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EXAMINING THE IMPACT OF DIGITALIZATION ON CAREER WELLBEING OF MEETING PLANNERS THROUGH THE LENS OF THE PERMA MODEL

ALICE KONDJA

PhD

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The Hong Kong Polytechnic University

School of Hotel and Tourism Management

Examining the Impact of Digitalization on Career Wellbeing of Meeting Planners Through the Lens of the PERMA Model

Alice Kondja

A thesis submitted in partial fulfilment of the requirements for the degree of Doctor of Philosophy

November 2024

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Alice KONDJA

DEDICATION

This thesis is dedicated to my family

ABSTRACT

Digitalization has progressed dramatically over time, having had a significant impact on people's careers. New employment opportunities emerged as information technology, including computers and the internet, became a driving force in most organizations. Substantial changes resulting from digitalization affect not only what we do but also who we are in terms of careers and how abilities are developed in the workplace. The proliferation of digitalization in the workplace has generated discussion about employee wellbeing, with research on wellbeing in general gaining momentum across various disciplines and industries.

Most current wellbeing studies focus heavily on consumers while ignoring employee wellbeing, despite their crucial role in creating consumer experiences. Given the limited literature on wellbeing and the impact of digitalization on people's careers, it is of utmost importance to investigate the impact of digitalization on career wellbeing. Career wellbeing, a multidimensional concept, is the least studied of the five types of wellbeing. The setting for this research is the business events industry, a significant and influential sector that plays a crucial role in the global economy and is recognized for its adoption of cutting-edge technologies to enhance customer experiences. Yet, events literature lacks current knowledge on careers and wellbeing, while the career wellbeing literature fails to incorporate digitalization, despite its multifaceted nature.

Consequently, this study aims to investigate the impact of digitalization on the career wellbeing of meeting planners. Four objectives were developed to achieve the study's aim, namely: 1) to develop a reliable scale for measuring digital wellbeing. 2) determine the effects of digital enablers on the psychological wellbeing of meeting planners. 3) explore the influence of digital wellbeing on the career wellbeing of meeting planners, and 4) examine the moderating effects of individual and organizational digital initiatives on the relationship between the digital and career wellbeing of meeting planners. The PERMA Model was found to be appropriate for developing the conceptual framework for the digital wellbeing scale.

The thesis employed a mixed-methods approach, incorporating both qualitative and quantitative research methodologies. In study 1, online in-depth interviews were conducted to investigate the digital wellbeing of meeting planners in the United States. The study recruited 21 association, independent, corporate, and government meeting planners. The qualitative findings revealed that digital enablers significantly affect meeting planners'

psychological wellbeing. Specifically, digital devices, applications, and interfaces were identified as digital enablers. Positive emotions, engagement, relationships, achievement, and meaning were found to be factors influencing meeting planners' digital wellbeing. Essentially, findings showed that meeting planners' overall digital wellbeing is contingent on their psychological wellbeing. This approach allowed for a comprehensive understanding of the digital wellbeing of meeting planners.

Study 2 employed a scale development process, which included measurement modification (pre-test), a pilot study, validity and reliability tests (EFA and CFA), and hypothesis testing. A pre-test involving 51 experts was conducted, followed by a pilot study with 102 respondents based on which amendments were made. The main study had 712 respondents. To validate the measurements from the pilot study, an exploratory factor analysis was performed, followed by a confirmatory factor analysis to authenticate the overall model fit. As a result of the EFA and CFA, 14 factors were identified as feasible indicators for further analysis. Digital enablers were identified as three (3) factors: digital devices, applications, and interfaces. In terms of psychological wellbeing, five (5) factors emerged, namely positive emotions, engagement, relationships, achievement, and meaning. Five (5) factors for career wellbeing were identified, including relationships, skill development, a sense of purpose,work accomplishment, and work-life balance. Finally, a factor emerged for digital initiatives.

Structural Equation Modeling revealed a significant relationship between digital and career wellbeing factors. However, relationships between digital devices and applications toward meaning were not validated. Thus, digital enablers have a limited impact on employees' meaning in life. Furthermore, personal digital initiatives were found to have a greater impact on meeting planners' digital and career wellbeing than organizational ones. These findings indicate that digitalization (digital wellbeing) positively affects meeting planners' career wellbeing. The PERMA model, which focuses on five key elements of wellbeing- Positive Emotions, Engagement, Relationships, Meaning, and Achievement- is crucial for boosting the digital wellbeing of meeting planners, as it provides a comprehensive framework for understanding and enhancing wellbeing in the digital age.

The thesis makes various theoretical contributions to the vocational, positive psychology, and event literature. First, the thesis created a digital wellbeing scale to better understand how digital enablers affect meeting planners' digital wellbeing from a psychological perspective. Thus, it is the first study to develop a scale measuring digital

wellbeing, expanding the positive psychology and events literature. Second, the study contributes to the vocational literature by investigating digitalization as one of the factors that can influence career wellbeing, which has been previously investigated from individual and organizational perspectives. Third, drawing on the PERMA model, it advances the understanding of the digital and career wellbeing of meeting planners. Furthermore, the thesis has practical implications; organizations should consider providing digital policies that drive individual meeting planners' psychological and career wellbeing, while technology companies may provide integrated, user-friendly digital enablers for promoting wellbeing. These practical implications underscore the relevance and applicability of the research findings.

Keywords: digitalization, digital enablers, digital wellbeing, career wellbeing, psychological wellbeing, PERMA model, meeting planners.

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List of Acronyms

Acronym	Meaning
3D printing	Three-Dimensional printing
5G	Fifth Generation of Wireless Cellular Technology
ABC	Attitudes, Beliefs, and Competencies
AI	Artificial Intelligence
App	Applications
AVE	Average Variance Extracted
CD	Compact Disc
CEO	Chief Executive Officer
CED	Certified Event Designer
CFA	Confirmatory Factor Analysis
CGMP	Certified Government Meeting Professional
CITP	Certified Information Technology Professional
CMP	Certified Meeting Professional
CMM	Certified Meeting Manager
CPPM	Certified Planner of Professional Meetings
CRM	Customer Relationship Management
DES	Digital event Strategist
DRAMMA	Detachment-recovery, Autonomy, Mastery, Meaning and Affiliation.
DREAMA	Detachment-recovery, Engagement, Affiliation, Meaning, and Achievement
DWB	Digital Wellbeing
EFA	Exploratory Factor Analysis
EIC	Event Industry Council
HR	Human Resources
ICT	Information and Communication Technology
IT	Information Technology
IPA	Interpretative Phenomenal Analysis
JD- R model	Jobs Demand Resources Model
MERS	Middle East Respiratory Syndrome
MICE	Meetings, Incentives, Conferences, Exhibitions.

List of Acronyms (Continued)	
Acronym	**Meaning**
MPI	Meeting Professionals International
PCMA	Professional Convention Meeting Association
PERMA Model	Positive emotions, Engagement, Relationships, Meaning and Accomplishment
PWT	Psychology of Working Theory
QR codes	Quick Response Codes
SARS	Severe Acute Respiratory Syndrome
SDG's	Sustainable Development Goals
SDT	Self-Determination Theory
SEM	Structural Equation Modeling
SPSS	Statistical Product and Service Solutions
UNESCO	United Nations Educational, Scientific and Cultural Organization
UK	United Kingdom
USA	United States of America
VR	Virtual Reality
WI-FI	Wireless Fidelity
WL	Work-life
VEMM	Virtual Events and Meetings Management

CHAPTER 1. INTRODUCTION

1.1 Research Background

This thesis seeks to examine the influence of digitalization on the career wellbeing of meeting planners, with a focus on the business events industry in the United States of America. Digitalization is a process of utilizing diverse digital technologies with an understanding of the individual, organizational, and societal impacts on people (Frenzel et al.,2021; Legner et al., 2017). It increases productivity, efficiency, and effectiveness at the workplace (Monge Roffarello & Russis, 2019; Thomas et al., 2022). In a similar vein, drawbacks such as addiction, and excessive use of social media and smartphones have been linked to detrimental impacts on people's physical and mental health, including technostress, anxiety, and depression, as well as sleep disturbances and eye strain (Deng et al., 2019; Pasca et al., 2021; Sewall, 2020; Yao et al., 2024). To address these challenges, technology companies and current research are focusing on digital innovations to improve people's wellbeing. Despite the ramifications of digitalization being recognized in prior studies, it is yet to be included in the career wellbeing literature.

