to Saint-Denis 574 you pass through a tunnel that "allows you to pass from a classic world to a digital world," as its manager explains. On 5,000 m^2 in a nice building, there is a showroom (a large reception area with a round table and a large screen where the program is broadcast), a 'fab lab' (a small room where you can make objects), a conference room, a kitchen, and offices. The offices are open spaces; some are "*flex desks*", i.e., unassigned offices. Employees have mobile devices and choose where they want

to sit. They can plug into a screen on a free desk, or they can plug into their personal space. They can also decide to work standing up. Small remote-controlled screens on wheels allow employees to attend meetings anywhere or chat with people in web conferences.

The chairs are colorful. Glass partitions or green and grey heavy curtains divide the spaces. People can choose to move curtains, chairs, and tables. There are many movable walls and panels where employees can write. Hearts and smiles are drawn with chalk on a big blackboard in a corner. The 574 has a mascot: a big teddy bear dressed according to the seasons. Employees can eat in the open kitchen and can also cook their meals. They have free access to organic fruit. Employees can customize their desks and space, including some Star Wars posters, plants, and photos. We observed that this place is animated and lively. People look in their thirties or forties and seem busy and happy. Some were working at their desks, and others were discussing in the kitchen or collaborative spaces.

The 574 is managed by a team. In Saint-Denis 574 six people work on managing the space. The space manager plans events, welcomes visitors, manages food supplies, and organizes specific activities like meditation, and yoga. As he explains, there are five rules of the digital workplace: "agility, measurement, transparency, openness, sociability." All the furniture and the layout are intended to support the rules. People must feel free to work wherever they want; eat when they want; to express their feelings and emotions publicly. People are invited to dress casually as if they were at home; if they want to relax, they can attend yoga courses or inspirational conferences.

Figures 2 and 3 provide some photos of 574 spaces.

Digital Workplace Transformation, Happiness Management and Emotional Climate

Happiness is managed from an individual perspective to make people involved in the new way of working and intended to make them change their behavior and develop ICT usage. As explained by

Figure 2.
The tunnel and the mascot

Figure 3.
Open spaces and walls to write on
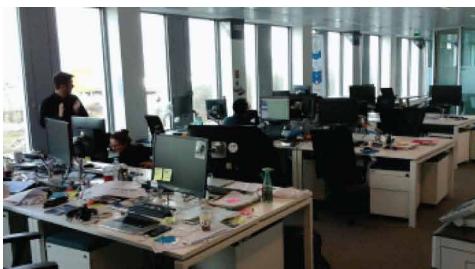
the manager: "[t]he program creates architecture, design and spaces that influence mental states, emotions, attitudes and behaviors" and "The main issue is ICT enactment by employees."

Employees have the illusion of being free, but everything is managed so that the organization keeps control of employee behavior. As the 574's manager explains: "[t]he teams, I keep them moving regularly around because it's important to be in motion." With movable walls, spaces change very quickly, and new workspaces are designed. Employees must change desk each six months. So, for the 574's manager, these changes help employees to develop agility useful for ICT use and development.

Happiness management is implemented so that "employees live a collaborative experience that is quite developing." These changes are intended to make them feel 'challenge emotions' like excitement, hope, anticipation or playfulness, fun, and love. On the blackboard an employee has written "I love all of you!" Nevertheless, the manager has to control that each employee adopts the "good" mindset and organizes a regular event called "Place du village" (the village square) which "allows us to resolve the 'irritants'." Employees must participate and say what's wrong in everyday work. But above all, it is the moment where the manager "reminds them of the common rules of life like avoid leaving cups everywhere." Someone who has not respected the rules becomes shamed in front of colleagues and must change their behavior. We can say that, in this digital workplace program, SNCF manages happiness in a panoptic way. SNCF wishes it could control every employee's behavior by playing with individual emotions.

During our visit, we observed that this happiness management practice creates an emotional climate characterized by excitement, hope, anticipation, playfulness, fun, love; this place is animated and lively. People look in their thirties or forties and seem busy and happy. Some were working at their desks, and others were discussing in the kitchen or collaborative spaces. They have personalized their desks with plants, and photos of their family. We noticed children's drawings on a blackboard. There are a lot of lunch bags on desks.

During lunchtime, the workers could be found at a desk with a computer, conversing with colleagues. Furthermore, we observed that employees spend their lunchtime with their colleagues, eating hastily at their desks or in the kitchen while attending to their responsibilities and actively participating in their occupations. It was discernible that the staff felt comfortable in this space and their jobs. Table 3 summarizes our within-case analysis for SNCF based on the conceptual framework (Table 3).

Table 3.
Happiness management in the context of the sncf digital transformation program

Happiness Management in the context of SNCF's digital transformation program	Type/Dominance
Organizational Goal of the digital workplace program	Instrumental: Developing ICT innovation and people engagement
Happiness Management Strategic Posture	Individualistic: Making each employee change his/her behavior and develop ICT usage
Happiness Management Enactment	Objects: Tunnel, flex desks, open kitchen, movable walls, rolling chairs, mascot… People: The digital workplace program is managed by a team and a specific manager. Discourse: Five rules of the digital workplace: "agility, measurement, transparency, openness and sociability"
Happiness Management Orientation	Panoptic (Directive)
Emotional Climate	Challenge (excitement, hope, anticipation, playfulness)

Case 2: GALEO 2.0, Bouygues Immobilier

Case Description

Bouygues Immobilier is the property development company of the Bouygues group. As an urban developer and operator, Bouygues Immobilier develops residential, office, retail and modern neighbourhood projects from 39 locations in France and four abroad. It was created in 1956 as a subsidiary of the Bouygues group. It has 1,900 employees.

The Galeo 2.0 project began in 2014 as a digital workplace in the head office and then to be deployed throughout the company. By integrating digital technologies into employees' work practices, this digital workplace program has humanistic goals and aims at creating a new employee experience. Galeo 2.0 intends "to offer employees a comfort of use that will bring them efficiency in their daily collaboration and their mode of operation in project mode," as the Director of Human Resources Development explained, it also aims at becoming a new showroom of Bouygues Immobilier's competences in office design.

They developed the project in a 24,000 m^2 building[5] in the Paris area. It was a bottom-up project with competition throughout the company. Some collaborators proposed developing a digital workplace program to increase well-being, strengthen the employer brand and increase performance. The collaborators themselves developed the first proof of concept in a 250-m2 space. During participative workshops, collaborators proposed new spaces to work, and "new ways of working" based on digital use. Top managers could not participate. They only validated (or rejected) the proof-of-concept method and the final project. During this proof-of-concept development, each employee had a choice: work on a mobile device or not; work remotely or not. This proof of concept succeeded, and the digital workplace program was implemented in the building.

Happiness Management in Galeo 2.0

In Galeo 2.0, each floor is a different Business Unit with its own space identity, chosen by the employees. "Employees of a Business Unit worked together to identify their work practices and how digital technologies could help them to improve their practices," explained ADJ, one of the line managers. Spaces have been arranged to enact these new ways of working. We observed that open spaces, flex desks, meeting rooms, and movable walls are available.

We also observed that each floor had a strong visual identity during our visits. For instance, the Communication Department has a space structured around a meeting space. Each employee has his/her own personal desk around this meeting space. This meeting space is not closed by building walls but by plants. In this space, you feel openness, creativity, and quiet. On the other hand, The Strategy Department is separated with furniture in dark wood, abstract paintings on the walls, and closed offices. You feel people are focused on confidential data. Raw building materials like wood, stones, and paper emphasize the company's business in each space. The furniture is trendy, and there are many plants. Employees can also meet on the first floor in the Galeo Café, which has become the headquarters' relaxation area. It is a place to sit, chat, meet clients and work. Employees can have free tea and coffee whenever they want.

Each employee can choose where s/he likes to work every day and has an individual locker on his/her floor where to put his/her personal things. S/he can sit on a sofa to work or stand up in a meeting room. S/he can have a phone call in a closed space, and work in a quiet zone. Employees have mobile devices and can plug into screens. Wi-Fi is accessible everywhere, documents are digitized, and voice-over IP is widespread.

No expert or specific manager oversees happiness management and no specific digital workplace program running phase. During the "run phase" "normal managers are in charge of the success of the "implementation" as explained to us by AJP, the Head of the Digital Workplace program during the build phase. Because of participative development, top managers consider managers able to manage these new ways of working. As AJP explained to us: "[t]hese new ways of working have to

live. Managers and collaborators have to develop them directly without any orientation or organizing events."

The Galeo 2.0 tagline is "working more openly, more collaboratively and in a more friendly way!" as presented in the 2016 Bouygues Immobilier's Sustainable Development Activity Report (p. 44). Employees do not have an assigned workplace and use digital tools to connect to their team members. As explained by an employee (OR, HR Manager) in the 2016 Bouygues Immobilier's Sustainable Development Activity Report (p.51): "[w]e are constantly on the move, more easily reachable and accessible. We are in direct contact with all our colleagues of our team." Allowing people to work in different spaces of different Business Units should facilitate informal discussions and collaboration among employees and Business Units and develop innovation and performance. As explained by AR, one manager of the digital workplace transformation program in the build phase, "[e]mployees are comfortable in these spaces, and you gain in quality of work."

Figures 4 and 5 provide some photos of Galeo 2.0.

Digital Workplace Transformation, Happiness Management, and Emotional Climate

Happiness is managed from an organizational perspective. To define what happiness at work could be, the idea is to confront employees' different needs and viewpoints and build specific happiness management. Thus, people share their needs and wishes during workshops in which managers and collaborators discuss how to build new ways of working with digital tools to improve efficiency and well-being. In this program, Bouygues Immobilier manages happiness in a polyphonic way. As explained by an employee JG, R&D Manager, "Galeo 2.0 is a space created by employees for employees."