Career wellbeing is an employee's ongoing satisfaction with their careers over a period of time, which is more reflected in both their work and overall life (Bester, 2019; Kidd, 2008). It is a multi-dimensional phenomenon involving a sequence of employees' events, processes, attitudes, and behaviour (Kidd, 2008). In recent studies by Bester (2019), Coetzee (2021), and Steiner & Spurk (2019), technological transformation was highlighted as a contributing factor in the holistic career wellbeing model as a major technological trend affecting the contemporary careers of employees. These trends are similar to those affecting the business events industry, where meeting planners are adjusting to work flexibility (e.g., remote workstyle) and shifting from in-person meetings to incorporating virtual and hybrid ones (Berridge, 2020; Lenhart, 2021; Shah et al., 2024). Hence, a better understanding of the influence of digitalization on meeting planners' career wellbeing may enhance the business events industry and meeting planners' wellbeing.

1.2 Problem Statement

Despite previous studies on career wellbeing, there are still significant study gaps to fill. Studies on business events focus largely on Convention and Visitor Bureaus' (CVBs) efforts to market destinations (Lee et al., 2016; Kang et al., 2024; Marques de Sousa et al., 2022;), meeting planning (Dowson & Bassett, 2015; Darcy & Harris, 2003; Dowson et al., 2022), site selection (Draper et al., 2011; Getz, 2004; Hara & Iwamoto, 2021; Li et al., 2023), crisis management (Pappas, 2019; Shalihah, 2024; Skoko et al., 2022; Smith & Kline, 2010; Wu, 2021), economic and social impact on destinations (Biscaia, 2021; Bladen et al., 2022; Cherisulich Tomino et al., 2020; Dwyer et al., 2000; Elizabeth et al., 2024), attendees' participation in meetings (Cohen et al., 2011; Ellis et al., 2022; Fleming, 2024;), HR-related topics (Baron & Ali-Knight, 2017; Giebe & Rigotti, 2020; Kim & Cuskelly, 2017; Madhusankha et al., 2020), and technology in events (Bevolo & Amati, 2023; Capasa et al., 2022; Ellis et al., 2022; Kennedy et al., 2024; Lee & Paris, 2013). Yet, there are only limited studies on HR-related issues and technology (Baron & Ali-Knight, 2017; Bevolo & Amati, 2023; Capasa et al., 2022; Ellis et al., 2022; Kennedy et al., 2024; Sun et al., 2022).

Similarly, employee wellbeing literature, typically emphasizes factors related to work style flexibilities (e.g., remote work, virtual and hybrid work) (Galanti et al., 2021; Lyzwinski, 2024; Pianese et al., 2023), work and family balance (Kumari, 2021; Maio, 2021), financial imbalance (Drmola et al., 2021), mental health and quests for wellbeing (Buckley & Chauvenet, 2022; Filep et al., 2022; Filep et al., 2024), cultural shifts, digital advancement at the workplace (Gan & Seah, 2024; Hamburg, 2021; Mun et al., 2022), and quests for part-time jobs and multiple working jobs (Iqbal et al., 2021), with limited attention on career wellbeing.

According to Kruger (2011), career wellbeing is the most vital element among five essential wellbeing elements: social wellbeing, financial wellbeing, community wellbeing, physical wellbeing, and career wellbeing. This is because individuals with high career wellbeing are twice as likely to succeed in their general wellbeing (Kidd, 2008; Rath et al., 2010). Yet, it is the least examined component of an individual's overall wellbeing. While career wellbeing is often viewed as a multi-dimensional concept, prior studies have covered factors such as career transitions, adaptability, organizational factors and support systems, rewards, training, and work-life issues (Bester, 2019; Kidd, 2008; Steiner & Spurk, 2019). However, career wellbeing research has thus far not investigated the impact of digitalization.

Before the advent of technology at the workplace, career studies have progressed over the years in diverse disciplines (e.g., vocational psychology, human resources management, tourism, and hospitality) (Sun et al., 2021; Banaraba et al., 2022). Robust theories such as the boundaryless career model (Arthur & Rousseau, 1996) and the protean career model (Hall 1976, 2002) have received vast attention across disciplines (Huang & Baker, 2021). However, these models are more dependent on the traditional work environment that focuses more on organizational responsibility and concentrates only on the internal factors that trigger intrinsic emotions, neglecting possible external factors such as digital technologies that can affect employees' intrinsic emotions.

While the digital environment has significantly transformed human cognition, interaction, and wellbeing, it simultaneously presents significant challenges for individual mental health (Abhari & Vaghefi, 2022; Ma & Huo, 2024). Within the scope of positive psychology, a discipline dedicated to studies on virtues, human strengths, and human flourishing presents digital wellbeing as a notable research gap. Traditionally, positive psychology focuses on areas of happiness, mindfulness, human flourishing, and interpersonal relationships and proposes strategies to enhance overall life satisfaction (Brosch, 2021; Compton & Hoffmann, 2019; Filep et al., 2015; Hasher & Waber, 2021; Ryff et al., 2021). However, the advent of digital technologies has introduced novel dimensions to human experiences of happiness and wellbeing. The emergence of digital technologies has exposed employees to several technological transformations in the digital era (Park et al., 2021; Prytkova et al., 2024). Such transformations present both positive (easy connectivity, relationship building, and effective implementation of roles and responsibilities) and adverse effects (technostress, depression, distraction from work, and procrastination, which leads to low productivity) (Abhari & Vaghefi, 2022; Bogers et al., 2017; Deng et al., 2019; Ma & Huo, 2024). Despite the undeniable influence of digital technologies on mental health, empirical studies investigating its implications on psychological wellbeing remain limited. These developments necessitated the investigation of the concept of digital wellbeing, that is, the role of digital enablers on the psychological wellbeing of people.

Digital wellbeing is an emerging phenomenon that focuses on the conscious use of digital technologies to generate the overall psychological wellbeing of people (Stankov & Gretzel, 2021; Kondja et al., 2022). Several studies have examined the impact of digitalization on the wellbeing of people, suggesting that digital enablers such as devices, applications, and interfaces significantly influence people's wellbeing. However, most of these studies are

typically conceptual, lack empirical studies and digital wellbeing scales, focus on guests/consumers' digital wellbeing, and neglect the role of digital wellbeing on employees' careers (Filep et al., 2024; Kondja et al., 2022; Mariek & Vanden Abeele, 2021; Stankov & Gretzel, 2021). In addition, these studies are primarily set in disciplines such as tourism, hospitality, psychology, and education (Filep et al., 2024; Kondja et al., 2022; Stankov & Gretzel, 2021) rather than the business events industry. Therefore, understanding how digital wellbeing can impact career wellbeing in the context of business events presents thought-provoking research for future studies.

Furthermore, psychological wellbeing is increasingly recognized as a holistic understanding of the overall wellbeing of individuals (Filep et al., 2024; Jacobs & Barnard, 2022), yet there remains a significant research gap within the positive psychology literature. While positive psychology studies have raised concerns about exploring wellbeing from a single perspective. Most studies focus on either hedonic wellbeing, which focuses on short-term fulfillment (Jia et al., 2021), or eudaimonic wellbeing, which concentrates on long-term accomplishments (Filep et al., 2023). Research suggests that examining wellbeing from a single perspective is not a reflection of the holistic understanding of emotions being hedonic (pleasure-induced) and eudaimonic (living a meaningful or purposeful life) (Filep et al., 2024; Jacobs & Barnard, 2022; Ryff et al., 2021). The complexities of digital wellbeing and career wellbeing necessitate understanding the interplay between digital enablers and holistic wellbeing. Thus, exploring the impacts of digital wellbeing on career wellbeing through the lens of psychological wellbeing within the business events context expands the positive psychology literature.

Although prior scholars have proposed several psychological wellbeing such as the self-determination theory, PERMA (Seligman, 2011), psychological wellbeing Theory (Ryff, 1989), and most recently, DRAMMA (Newman et al., 2014), and DREAMA (Filep et al., 2022), the PERMA model is known to be a comprehensive framework for understanding individual holistic wellbeing (Filep et al., 2024). Positive emotions, engagement, relationships, meaning, and achievement (PERMA) emerge as a compelling model that examines people's hedonic and eudaimonic experiences. The PERMA model has been used to investigate several empirical studies across the globe (Cabrera & Stewart, 2024) and has been conceptualized in a digital environment (Filep et al., 2024). In spite of its robustness, it has yet to be empirically tested in digital and career wellbeing contexts. Applying the PERMA model in this study can yield insights into the positive psychology discourse.