Figure 4.
Galeo Café at Bouygues Immobilier's headquarters

Figure 5.
Working spaces at Galeo 2.0

Personal spaces are used as collaborative and informal spaces. Lockers are personalized and decorated. They implicated employees in the program and felt they had control over it. They see Galeo 2.0 as an opportunity for them. As BB, Manager of Urban Projects, explained, "the fact that there are spaces dedicated to specific uses is something you appreciate in the everyday working life."

Bouygues Immobilier developed a specific participative method to make people change their minds concerning their work engagement. Associated with trendy furniture, new fashionable digital devices, communal area, and free coffee; employees appear happy. As explained by JG, an employee the researchers talked to informally, "these spaces are a bit like us. They are cheerful, colourful, and open. You feel more like working in this type of office." It influences the emotional climate to make employees develop collaborative and project management competencies and enables the company to adapt better to the digital economy.

During our visits, we observed that people look busy but happy. They worked in groups and seemed happy to be together. Employees explained to the researchers that many apply to work at Galeo 2.0 from other offices to use these new working methods. They met an employee who explained to them she specifically applied to Galeo 2.0 to be able to work in this new digital workplace. When they talk about their work practices in Galeo 2.0, employees express emotions of "achievement" e.g., satisfaction, pleasure, relief, and enjoyment. As explained by IEY, Assistant HR Manager: "with these new ways of working, we find openness, collaboration and trendy workspaces, and it's good for our morale." In 2018 Galeo 2.0 was awarded "Happy at Work Place" and in a video on Bouygues Immobilier's website concerning this award, employees explained why they are happy in this space. One said: "we have the chance to work in collaborative spaces designed by employees for employees." AJP, the Head of the Digital Workplace program during the build phase, shared that before Galeo 2.0 people were dressed in suits and ties. Now they feel "like at home and people dress casually," she said. During our visits, we observed that a lot of people are indeed casually dressed. LQ, Technical Director of Bouygues Immobilier testified, "[w]e see a benefit for our employees. There is a well-being and a quality of work that makes them feel good."

Nevertheless, this polyphonic orientation of happiness management is not easy. Employees must discuss regularly to adjust their ways of working to the evolution of their tasks and digital technologies, and the arrival and departure of employees. Moreover, sometimes, employees forget the collective decision. Managers are to facilitate these discussions, and it is difficult to do. As explained by NP, an HR Manager: "[s]ometimes, I have to do a rant!" As explained to the researchers by AJP, many managers find it difficult and do not always have the time to engage in such discussions. Moreover, such participative ways of working require top managers' support. Top managers were enthusiastic as the project reduced the number of offices and the cost of renting premises. But later, Bouygues Immobilier asked managers to manage their teams more efficiently because of environmental changes and competitive issues. As a result, they have little time to discuss the evolution of the digital workplace, and the polyphonic approach has slowly been dropped. We made a third visit a year later and observed that the Galeo Café was no longer lively. A mascot was put in the Galeo café (a plush moose), but employees do not use it. In their department, employees are seeking more isolated spaces. As a result, the emotional climate has changed.

Table 4 summarizes our within-case analysis for Galeo 2.0 based on the conceptual framework (Table 4).

Case 3: Unicity, BNP Paribas Personal Finance

Case Description

Founded in 1953, BNP Personal Finance is a French company specializing in consumer credit, online credit, and credit cards. It is a wholly owned subsidiary of BNP Paribas and specializes in retail financing in Europe. It is established in thirty countries, has 27 million customers, and has its central office in Paris. It has 22,000 employees.

Table 4.
Happiness management in the context of bouygues immobilier digital transformation program

Happiness Management in the context of Bouygues Immobilier digital transformation program	Type/Dominance
Organizational Goal of the digital workplace program	Humanistic: Developing a new employee experience
Happiness Management Strategic Posture	Collectivist: Making each employee change their behavior and develop ICT usage
Happiness Management Enactment	Objects: Each floor has its own visual identity and furniture: flex desks, movable walls, meeting rooms, plants, sofas, digital tools, lockers… People: Managers are in charge of digital workplace management. Discourse: Working more openly, more collaboratively and in a friendly way
Happiness Management Orientation	Polyphonic (Participatory)
Emotional climate	Achievement (satisfaction, pleasure, relief, enjoyment…)

In 2015, BNP Paribas Personal Finance began the Unicity project, a digital workplace program intended to adapt the organization to the digital economy. The Unicity project aims to accelerate business transformation, change work methods, and renew managerial practices. As explained by the Chief Project Officer, in the new digital economy "organizations must be more horizontal, more transversal; they must be equipped with digital tools that allow speed, transversality, co-working and co-construction."

They have developed the Unicity project in a 36,000 m^2 building[6] in the Paris area. This program has instrumental goals: to improve flexibility and develop adaptive capacities to remain competitive. The Unicity Chief Project Officer explained: "Today companies have to adapt extremely quickly if they want to stay ahead of the game."

The Unicity project has been managed with a top-down approach. First top managers' needs were examined, then middle managers, and finally collaborators. Collaborators were involved in the project through workshops simulating new ways of working. Fifty employees became "ambassadors" and had to collect employees' perceptions which enabled the Chief Project Officer to manage and limit resistance to change.

Happiness Management in Unicity

They implemented the Unicity program in BNP Paribas Personal Finance headquarters. Each employee has his/her mobile device and is encouraged to use web conference systems and conference calls, as explained to us by DL, Chief Project Officer of the digital workplace program, during the build phase. Documents have been largely digitized, and they have optimized workflow systems to make employees mobile in the entire building. People do not have assigned offices anymore but flex offices.

As stated on the company website: "[i]nstead of being permanently assigned a position, and no matter what the job requirements may be, the flex office concept gives employees the freedom of a better match between their jobs and their work environments." Employees can choose where they want to work, in small cozy workspaces called "bubbles," in open spaces where they can plug their device to a screen, in relaxation areas with sofas, tea and coffee or in quiet zones, stand-up zones. The furniture is trendy and comfortable and selected for "practicality, economy and ergonomics" according to the BNP Paribas website.

There are no specific floors. Each employee has his/her locker where s/he can put his/her things but cannot stay in the same place all day. S/he must take his/her things when s/he leaves a workplace and

"clean the desk" with disinfectant wipes as explained to the researchers by CB, Head of Transformation, Learning & Leadership Development at BNP Paribas Personal Finance who worked on the project during the build phase. There are spaces to meet and play table football.

There is no specific director or expert in charge of the management of this digital workplace during the run phase. As explained to them by CB, the company managed the implementation of the digital workplace with a team in the build phase and "[n]ow, we are in the run phase and managers have to manage!" All managers are involved to set a good example by showing their team members how to use digital tools and how to adopt these new ways of working. They must listen to the needs of their collaborators and help them resolve problems. Top managers consider that managers have the responsibility to manage employee happiness and the efficiency of the program.

As explained by the CEO in a video on the BNP Paribas website, Unicity aims to encourage the sharing of knowledge. The digital workplace promotes cross-functional working methods, employee autonomy and responsibility are seen as creating employee happiness at work. A specific website promotes the Unicity program and employee well-being. The CEO describes it as improving "interactions between employees in a pleasant environment." The slogan is "At BNP Paribas BNP Paribas, we have nice stories to tell. Come and activate yours."

Figures 6 and 7 present some photos of Unicity.

Digital Workplace Transformation, Happiness Management, and Emotional Climate

In Unicity, happiness is managed from an individualistic perspective, as expressed by the slogan above. Employees do not develop happiness through a collective work project, but find elements that can make them achieve their professional objectives and contribute to their happiness at work. Therefore, the focus is on employees' work conditions. Working in a pleasant building with digital

Figure 6.
Flex desking at UNICITY

Figure 7.
Lobby and kitchens at UNICITY

and innovative resources is supposed to be the way to make employees happy. As explained to the researchers by CB, during the project, the Chief Project Officer worked with top managers to define happiness management practices and well-being at work. Thus, happiness is managed in a panoptic way.

As explained to them by DL, Chief Project Officer of the digital workplace program during the build phase, happiness management aims at changing collaborators' behavior and mindset: "BNP Paribas wants to change the management model towards more delegation, trust and employees' empowerment." It aims to increase control over employees' behavior. For example, when someone tries to stay at a desk for one or two days, managers must stop it, since employees must be on the move. CB explained to us that "[i]t is forbidden to stay at the same place more than 3 hours and to personalize desks with family photos or personal stuff. The only thing you can personalize is your device and your locker." Employees have no control over the digital workplace program or over happiness management.

When we visited Unicity, people expressed emotions of "loss" such as disappointment, frustration, and disgust in informal conversations. During our visit, we observed that many desks were unoccupied and that the table football wasn't used. The working spaces were very quiet. Lockers were not personalized or decorated. A few people were gathered in a corner. We approached them to have their opinion on this new digital workplace and took them aside to talk privately. The people explained they wanted to be together every day, but it is forbidden, and they must develop tactics to do it unobtrusively. They also explained that they need to plan when they come to Unicity to find an available desk. We also observed that some employees tried to keep the same desk all day by scattering their stuff on the table and we saw some of them stand up ostensibly to leave when DL and CB talked to us. The people looked angry and sad when they observed them. Meeting rooms were occupied by single individuals. CB explained to us that such behavior is forbidden but employees tend to book meeting rooms to work alone and avoid the open space. Thus, we noted that these happiness management practices do not produce a positive emotional climate, do not support employee well-being and employees see them as a way of controlling their behaviors.