Thus, the PERMA model and the positive psychology literature guide the examination of the impacts of digital wellbeing on the career wellbeing of meeting planners. The digital wellbeing literature suggests that digital enablers such as digital devices, applications, and interfaces have a positive relationship with psychological wellbeing (PERMA-model) dimensions such as positive emotions, engagement, relationships, achievement, and meaning (Büchi, 2021; Filep et al., 2023; Vanden Abeele, 2020).

Additionally, the thesis draws on positive psychology and career wellbeing literature to investigate the relationships between digital wellbeing dimensions (such as positive emotions, engagement, relationships, achievement, and meaning) and career wellbeing factors (relationships, skill development, sense of purpose, work performance, and work-life balance) (Kidd, 2008).

1.3 Research problem, Research questions, and Research objectives

Given the various literature reviews and recognition of research gaps, the research problem is stated as follows:

To what extent does digitalization influence the career wellbeing of meeting planners?

Specifically, a number of research questions and corresponding hypotheses are developed to guide this thesis. Hypotheses are advanced and summarized in Chapter 3 (Table 3.6). The first set of research questions is related to the digitalization in the business events context, as follows:

1. How does digitalization impact meeting planners' careers?

2. What constitutes digital wellbeing?

    2.1. To what extent do digital devices influence the psychological wellbeing of meeting planners?

    2.2. To what extent do digital applications influence the psychological wellbeing of meeting planners?

    2.3. To what extent do digital interfaces influence the psychological wellbeing of meeting planners?

The second set of questions is related to the relationship between digital wellbeing and career wellbeing.

3. How does digital wellbeing impact the career wellbeing of meeting planners?

4. What can moderate their effects on the relationships between digital and career wellbeing of meeting planners?

4.1. Do digital initiatives moderate their effects on the relationship between digital wellbeing and the career wellbeing of meeting planners?

Research Objectives

To address the research problem and questions, a model is developed and tested that examines 1) the digital wellbeing of meeting planners and 2) the career wellbeing of meeting planners, particularly in the United States of America context. Therefore, results of the study provide implications for the advancement of meeting planners' wellbeing in the USA, with special emphasis on the business event industry. Given the exploratory nature of the relationship between digital wellbeing and career wellbeing, developing a valid and reliable scale expands both theory and practice. Thus, the development of variables under the key constructs serves as an important instrument for examining meeting planners' career wellbeing. meeting planners.

Specifically, the objectives of the study are summarized as follows:

1. develop a reliable and valid scale for measuring digital wellbeing.

2. determine the effects of digital enablers on the psychological wellbeing of meeting planners.

3. explore the influence of digital wellbeing on the career wellbeing of meeting planners. and

4. ascertain possible moderators and examine their effects on the relationship between digital and career wellbeing of meeting planners.

1.4 Justification for this Research

The current research is justified based on gaps identified within the literature relating to the problems faced by meeting planners and a lack of study on the influence of digitalization on career wellbeing.

First, there is limited empirical research investigating the role of technology within career wellbeing studies (Kidd, 2008; Anwar et al., 2017). Most of these studies have analyzed technology in conjunction with other career constructs (Bester, 2019; Mahomed & Rothmann, 2019; Oosthuizen, 2019; Steiner & Spurk, 2019), despite prior research emphasizing the significance of digital technologies on individuals' wellbeing (Filep et al., 2024). It is evident that technology has transformed the workplace from a traditional environment to a digital one, with various digital enablers employed based on different work patterns. The concept of career wellbeing is less robust due to its insufficient integration of digital elements, which limits its overall effectiveness. Additionally, the excessive use of digital technologies has intensified negative effects on individuals' psychological wellbeing, highlighting the necessity to explore digital wellbeing. This exploration is crucial for understanding the broader implications that digital technologies may have on the career wellbeing of meeting planners.

In addition, the business events industry has experienced rapid growth prior to the advent of the COVID-19 epidemic, but with little consideration for the wellbeing of its employees. Nonetheless, even before the pandemic, experts predicted that meeting planners' psychological wellbeing and health would reach a crisis point (Lenhart, 2021). In 2016, event management was recognized as the fifth most stressful occupation, trailing only airline pilots and police officers (Eventwell, 2022). One-third of event planners have experienced psychological health challenges such as stress, anxiety, burnout, or depression (Lenhart, 2021). Furthermore, 42% have changed occupations owing to stress at some time in their careers (PCMA, 2021).

This situation was exacerbated by the COVID-19 pandemic, during which meeting professionals faced anxiety, grief, isolation, and trauma as their careers, lifestyles, and sense of normalcy were lost (Palmer, 2021; Yeh, 2021). Additionally, Soliman (2020) states that the demand for managing the complex tasks of budgeting, coordinating, and ensuring attendee satisfaction can cause undue stress for meeting planners, resulting in anxiety. For the past five years, wellbeing experts have advocated for the wellbeing of meeting professionals, particularly meeting planners, due to concerns that their mental health may deteriorate to the

point of emotional turbulence or high stress (Lenhart, 2021). More so in recent years, digital change has altered the landscape of people's careers and wellbeing. These challenges resulted in several economic hindrances, which resulted in income loss, inadequate skilled personnel, and inability to balance work and life from working from home) for both industry and organizations.

The drawbacks related to employee burnout, among other factors, are notable in the economic deficit, where the business events industry lost US$ 666 million in 2020 (Madray, 2020). The downturns were further aggravated among meeting planners and organizations. According to PCMA (2022), more than 88% of meeting planners experienced burnout and anxiety for many reasons, 1) about 59% were stressed from being understaffed in both internal organizations and external suppliers, limiting their ability to be productive, 2) almost 50% of meeting planners were anxious about including a form of digital enabler in designing meetings because of a lack of skilled personnel and economic viability and 3) approximately 74% were stressed with how to balance their life and work. Most importantly, most meeting professionals felt distanced from their jobs because of mental exhaustion, resulting in being distanced from work and less efficient in their output. These challenges hindered the development of meeting planners and the business event industry as a whole. Hence, assessing the determinants of digitalization on the career wellbeing of meeting planners in business events is timely for investigation.

1.5 Methodology

A pragmatism approach which incorporates a mixed method was used for the current thesis. The research approach follows Churchill's (1979) scale development process, which involved a qualitative method at the initial stage and using data generated from the first study to develop questionnaires for the subsequent study. The second study, a quantitative investigation, was used to develop and test the conceptual model that examines the relationships between digital and career wellbeing.

Regarding the initial qualitative research, a semi-structured interview guide was employed to ensure flexibility and capture raw data from respondents (Ricci et al., 2019). A non-probability sampling method, involving purposive and snowball sampling, was used to identify 21 meeting planners for this study. The study informants were meeting planners with a minimum of five years of professional experience in organizing both in-person and virtual meetings. To facilitate engagement with potential informants, various online platforms,

including social media and email, were utilized as means of outreach to solicit participation in the online in-depth interviews. An interpretive phenomenological analysis (IPA) approach was used to generate appropriate data for subsequent quantitative research (Johnson & Onwuegbuzie, 2004). Data saturation was used to determine the sample size. The target sample was independent, government, corporate, and association meeting planners from the USA.

The second phase of the mixed method approach involved a quantitative study. Items were obtained from the qualitative study to develop the digital wellbeing scale. Then, the career wellbeing instruments were adapted from previous studies to develop robust questionnaires for the second study. A pilot study using a small fraction (102) of the actual sample was used to test the feasibility of the research instruments and viability logistics associated with the administration of data. To ensure the data's robustness, validity, and reliability, metrics like EFA and CFA were used. A survey involving 712 participants was conducted in the US. The model was then tested using a variety of statistical methods, including descriptive statistics, EFA, CFA, and SEM.

Interviews identified two components of meeting planners' digital wellbeing: digital enablers (digital devices, applications, and interfaces) and psychological wellbeing (positive emotions, engagement, relationships, achievement, and meaning). Digital initiatives were also identified as a possible moderator of the digital and career wellbeing model. The statistical procedures created and validated the conceptual model, scale validity, and quantitative study findings. The quantitative study corroborated the conceptual model and supported most of the hypotheses proposed. Findings indicate a strong relationship between digital and career wellbeing factors. However, the connection between digital enablers and meaning remains inconclusive, largely attributed to the detrimental effects of technology and its insufficient influence on individuals' sense of purpose in life.

1.6 Significance of the Research

In view of the existing research gaps that seek to investigate the influence of digitalization on the career wellbeing of meeting planners, the study’s significance is relevant in contributing to the theoretical and practical implications. First and foremost, there are several research gaps in the positive psychology and vocational literature due to the profound effects of digital transformation on people's careers and wellbeing, which are overwhelming across industries (Bester, 2019; Oosthuizen, 2019). Therefore, research on its impact is of great value to both academia and industry.

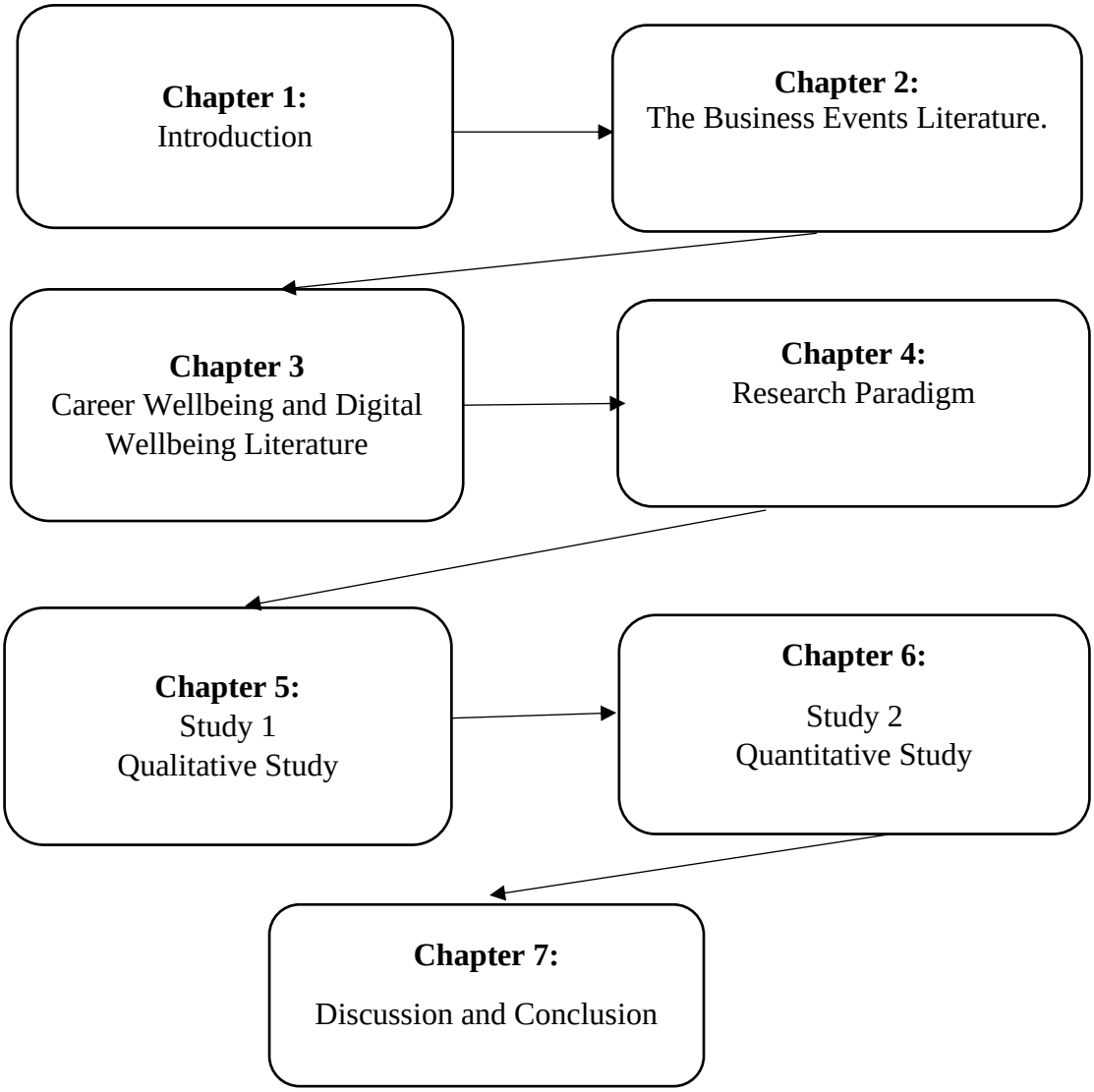
In light of the research problems discussed, the current study is the first to develop and empirically test a career wellbeing model by examining the influence of digitalization on meeting planners, developing the DWB scale, and exploring digital wellbeing from a psychological perspective. To explain further, the theoretical contributions are presented in three parts. First, the main theoretical contribution is situated on examining and testing the digital and career wellbeing model within the context of business events. Theoretically, the study is the first to develop a career wellbeing scale with the inclusion of digitalization. Second, this study is the first to have developed digital wellbeing from an employee perspective using a mixed-method approach. Third, this study expands the positive psychology literature by examining the PERMA model in a digital environment, which has been mostly examined in an in-person environment. Additionally, this study extends the business events literature by developing and testing digital and career wellbeing relationships of meeting planners. The hedonic and eudaimonic wellbeing of meeting planners provide a robust foundation for identifying the holistic composition of the career wellbeing model from an employee's subjective narrative perspective.

Practically, taking into consideration the rapid increase of digital transformation and the dynamic nature of the contemporary and growing significance of digital wellbeing, the results of this study contribute immensely to the industry. This study provides practical value for meeting planners, managers, organizations, and academia by presenting empirical studies investigating digital and career wellbeing elements. The current study is relevant to organizations since it guides them on the policies and practices that should be implemented in promoting employees' career wellbeing in a digital environment. Given that wellbeing of meeting planners is crucial in the current business events industry, the findings provide meeting planners, technological companies, and organizations with effective strategies to help understand how digital technologies promote meeting planners' overall wellbeing.

1.7 Thesis Structure

The thesis is structured into seven (7) major chapters. Figure 1.1 presents a visual representation of the thesis structure, including an introduction, a literature review and theoretical foundation of the thesis, chapters relating to the research paradigm, the qualitative and subsequent quantitative study, and a discussion and conclusion chapter. The introduction chapter presents the research background and examines the literature to uncover research gaps before establishing the research problem, questions, and objectives. Justification for the research was provided, as were delimitations of the current research. Chapter 2 reviews the context of the study, presenting the development of event studies and the positioning of recent event research to aid in identifying research gaps relating to technology, wellbeing, and human resource research. Next, the literature review provides an overview of the business event industry, with specific reference to the study setting, the USA. Chapter 3 reviews the literature relating to careers, career wellbeing, digitalization, digital wellbeing, positive psychology, psychological wellbeing, and the PERMA model. Based on the review, various hypotheses are developed to guide the development of the conceptual model and answer the research questions. Chapter 4 examines the research paradigm (pragmatism) and the methodology (mixed methods) governing the thesis. Chapters 5 and 6 present the various methods and the results from both qualitative and quantitative studies. Finally, chapter 7 discusses the findings and presents the study's theoretical and practical implications. The chapter concludes the thesis by summarizing the study based on the research objectives, limitations, and future research.

Figure 1. 1 Thesis Structure



1.8 Definition of Key Terms

Table 1.1 represents key terms used throughout this thesis. Further explanations of concepts are provided throughout the literature review and in subsequent thesis chapters.