Table 5 summarizes our within-case analysis for Unicity based on the conceptual framework. (Table 5).

Table 5.
Happiness management in the context of BNP Paribas personal finances digital transformation program

Happiness Management in the context of BNP Paribas Personal Finances digital transformation program	Type/Dominance
Organizational Goal of the digital workplace program	Instrumental: Improving flexibility and developing adaptative capacity for organizational performance
Happiness Management Strategic Posture	Individualistic: Making each employee change their behavior and developing cross-functional working methods, autonomy and responsibility
Happiness Management Enactment	Objects: Flex desks, movable walls, meeting rooms, lockers, sofas, digital tools… People: Managers are in charge of digital workplace management. Discourse: Improving interactions between employees in a pleasant environment
Happiness Management Orientation	Panoptic (Directive)
Emotional climate	Loss (disappointment, frustration and disgust)

CROSS-CASE ANALYSIS

Having examined each case separately, we will now compare and contrast the three cases. The three digital workplace programs share several important similarities regarding happiness management as change management in digital workplace transformation. However, they also differ on several factors that influence the emotional climate.

Similarities

In these three cases, happiness management is used as change management to run the digital workplace program, make employees use new digital tools, and develop new work practices. In each case, digital tools must be used by all employees to change work practices and develop collaboration, flexibility, autonomy, knowledge sharing, and innovation. These three digital workplace programs promote the usage of the same digital devices such as laptop computers, smartphones, Wi-Fi, cloud computing, and social networks. They all used happiness management practices to implicate employees in the digital workplace transformation. Each company considers the usefulness of influencing the emotional climate to make its digital workplace program more efficient. The success is based on the level of employees' engagement in the digital workplace transformation.

In each case, happiness management occurs through a specific discourse on happiness at work. This discourse highlights how the digital workplace should develop better interactions, sociability, sharing, openness, and transparency between employees. Companies claim and communicate that there is a natural link between digital workplace transformation and happiness at work. They create slogans and communication campaigns to convince employees. These discourses blur the lines between private and professional life in the three companies. They encourage people to be "themselves" by adopting a casual dress code, working on sofas, and cooking in the kitchen. In these three companies, happiness at work is supposed to emerge by adopting private life behaviors.

The objects used in happiness management are also similar: digital tools, flex offices, lockers, trendy furniture, sofas, cafés, moving walls, and rolling chairs... They symbolize change, openness, and adaptability to the employees' needs. In these three cases, they engineered happiness through a 'good' work environment and a 'good' quality of life at work. Moreover, these digital workplaces are quite beautiful, so complaining is not easy.

Some people manage happiness. Happiness is managed by specialists (SNCF) or by every manager (Galeo 2.0, Unicity). They have to manage this program in the run phase to ensure that employees use the digital workplace effectively, and they have the direct responsibility to make employees happy using specific events and activities.

Differences

The first difference in these three cases is that the emotional climate created by happiness management practices is not the same. There is a divergence between the intent and the result. Moreover, the emotional climate (challenge, achievement, or loss) does not have the same impact on the success of the digital workplace program. In SNCF's 574 and Galeo 2.0, happiness management creates a positive emotional climate of "challenges" or "achievement," and we see employees adopt this program. In SNCF's 574, happiness management generated competition and excitement in employees, leading to improving IT usage. As explained to us by LH, the SNCF's 574 Manager, employees in SNCF's 574 not only use new IT but develop new digital applications to change work practices. Happiness management also creates a positive emotional climate of "achievement" in Galeo 2.0, and employees adopted the new digital workplace and experience pleasure while working. This contributed to attracting further human resource talents. On the other hand, at Unicity, the emotional climate of "loss" was negative. This prevented the adoption of the digital workplace, and employees reproduced the work practices they had before the change (booking a meeting room to work alone in a closed

room; leaving their stuff on a desk to have the same desk all day; organizing between colleagues to book the same desk every day and sit next to the same colleague**s)**.

At Unicity, happiness management was top-down, like the digital workplace program itself. People could not really express what they needed to be happy at work. Happiness at work was not really defined collaboratively to take into consideration the employees' perceptions and needs. They had to accept this definition of happiness at work even if they did not agree with it. By contrast, At Galeo 2.0, happiness management and the digital workplace were planned through a participatory approach, and employees felt they could control the IT-induced changes effectively. The fact that they designed the workplace for them impacted the emotional climate positively. When the participatory style could no longer be practiced, we observed that the emotional climate changed negatively. In SNCF's 574, happiness management was defined by the company in a top-down fashion, but the manager of the SNCF's 574 developed "*village square*" events that are participatory practices that enabled him to listen to employees' needs and adapt the happiness management practices. With these events, employees could partially control the digital workplace transformation. By comparing these three cases, they can state that the efficiency of happiness management in supporting a digital workplace program depends on the emotional climate it generates but also depends on the collective control or "dispositional conditions" (Petty et al., 2001); i.e., how behaviors affect each other and how one attributes causes for one's own and other's behaviour over the outcomes.