Table 1. 1 Definition of Key Terms

	Key Term	Definitions
1	Business events	are events that include conferences, exhibitions, and meetings that support business-related objectives, management functions, corporate communication, marketing, training, and customer relations (Bowdin et al., 2006).
2	Career wellbeing	refers to employees' ongoing satisfaction with their careers over a period that is more reflective in both their work and overall life (Kidd, 2008).
3	Work-life	is the ability of employees to balance their lives and work effectively to achieve a healthy career life (Williams et al., 2016).
4	Digital wellbeing	refers to the conscious use of digital enablers in deriving overall stability and coherence between technology and people's lives in generating overall psychological wellbeing (Filep et al., 2024; Kondja et al., 2022)
5	Digital enablers	are technologies/tools consisting of hard or soft components that aid in communication and innovation to ensure efficiency and effectiveness among people and organizations (Nambisam, 2017).
6	Psychological wellbeing	are virtues that focus on individuals' growth and abilities to achieve self-realization. incorporates both hedonic and eudaimonic wellbeing in achieving the overall wellbeing of employees (Pineriro-Cassio et al., 2021).
7	Positive psychology	aims to focus on individual positive emotions, individual personality strengths, and positive institutional strengths in providing human happiness and wellbeing (Filep et al., 2015).
8	Hedonic wellbeing	is a self-pleasuring experience in pursuing positive emotions such as joy, pleasure, enjoyment, and avoidance of negative emotions (Huta & Ryan, 2010).
9	Eudaimonic wellbeing	are meaning-inducive emotions, such as meaning in the pursuit of human flourishing (Ryff, 1989; Huta, 2016).
10	Digitalization	refers to the process of using diverse technologies within a broad context, such as individual, organizational, and societal contexts (Frenzel et al.,2021; Legner et al., 2017)

Author's Compilation

1.9 Delimitations

This section outlines the boundaries of the thesis. First, according to Creswell and Creswell (2017), the target population significantly impacts the generalizability and applicability of findings. In this study, the target population is meeting planners, one of the key players in the business events industry. Focusing on this segment, findings may reflect unique behaviours and preferences of meeting planners', limiting results to a similar context. Second, the study focused on a single market (the United States), which may overlook intricacies and variances that characterize distinct geographical regions, such as developing countries with unique cultural, consumer behaviour, market, and organizational dynamics (Smith & Johnson, 2020). Therefore, prudence should be taken when considering the findings of this research in other locations.

Third, this thesis focused on informants with substantial expertise in the business event industry, specifically, full-time meeting planners who have worked in the industry for more than five years. This focus reveals nuances of meeting planners' experiences while enriching the study's data and validity. Given the distinct goals and audience dynamics, findings may not be transferable to other event planners, such as incentive or wedding planners. Finally, this study adopted a cross-sectional method to explore digital and career wellbeing factors, restricting reported results to short-term career experiences, and thereby potentially overlooking substantial long-term impacts that digital and career wellbeing may have across varied disciplines.

1.10 Chapter Summary

Chapter 1 provided background information on digital and career wellbeing and its significance to the current Thesis. The research background, problems, underlying objectives, and questions were also presented. The chapter also provided justification for this research as well as its significance for both theory and practice. A summary of the methods that were used for the research was also presented, along with key terms identified from the literature. The chapter concludes with a brief delimitation of the research. The next chapter provides a comprehensive literature review of the critical concepts and information on career wellbeing.

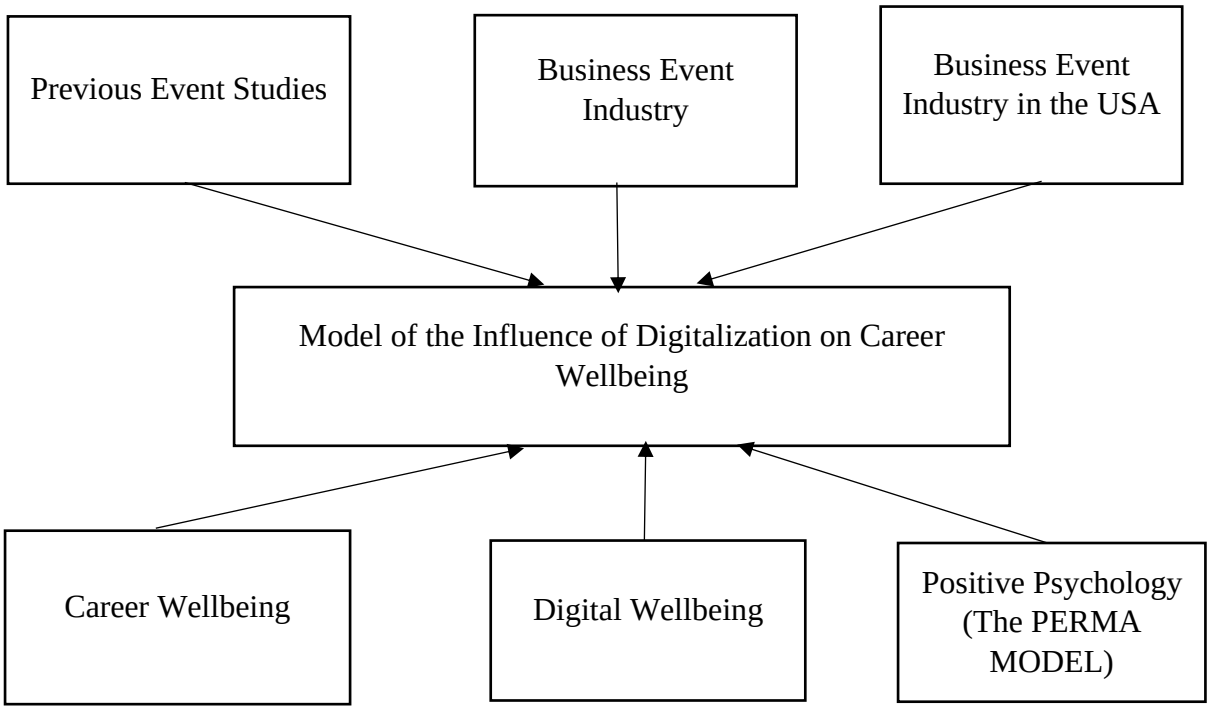
CHAPTER 2: THE BUSINESS EVENTS LITERATURE

2.1 Introduction

Chapter 1 presented background research on career wellbeing and digitalization of the workplace of meeting planners and introduced several research gaps. Based on the literature investigation, the research problem was identified as "***To what extent does digitalization influence the career wellbeing of meeting planners?"*** Furthermore, four main research questions are related to the following: 1. The impact of digitalization on meeting planners' careers. 2. The constitution of digital wellbeing. 3. The relationship between digital wellbeing and the career wellbeing of meeting planners. 4. The moderating effects of digital initiatives on the relationship between digital and career wellbeing of meeting planners were formulated.

Chapter 2 critically examines the development of event studies and the positioning of recent event research to aid in identifying research gaps relating to technology, wellbeing, and human resources management. Then, an overview of the business event industry is provided, with particular emphasis on the United States. The chapter concludes with identifying shortcomings in the event literature and prospects for research. Chapter 3 examines the literature on careers, career wellbeing, digitalization, digital wellbeing, positive psychology, psychological wellbeing, and the PERMA model. Based on this review, various hypotheses are advanced to guide the development of the conceptual model and answer the research questions. Figure 2.1 provides a framework for the literature review.

Figure 2. 1 Literature Review Framework



2.2 Development of Event Studies Field

Over the last few decades, there has been a dramatic surge in event studies. Until the 1980s, event studies were mostly considered part of the tourism literature, with most papers focusing on the economic benefits of events (Getz, 2016; Park & Park, 2017). During the 1980s and 1990s, most event studies focused on the economic assessment of sports, international events, and festivals, with little attention paid to their social and cultural implications (Getz, 2016). Since then, studies on exhibitions, conventions, and meetings became prevalent in the event literature.

Although event studies have advanced significantly as an area of study, they are still seen as a promising field compared to tourism and hospitality studies because they fail to properly examine the most critical areas provided by earlier literature review studies. For the past decade, numerous researchers have documented similar themes in their literature review studies, with little emphasis on technology. For example, Lee and Back (2005) documented studies from 1990 to 2003 and noted that most studies largely focused on destination marketing, meeting planning, site selection, economic and social impacts on destinations, technology, and attendees' participation in meetings.

Similarly, Yoo and Weber (2005) identified comparable research topics; however, as they analyzed research from 1983 to 2003, they were able to identify additional themes such as crisis management in events, research, and development. Similarly, Mair (2012) observed comparable themes in her study. Despite the anticipated research gap, most studies conducted during this time did not record any further research on the use of technology in human resources operations, event planning, and management.

The concept of the impact of events, event tourism and meanings, event planning and process, and destination marketing research persisted after 2005 (Getz & Page, 2016; Lockstone-Binney & Ong, 2019; Mair et al., 2023; Park & Park, 2017) until the late 2000s, when the event industry experienced an economic crisis and terrorist attacks, causing issues related to human resources and technological use to become a source of concern for both industry and academia. Beyond 2008, literature reviews recorded HR-related (recruitment, motivation, commitment, retention) and technology-focused studies (virtual and hybrid meeting comparisons, design of virtual and hybrid meetings, and use of technology in virtual or hybrid meetings) (Bevolo & Amati, 2023; Capasa et al., 2022; Ellis et al., 2022; Giebe &

Rigotti, 2020; Kim & Cuskelly, 2017; Madhusankha et al., 2020; Park & Park, 2017; Sox et al., 2017).

Beyond 2010, the concept of wellbeing emerged as a major research issue in the event literature. Studies have investigated wellbeing in areas such as community wellbeing, festivals, transformative experiences, and mindfulness (Armbrecht & Andersson, 2020; Clark et al., 2017; Filep et al., 2015; Mair et al., 2023; Stadler et al., 2023; Smith & Diekmann, 2017; Steriopoulos & Wrathall, 2021; Yu et al., 2021). However, the vast majority of these studies are conceptual, analyzed from a broader perspective, or lack a theoretical basis for wellbeing.

2.3 Shifting Paradigms: A Literature Review of Recent Event Studies

As previously stated, the event literature has mostly concentrated on the impact of events, whether mega-events, sporting events, or festivals; prior studies have documented attendee experiences and their significance to the industry (Lockstone-Binney & Ong, 2019). However, further research is needed in the field of business events, where conferences, exhibitions, and meetings provide attendees with memorable experiences. Technological innovation in the business event industry is a means for stakeholders to meet attendees' needs and preferences (Neuhofer et al., 2024). Meanwhile, merging the physical and virtual worlds has grown in popularity beyond customer satisfaction and memorable experiences to include the implications of technology consumption by the general public, both physical and digital (Bevolo & Amati, 2023), which the event literature is yet to document.

Several studies focus on the usage of technology in meeting settings. In 2017, Sox and colleagues examined studies comparing event organization in face-to-face, virtual, and hybrid meetings. They discovered that most studies focused on technology and explored peoples' attitudes and perceptions of virtual and hybrid meetings. They also stressed the importance of investigating the effects of technology on all stakeholders, including different generations, employees, and students.

Similarly, several scholars (Mair, 2012; Mair & Weber, 2019; Lee & Back, 2005; Park & Park, 2017) have highlighted the need to investigate research topics such as technology and modes of participating in events. These claims are consistent with a previous study by Kennedy et al. (2024), who examined the impact of social media on hosts and argued for additional research into the impact of social media applications, as results revealed that residents' use of social media had no long-term consequences such as social cohesion or community

participation in events. In the same vein, Bevolo and Amati (2023) discovered a research gap in the intricacy of "phygital" in business events. The research explored the complex relationship between the physical and the digital environment, inventing the term “"phygital” to describe this convergence. Their study examined how consumer behavior is influenced by hybrid experiences, emphasizing the value of a multifaceted strategy to incorporate relationships, technology, and cultural factors. The results indicate that sensory experiences and emotional ties are essential for building loyalty, especially in modern marketing. The business event industry's sophisticated usage of several technologies has led to a need for an integrated environment.

Diverse technological tools such as social media (e.g., Facebook, Instagram, etc.), video conferencing applications (e.g., Zoom, Microsoft Word, etc.), Artificial Intelligence (AI), Augmented Reality (AR), and Virtual Reality (VR) (Bevolo & Amati, 2023; Lockstone-Binney & Ong, 2019) have been found beneficial not only to attendees but also to other stakeholders such as employees and organizations (Lockstone-Binney & Ong, 2019). This is due to the continuous use of different technologies in the organization and the management of operations.

In addition, the event literature had fewer studies on HR-related research and wellbeing studies. Previous studies on HR-related research found that recruitment, retention, careers, and motivation were the least studied areas (Baron & Ali-Knight, 2017; Giebe & Rigotti, 2020; Kim & Cuskelly, 2017; Ladkin & Weber, 2010; Madhusankha et al., 2020; McCabe, 2001; McCabe & Savery, 2007; Mistry et al., 2024; Park & Park, 2017; Sun et al., 2022; Wang & Luo, 2017). Studies that focused on careers primarily examined career paths and mobility among employees. Most previous studies found that most business events employees’ career patterns follow the “butterfly effect” in that they do not follow the traditional linear career transition but rather a more horizontal, vertical, and diagonal mobility (Ladkin & Weber, 2010; McCabe, 2001; McCabe & Savery, 2007; Wang & Luo, 2017). However, Wang and Luo (2017) present a contrasting view suggesting that employee career patterns are more dependent on the type of company ownership, scale, and organizational characteristics. They state that foreign-owned MICE organizations follow the intradepartmental longitudinal career promotion (individuals’ career path depends on the organizational structure), and state-owned companies track intradepartmental longitudinal promotion for low-ranking employees and interdepartmental longitudinal promotion for high-ranking employees. This insinuates that employees' career paths depend on the type of organizations and individual positions. Although

there are several studies on human resources management, the majority of these studies are outdated and conceptual and do not reflect the contemporary workplace in which technology and the wellbeing of employees are key elements.

Furthermore, the literature review revealed that event studies focused widely on hedonic and eudaimonic wellbeing, social and community wellbeing, work-life balance, meaningful experiences, service quality, and flow (Armbrecht & Andersson, 2020; Clark et al., 2017; Filep et al., 2015; Mair et al., 2023; Stadler et al., 2023; Steriopoulos & Wrathall, 2021; Smith & Diekmann, 2017; Yu et al., 2021). As a result, wellbeing studies were viewed as having a greater scope, lacking a theoretical grounding, and being evaluated in contexts other than the event management context. For example, Stadler et al. (2023) offer five strategies for achieving wellbeing among UK event workers, including connecting with people, being active, paying attention to their mindfulness, continuing to learn about different ways to be healthy, and showing kindness. Similarly, Steriopoulos and Wrathall (2021) investigated wellbeing from broad perspectives, including connectedness, practitioner wellbeing, and meaningful experience. They discovered that Australian event professionals like interacting with others to create meaningful experiences.

In summary, the review of the event literature noted that technology, HR-related topics, and wellbeing are needed to advance the events literature. Table 2.1 presents a list of selected previous event studies. The relevance and methodological rigor of important studies in economic impacts, social and environmental events, marketing, technology, and human resources studies were considered while choosing the event studies for the literature review. To help capture the historical background and the current changes in event management studies over time, other analytical techniques were taken into consideration, such as studies with a substantial number of citations and recognition in peer-reviewed journals like the International Journal of Contemporary Hospitality Management, Journal of Sustainable Tourism, Event Management, and International Journal of Event and Festival Management. This offered a strong basis for comprehending the development of event studies and the different research areas that still require investigation.

Table 2. 1. Selected Events Studies from 2000 to 2024

S/N	Authors	Major Researched Themes	Sub-Themes
1	Biscaia, 2021; Bladen et al., 2022; Cherisulich Tomino et al., 2020; Dwyer et al., 2000; Elizabeth et al., 2024; Fredline et al., 2003; Deery & Jago, 2010; Fredline et al., 2001; Getz, 2019; Getz & Page, 2019; Getz & Page, 2016; Lee & Back, 2005; Lu et al., 2020; Mair et al., 2023; Mair, 2012; Riberio & Yushan, 2024; Richards et al., 2013; Robertson et al.,2018; Sox et al., 2017; Park & Park, 2017; Yoo & Weber, 2005.	Impact of events	Economic impact, social impact, and cultural impact.
2	Allen et al., 2022; Carnegie & McCabe, 2008; Dwyer & Wickens, 2013; Dwyer & Wickens, 2011; Getz, 2008; Getz & Page, 2019; Getz & Page, 2016; Jung et al., 2024; Heidl, 2024; Kim et la., 2013; Laing, 2018; Mair & Weber, 2019; Mascarenhas et al., 2024; Qi et al., 2023; Shukla & Shamurailatpam, 2024; Skandalis et la., 2024;	Event Tourism and Meaning	Religious tourism, co-creation in sports tourism events, event tourism in sustainable communities, shared festival tourism experiences, authenticity in festivals, events, and identity, events, and meaningful experiences.
3	Huang & Jiang, 2011; Pappas, 2019; Shalihah, 2024; Skoko et al., 2022; Smith & Kline, 2010; Wu, 2021; Yoo & Weber, 2005; Zheng et al., 2009;	Crisis Management	Cultural events crises, crises in conference and exhibition enterprises,