The second difference concerns the organizational goal of the digital workplace program and the happiness management orientation. Some relationships between goals and orientations will be discussed in more detail later in this section. To begin with, it does not seem easy to have both a polyphonic happiness management orientation and to address a humanistic goal with the digital workplace program. Only Galeo 2.0 attempted both. However, their polyphonic orientation could not be maintained for long. One year after the Galeo 2.0 implementation, the polyphonic orientation was abandoned. The company could not balance the need to foster competitiveness and productivity through a humanistic goal orientation of the digital workplace in the long run because of environmental changes and competitive issues. A polyphonic orientation implies allowing employees to regularly express their feelings and thoughts on happiness at work and their specific well-being/happiness needs. Although effective, a bottom-up approach requires high resources (time). This case shows that a happiness management orientation must change to adapt to emerging organizational and competitive needs. Thus, the role of happiness management in supporting the change required by a digital workplace program may be given greater emphasis or suffer a natural death when other changes take centre stage. Unfortunately, their data does not allow them to explore this phenomenon in depth.

The third difference is about posture. SNCF's 574 and Unicity adopted an individualistic happiness management posture. They considered happiness at work as a personal and individual matter. Their digital workplaces are supposed to satisfy every individual need. An employee with a specific wish should be happy with the proposed choices. By contrast, at Galeo 2.0, the company considered that happiness at work comes from the workgroup and social interactions (organizational perspective). Thereby, employees were expected to contribute to characterizing happiness management and the digital workplace program. In Unicity and SNCF's 574, happiness at work is an individual matter and stems from employees, whereas in Galeo 2.0, it is a workgroup matter and stems from social interactions. Table 6 summarizes the fundamental similarities and differences between the case studies. We can note three main results. First, we can conclude that happiness management can be efficient change management to support digital workplace transformation. We observed that in two cases (SNCF's 574 and Galeo 2.0) happiness management contributes to the digital workplace program adoption by employees. In these two cases, two types of positive emotional climate were generated: "achievement" (Galeo 2.0) and "challenge" (SNCF's 574). These positive emotional climates seem to improve the adoption of the new digital workplace. On the other hand, happiness management can also create a negative emotional climate and not support digital workplace adoption, as in Unicity. We can conclude that to be efficient at change management in digital workplace transformation, happiness management must create a positive emotional climate effectively.

Table 6.
Main similarities and differences in the cases

Similarities	Happiness management practices		
	• Happiness management is used as change management to run digital workplace programs and make employees use new work practices introduced in the context of digital workplace transformation. • Happiness management practices are enacted with three specific elements: objects, people, and discourses.		
Differences	Organizational goal of the digital workplace program, happiness management orientation, posture, employees' control perceptions and emotional climate		
	SNCF's 574 The goal of the digital workplace program: Instrumental Happiness management posture and orientation: Individualistic and Panoptic Happiness at work stems from employees Employees' control on happiness management: High Emotional Climate: Predominantly "challenge" emotions.	Galeo 2.0 The goal of the digital workplace program: Humanistic Happiness management posture and orientation: Organizational and Polyphonic Happiness at work stems from social interactions Employees' control on happiness management: High Emotional Climate: Predominantly "achievement" emotions	Unicity The goal of the digital workplace program: Instrumental Happiness management posture and orientation: Individualistic and Panoptic Happiness at work stems from employees Employees' control on happiness management: Low Emotional Climate: Predominantly "loss" emotions

Second, we observed that a positive emotional climate emerges when employees feel they have some control over happiness management. Although, at Galeo 2.0 and in SNCF's 574, the digital workplace programs did not have the same goals, the same happiness management orientation or posture, nevertheless, a positive emotional climate emerged. SNCF's 574 and Unicity have the same digital workplace program goals, orientation, and posture in happiness management. However, in SNCF's 574 a positive emotional climate emerged, whereas in Unicity, happiness management created a negative emotional climate. Unlike in Unicity, the difference is that at Galeo 2.0 and SNCF 574, employees felt they had some control over happiness management and the digital workplace transformation program. Therefore, we can conclude that when employees have no control over happiness management, a positive emotional climate does not emerge.

Third, we observed that the humanistic goal of digital workplace transformation seems more difficult to manage than the instrumental goal. Nevertheless, we can note that happiness management with a humanistic goal combined with an organizational and polyphonic orientation and posture seems quite efficient in promoting digital workplace transformation. The Galeo 2.0 case shows how a positive emotional climate was created with a humanistic goal and a polyphonic orientation and helped employee adoption of the digital workplace program in the entire company by attracting human resources.