Table 2. 1. Selected Events Studies from 2000 to 2024 (Continued)

			preparedness in crisis, e-exhibition, and crises, and events transformation in crises.
4	Allen, 2010; Carter, 2007; Dowson & Bassett, 2015; Darcy & Harris, 2003; Dowson et al., 2022; Gaffney, 2013; Leggit & Brundage, 2024; Kennedy et al., 2024; Martins et al., 2024; Phi et al., 2014; Van Den Ende, 2024; Ziakas, 2023.	Event planning and Processes	Sports events, transformative, event planning, co-creation of events
5	Ford, 2008; Ford & Peeper, 2007; Lee & Back, 2005; Lee et al., 2016; Kang et al., 2024; Marques de Sousa et al, 2022; Masberg, 2000; Mair, 2012; Morrison et al., 1997; Pirnar & Altin, 2022; Ravshanorich, 2024; Syafganti et al., 2023; Yoo & Weber, 2005; Weber, 2001;	Convention and Visitor Bureau (CVB)	Performance perspective of stakeholders, destination image of CVBs, promotional offers at CVBs, sustainability at CVBs.
6	Armbrecht & Andersson, 2020; Clark et al., 2017; Filep et al., 2015; Mair et al., 2023; Stadler et al., 2023; Smith & Diekmann, 2017; Steriopoulos & Wrathall, 2021; Yu et al., 2021.	Wellbeing in the events industry	Re-imagining events, transforming events, work-life balance, mindfulness, hedonic and eudaimonic wellbeing, sustainability, and community wellbeing.
7	Draper et al., 2011; Getz, 2004; Hara & Iwamoto, 2021; Li et al., 2023; Mair, 2012; Nolan, 2020; Ozisik et	Site selection	Small-scale sports events, bidding

Table 2. 1. Selected Events Studies from 2000 to 2024 (Continued)			
	al., 2024; Shonk et al., 2012; Suwannasat et al., 2022; Tsai & Ho, 2008; Yoo & Weber, 2005.		criteria for site selection in events,
8	Cohen et al., 2011; Ellis et al., 2022; Fleming, 2024; Lee & Back, 2007; Rittichainuwat & Mair, 2012; Rubinger et al., 2020; Page & Mosen, 2024; Yoerger et al., 2015;	Attendees' participation in meetings	Attendees' events perception.
9	Bevolo & Amati, 2023; Capasa et al., 2022; Ellis et al., 2022; Kennedy et al., 2024; Lee & Paris, 2013; Mistry et al., 2024; Neuhofer et al., 2024; Rubinger et al., 2020; Park & Park, 2017; Shipman & Vogel, 2024; Syafganti et al., 2023; Sealy & O'Connor, 2021; Sox et al., 2017.	Technology in events.	Social media, Virtual meetings, hybrid meetings, Streaming events, "phygital".
10	Baron & Ali-Knight, 2017; Giebe & Rigotti, 2020; Kim & Cuskelly, 2017; Ladkin and Weber. 2010; Madhusankha et al., 2020; McCabe, 2001; McCabe and Savery, 2007; Park & Park, 2017; Sun et al., 2022; Wang and Luo, 2017;	Human Resources topics	Retention of employees, Careers, employee motivation.

2.4 Research Setting - Business Events Industry

Digitalization has become an important subject globally due to its enormous impact on both businesses and scholarly disciplines, particularly in the business event industry. Business events provide a substantial contribution to the global economy and serve as a pivot for advanced technology use (Biscaia, 2021; Bevolo & Amati, 2023; Bladen et al., 2022; Cherisulich Tomino et al., 2020; Kennedy et al., 2024); thus, it is vital to investigate the psychological wellbeing of meeting planners through digitalization. This is to ensure that future generations and research document employee wellbeing experiences and their substantial contributions to the growth of the business event environment.

Meetings, conventions, and exhibitions form part of the business events industry and have been recognized as a significant economic and non-economic contributor globally (Hagen, 2023; Kewei et al., 2019). Globalization has resulted in job expansion (e.g., numerous remote workstyles), knowledge development (e.g., the use of various technological tools, and industrial expansion (e.g., diverse products and services, human resources). Despite its growth, the industry has not been immune to crises, such as the recent COVID-19 pandemic, that dramatically damaged the business events industry. Nonetheless, it also presented stakeholders with new prospects, such as new work styles, extensive technological use, and various event services (Hagen, 2023).

Due to the pandemic's disruptive nature, remote work has become important (Ishimaru & Fujino, 2021; Matsushita, 2023). According to IBTM World (2024), in late 2022, 44% of employees worked as virtual or hybrid remote employees, with most opting for a remote workstyle in addition to their traditional workstyles. Because of the diverse workforce, meeting planners are increasingly embracing work flexibility. The flexibility of workstyle necessitates extensive communication and interaction among stakeholders, and as a result of this evolution, the industry has seen increased technological use. The business events industry has been a hub for various digital technologies, particularly during and after the pandemic (Hagen, 2023), while also helping to achieve the SDGs' goals of reducing carbon emissions and promoting sustainable consumption. Although digital technologies are increasingly being used in the business event industry (Budd et al., 2020; Cai & Cai, 2020; Golinelli et al., 2020; Vargo et al., 2021), the literature pertaining to events is notably deficient in exploring human behaviour and experiences and the dynamics of human-to-technology interaction in the industry.

2.4.1 Business Events Industry in the USA

The business events industry in the United States is one of the most vibrant and active in the world, valued at US$94.8 billion in 2020 and estimated to increase by 13% to $538.6 billion by 2030 (Allied Market Research, 2023). It serves as a market for a significant number of national and international conferences, exhibitions, tradeshows, and conventions. In contrast to business event destinations in developing countries, the United States boasts a well-established business events industry characterized by a robust infrastructure and diverse event offerings. This includes sophisticated venues, destinations' promotional capabilities, advanced technological innovations, experienced event professionals, staff qualifications and training needs, and a mature framework for event organization (Causin & Scamacca, 2021; Karl et al., 2022).

While developing countries present various opportunities for events, cultural perceptions create a distinction between business events in the US and those in developing nations (Baker & Mckenzie, 2021). For example, professional networking is regarded as a fundamental aspect of business culture in the United States, significantly influencing attendance at conferences, conventions, seminars, and tradeshows (Baker & Mckenzie, 2021). Consequently, both the private and public sector consistently invest in innovative developments and event technology (Ali & Aydin, 2021). In contrast, meeting arrangements in developing countries are often guided by local customs and traditions, which can limit the integration of advanced technology within the industry (Lekgau & Tichaawa, 2022). The challenges faced by developing countries often stem from inadequate infrastructural development and unreliable transportation systems, which can significantly impede their ability to attract international business events (Mair & Thompson, 2009).

The marketing and promotional approaches employed by prominent US event destinations such as Orlando and Las Vegas are characterized by substantial financial investments and sophisticated strategies. These locations utilize advanced marketing techniques and extensive networking opportunities to connect with potential clients effectively. On the other hand, many developing countries often face challenges in implementing equally comprehensive marketing strategies, resulting in limited global visibility for their event offerings (Ceresia, 2022).

Training and development opportunities for staff in the United States provide higher standards and professional certifications in the essential skills required for event management, whether for small, medium, or large-scale events. Conversely, developing countries often face

challenges due to limited access to skill training and professional certifications necessary for executing more sophisticated events (Jackson & Wang, 2023).

Associations, host destinations, attendees, and employees are all important actors in the US meeting sector. In 2023, Las Vegas in the United States was one of the countries to have hosted the largest venue for association meetings (Statista, 2023). As a major player in planning, organizing, and operating as an intermediary in coordinating events, meeting planners have undergone significant transitions throughout the years, with digitization being one of the substantial contributors to these changes (Causin & Scamacca, 2021).

Despite meeting planners' significant contributions and increasing awareness of digitalization, the impact of digitalization on wellbeing has received little attention in business events and positive psychology literature.

The primary objective of this research is to determine how digitalization affects meeting planners' careers. As a result, it is critical to focus on countries that fully utilize technology. Information technology in the United States has grown over time, and it has played a crucial part in creating new opportunities in the pre-event, during-event, and post-event phases (Kim & Morrison, 2011). Meeting planners have long used IT to solicit information, facilitate on-site registration, obtain destination information, operate lead systems, search and book accommodations, market, inspect and book venues, communicate with stakeholders (e.g., collaborate with guest speakers and vendors), and solicit attendee feedback, among other responsibilities (Kim & Morrison, 2011). In addition to these activities, technology in business events facilitates sustainable meetings. This allows meeting planning to be easily accessible and attended remotely through various digital platforms (e.g., podcasts, YouTube, video conferencing apps, etc.) (Anas et al., 2020).