DISCUSSION

This study shows how pre-digital organizations leverage happiness management to support digital workplace transformation programs. Furthermore, the study illustrates the role of happiness management practices in the emotional climate. Given the similarities and differences we identified in our empirical findings, we can note that our definitions and characteristics drawn from the literature

were both necessary and sufficient to conceptualize the phenomenon of happiness management. Through our cases, we can theorize that happiness management is indeed an "emotion-infused situational engineering" approach (Wright & Cropanzano, 2004) that can influence the emotional climate during digital workplace transformation in pre-digital organizations.

Through the findings, we can generalize and distinguish characteristics based on three elements: 1) the digital workplace program goals 2) the happiness management posture 3) the happiness management orientation. In addition, we could also identify how happiness management practices can affect the emotional climate. Together, these contribute to theory development and address the research questions.

Creating a positive emotional climate is contingent upon the level of employees' control perceptions while experiencing happiness management practices. Happiness management through objects, people, and discourses that enhance employees' control perceptions or offer a feeling of control, even if illusory, can lead to a positive emotional climate. Conversely, if employees' feelings of control are absent, it is detrimental to digital workplace programs even in the presence of happiness management.

This result is also consistent with the psychology literature. Research on control and illusion of control (Taylor & Brown, 1988; Taylor & Brown, 1994; Langer, 1975) suggests that individuals are more comfortable in situations where they believe they have control over personal outcomes, even when they may not have control in objective terms. Studies have examined the illusion of control in IS use (Feldman & March, 1981; Dudezert & Leidner, 2011; Karoui et al., 2015). IS use is easier when employees feel in control or have the illusion of control. Our results show that employees were more comfortable when they felt in control of change management in the digital workplace transformation program.

Research also highlights that participatory approaches to introducing digital transformations enhance autonomy perceptions (Meske & Junglas, 2021; Meske, 2019). "Soft control" approaches via the use of "persuasive appeals" are known to trigger attitudinal changes in certain conditions (Petty et al., 2001) and among certain workforces (Jonker, 2019). This study contributes to understanding how and under what conditions a digital workplace program can be supported through happiness management. Happiness management has to focus on providing employees with perceptions of control. We also suggest that for control perceptions to be actual rather than illusory, happiness management must impact collective dispositional conditions (Petty et al., 2001).

We believe our study is one of the first to explore happiness at work through happiness management, conceptualized as IS change management. Happiness management can entice employees to adopt digital workplace transformations and facilitate digital transformations in pre-digital organizations. These findings contribute to the current IS literature on change management, the digital workplace, and emotions by contextualizing the role of happiness management, as an intervention that can generate a positive emotional climate under certain conditions (Giæver & Smollan, 2015; Chanias et al., 2019; Engesmo & Panteli, 2021). Prior literature on emotions in IS use has focused primarily on improving IT as artefacts or user interaction with IT to enhance emotional responses from end users (Zhang, 2013).

This study also extends prior research on IT use and emotional climate for the specific context of digital workplace programs (Dery et al., 2017). We found that companies imbricate specific objects, people, and discourses to generate happiness at work. This imbrication can create context-based happiness management and support employees' use of the digital workplace. As Orlikowski and Scott (2008) and Leonardi and Barley (2010) explain, IS is an entanglement of the social and material in work practices. Our findings suggest that happiness management can be used to (re)arrange the socio-material patterns of the digital workplace and influence its adoption through a relational interaction with employees, in turn inducing the desired emotional climate for digital change. Leonardi and Barley (2010, p. 30-31) have shown that social constructionist research on IT use has been conducted from five perspectives: perception, interpretation, appropriation, enactment, and alignment. Studying

perceptions concentrates on how social influence shapes attitudes, beliefs, and values during adoption. Proponents of interpretation, appropriation, and enactment examine how intra-group interactions shape patterns and work practices after people use a technology. Finally, alignment research follows patterns of use until inter-group interactions spur significant changes in roles and role relationships that alter the organization of work. This research concentrated on the adoption of new digital workplaces. As advocated by Stein et al. (2014), it demonstrated that emotions could be 'added' to a socio-material analysis and that emotional practices are both socially and materially contingent in IT adoption.

Regarding change management in general (Stouten et al., 2018), the data confirm that a panoptic top-down sense of urgency is not advisable and can create a negative emotional climate and that employee control permits more adaptive responses to the uncertainty organizational change generates. Vince and Broussine (1996) have already pointed out that emotional and political forces are occurring together in organizational change, and Kiefer (2005) found that negative emotions predict employee lack of trust and employee withdrawal. Steigenberger (2015) stated that the management of affective reactions of people subjected to change processes is not sufficiently accounted for in change management and that active emotion management might be a way to steer change processes positively for all the stakeholders involved. "Positive emotions may help employees cope with organizational change by broadening the options they perceive, maintaining an open approach to problem-solving, and supplying energy for adjusting their behaviors to new work conditions" (Avey et al., 2018, p. 50).

The nature of the change seems important with digital workplace transformation programs, which are simultaneously technical, social, and managerial. These complex changes can take time to materialize and limit the opportunities to obtain employee feedback (Stouten et al., 2018, p. 753). They can also lead to too many job demands, including the emotional resources the employee mobilizes, and to an effort-reward imbalance that degrades well-being at work (Bakker & Demerouti, 2007). The COVID-19 pandemic accelerated these trends, and digital hybrid work has increased dramatically since. However, the relentlessness of ongoing crises, successive virus waves, war, energy and cost-of-living crises, and climate change makes employees question their eudemonic engagement at work (Kahn & Fellows, 2013). Insights into happiness management in complex socio-technical digital transformations may help understand these phenomena better in the context of existing and future crises.

Future research could explore how happiness management can influence IS use in other contexts. Emotions (both individual and collective) could be measured at different phases of organizational change (Giæver & Smollan, 2015) to explore how the emotional climate changes for instance during the build and run phases. Research on different forms of employees' individual and collective control perceptions and their impact on the emotional climate could also be useful to understand better how to use happiness management to support digital workplace transformation.

This study has several limitations. First, emotions and emotionally focused concepts are difficult to assess objectively. Therefore, our findings can only be considered as an indication of the potential effects of happiness management practices on the emotional climate. An emotional climate is easier to assess at the group level, and there are other ways to explore emotional responses that consider interactions at multiple levels. Leadership characteristics, prior emotions and employees' organizational roles can also affect the emotional climate. Our data does not allow us to study these impacts. In-depth qualitative research methods such as ethnography, participant observation, diaries, action research, or team workshops using original techniques such as images or drawings (Vince & Broussine, 1996) would give rise to less impressionistic and richer emotional data. Moreover, carrying out fieldwork on a longer time scale would help increase the robustness of findings.

However, extensive access to the field and data gathering from employees can be difficult to secure. Moreover, organizational projects are often confidential. We visited two field sites only once because of confidentiality issues. One of the field cases is in a very competitive industry, and such companies may not open the doors to organizational researchers. In another field case, changing work practices is delicate and highly debated. This company is innovative but does not communicate easily

because of a history of internal labor conflicts. We recommend using more elaborate research designs to substantiate and expand on our findings in other cultural/IT use contexts.

CONCLUSION

Our study contributes to understanding how and under what conditions a digital workplace program can be supported through happiness management. Happiness management must focus on providing employees with perceptions of control. We also suggest that, for control perceptions to be actual rather than illusory, happiness management must have an impact on collective dispositional conditions (Petty et al., 2001).

Our study offers several managerial insights. Since individual employees are partly driven by emotions in their IT use at work, creating a positive emotional climate is important to increase the success of a digital workplace transformation. Pre-digital organizations may have to contend with prior negative emotions and resistance to digital change initiatives. Considering the emotional climate through appropriate happy management practices can help IS change managers overcome these dilemmas by enhancing employees' experiences. Happy employees will not only create value through their behaviors and skills (such as creativity, problem-solving, and efficient use of IT), but a positive emotional climate can influence how they collaborate using digital tools in terms of relationships and task management activities. An emotional climate filled with happiness can ensure the success of a digital workplace program.

The study offers an integrated framework that can help to devise efficient happiness management to support IS change. We can use this empirical evidence in digital workplace programs. Still, we recommend a careful study of the configuration as well as pilot testing before rolling out a full-fledged happiness management program.

Moreover, a polyphonic orientation of happiness management can ensure that the program caters to a digital workplace program's instrumental (performance) and humanistic (well-being) goals. IS managers can choose appropriate goals, posture, and orientation before using happiness management to ensure a positive emotional climate, employee engagement, connectedness, and innovation.

There could be unintended consequences if employees perceive happiness management practices as inauthentic or contrary to the humanistic goals of the digital program. An incoherent configuration of happiness management practices (assemblages of objects, people, and discourse) and employees' control perceptions can lead to negative employee outcomes, such as lower productivity, less innovation, and employee attrition. Providing employees with some control over happiness management through involvement, feedback sessions, and incentives can alleviate some risks associated with a divergence between the goals of the digital transformation project and happiness management practices.

Our research suggests that for digital workplace transformation to succeed, "ambidextrous" management of change may be needed. Organizations must promote but also preserve and sustain a positive emotional climate, adopting digital solutions and new ways of working concurrently. These are not necessarily compatible with pre-digital organizations. Hence, using happiness management to support IS change is critical and highlights the crucial role of human resource management in the success of digital transformations in today's workplaces. Human resource managers should actively integrate principles of happiness management into HRM systems consistent with HRM policies and practices and take the lead in digital transformation projects to ensure a humanistic approach to digital change.

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ENDNOTES

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[4]   In this section and the next, text in italics comes from informal interviews during visits. When taken from for instance a company website, it is indicated.

[5]   See https://www.bouygues-immobilier-corporate.com/fr/references/galeo

[6]   See https://unicity.bnpparibas-pf.com/en/flex-office/

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