The United States is regarded as one of the world's early technological adopters (United Nations, 2021). With PowerPoint slides and projectors being among the initial technological tools used at meetings (Booqed, 2023), video conferencing solutions are becoming increasingly popular. Although technology tools such as video conferencing platforms were developed in 1967, their use has been expanding in recent years (Causin & Scamacca, 2021). Apple Facetime, Facetime, Skype, and now Zoom, among others, have become popular video conferencing tools for meetings (Booqed, 2023; Causin & Scamacca, 2021). Furthermore, US associations (e.g., PCMA) were recognized for using technology such as broadcasting techniques to host hybrid meetings and other creative communication technologies to engage participants (Davidson, 2018; PCMA, 2017).

While the US business event market has risen over the years based on face-to-face communications, there is no doubt that, more recently, digital technologies have contributed to industry growth. Meeting professionals can now use information portals, social media, integrated event management systems, AI, VR, AR, ARS, and mobile applications to select virtual sites, market, and communicate with stakeholders (Causin & Scamacca, 2021).

As a result, most event businesses rely on technological firms to provide more sophisticated digital solutions to support their daily operations (Booqed, 2023; Causin & Scamacca, 2021; Karl et al., 2022). In particular, virtual and hybrid meetings rose over the four years during the recent pandemic (Causin & Scamacca, 2021). The exposure to technological advancement has had a significant impact on event professionals' careers. Although their professions flourish in the digital environment (Causin & Scamacca, 2021), recent research indicates that excessive use of various technological tools may exacerbate mental health and psychological issues among event professionals (Karl et al., 2022). For instance, studies have found that excessive usage of video conferencing applications contributes to tech exhaustion or stress (Bailenson, 2020; Fosslien & Duffy, 2020; Karl et al., 2022). Individual wellbeing has recently become an important issue of discussion across all disciplines, and the business event industry has been a pioneer in promoting wellbeing (MPI, 2024; PCMA, 2022a; PCMA, 2022b). As a result, it is vital to document the psychological effects of digital technologies on meeting planners.

2.4.2 Meeting planners

Several studies have classified stakeholders in the event industry in various ways (Orthodoxou et al., 2022; Sun et al., 2022). Consequently, business event management is considered complex due to the diverse range of actors involved (Orthodoxou et al., 2022). Reid and Arcodia (2002) developed a typology of 27 event stakeholders and concluded that while stakeholder engagement can lead to effective outcomes, managing their relationships and interactions can be challenging. Previous research has identified stakeholders as individuals or groups that can directly influence or be influenced by organizations (Orthodoxou et al., 2022; Reid & Arcodia, 2002). Additionally, other studies suggest that business events involve a range of intricate roles, including organizers, exhibitors, and attendees, among other key figures in the industry (Baron & Ali-Knight, 2017; Sun et al., 2022).

Regardless, stakeholders in event management are categorized into primary stakeholders including employees, suppliers, attendees/participants, volunteers, and sponsors

and secondary stakeholders such as tourism organizations, host communities, government agencies, and media (Getz, 2018; Orthodoxou et al., 2022; Reid, 2006). Despite the diverse array of stakeholders involved, meeting planners play a vital role in strategic planning, logistical organization, and the overall successful execution of events (Falk & Hagsten, 2019).

Bix and Kasardi (2021) describe meeting planners as the backbone of event organization. They are responsible for creating a comprehensive event framework that encompasses planning, budgeting, venue selection, sponsorship, and vendor management, all of which are typically aligned with their organization's objectives. This process requires a thorough understanding of all stakeholders' needs in conjunction with the aims of the events themselves. Research in event management emphasizes that the wellbeing of meeting planners is critical among business event stakeholders, given their unique role in the success of event organization (Beech, 2020; Fong et al., 2022; Sharma & Ghorbani, 2021).

Moreover, various event studies have underscored the necessity for creativity and innovation from meeting planners as they shape attendee experiences, respond to dynamic client needs, incorporate sustainable practices, and leverage technological advancements in event management (Beech, 2020; Fong et al., 2022; Sharma & Ghorbani, 2021; Perkins et al., 2020; Tuzunkan, 2021). These demands can contribute to increased pressure, leading to heightened stress levels, burnout, or dissatisfaction among meeting planners.

According to Beech (2020), fatigue among meeting planners can have detrimental effects, such as reduced creativity and insufficient communication among stakeholders. Additionally, Fong et al. (2022) emphasize that persistent job-related stress can undermine team cohesion, suggesting that prioritizing the wellbeing of meeting planners can enhance organizational productivity. Poor wellbeing among these professionals has been linked to absenteeism and decreased productivity. For instance, Thompson and Lee (2023) found that 63% of the 150 meeting planners they surveyed reported high levels of stress due to workload, which frequently led to absenteeism, sick leave, fatigue, and burnout.

Given these insights and prior research, there is a pressing need for both organizations and researchers to focus on the wellbeing of event professionals, especially meeting planners, in order to identify effective strategies for improving their overall wellbeing.

2.5 Problems and Prospects in Event Studies

The review of the business event literature identified five main research issues, namely 1) lack of grounded theory to examine future studies in the literature, 2) outdated studies on HR-related topics, 3) limited research on the digitalization of employees, 4) lack of recognition of wellbeing studies, were identified and 5) methodological limitations.

First, while numerous research topics have emerged in the event literature, examination of the literature has revealed a lack of grounded theories and critical event studies (Getz & Page, 2016; Lockstone-Binney & Ong, 2019). Most event studies focus on theories from management and business disciplines. Researchers have argued for a more grounded theory in the event discipline, which has yet to emerge. This disparity still exists since the event discipline continues to rely on theories from other disciplines to thrive. For example, Holmes & Ali-Knights (2017) constructed an event and festival life cycle model based on Butler's (1980) Tourism Area Life Cycle. In a similar vein, Getz's (2012) examination of the types of planned events remains empirically limited in the event literature. These studies have limited the event literature from exploring emerging fields beyond the event discipline discourse. Because of this, the event literature lacks a thorough ontology and critical evaluation of reality in the business event industry. Incorporating positive psychology into event literature effectively addresses research questions 1 and 2 as well as objectives a and b. This approach aims to develop a reliable and valid digital wellbeing scale based on a robust PERMA model and to examine the effects of digital enablers on the psychological wellbeing of meeting planners. Such an attempt will enhance the understanding of concepts, methodologies, issues, and real-world experiences, particularly in the realms of technology, wellbeing, and human resources. Additionally, establishing a grounded theory in events is essential for advancing the existing literature.

Second, the event literature on human resource topics was found to be out of date and lacking in a theoretical underpinning. The majority of these studies focus on employee satisfaction, retention, careers, and employee motivation (Baron & Ali-Knight, 2017; Giebe & Rigotti, 2020; Kim & Cuskelly, 2017; Ladkin & Weber, 2010; Madhusankha et al., 2020; McCabe, 2001; McCabe & Savery, 2007). Employees undergo career transitions within and outside the organization (Sullivan & Al Ariss, 2021), acquire new skills to update their expertise to meet the demands of attendees and other stakeholders (Bester, 2019; Hamburg, 2021; Mun et al., 2022), change their work mode (Galanti et al., 2021), and incorporate digital

technologies in their daily lives. Event studies do not consider the aforementioned developments in the contemporary workplace. Owing to the intricacy of event professionals and the expanding field of technology use and wellbeing, which ties into research questions 2 and 3, exploring the diverse digital technologies and their effects on meeting planners' wellbeing will enhance the literature while also providing wellbeing policies for practice.

Third, technological use in business events is not widely acknowledged in the event academic discourse. The business event industry generates around $2.5 trillion in total economic output, employs over 25.9 million people, and hosts more than 1.5 billion participants worldwide (Event Industry Council, 2021). Despite statistics demonstrating the significant contributions of business events, changing technological trends (e.g., the incorporation of digital tools in remote, virtual, and hybrid work styles), and growing industry needs (shift from in-person to virtual and hybrid meetings) (Berridge, 2020; Lenhart, 2021; Shah et al., 2024), the event literature has limited studies on the implications of technology. The research gap indicates that event studies predominantly focus on social media applications, neglecting other technological areas that directly relate to Research Question 1, which aimed to explore how digitalization affects the careers of meeting planners. Aligning research efforts with industry trends concerning wellbeing and organizational factors could yield significant benefits.

Fourth, the literature review revealed that the events literature urgently requires a theoretical grounding in wellbeing. According to several studies, wellbeing is characterized by service quality, pleasure, and flow (Armbrecht & Andersson, 2020). Other researchers linked wellbeing to a broad understanding of connectivity, meaningful experiences, social wellbeing, and community wellbeing (Clark et al., 2017; Filep et al., 2015; Mair et al., 2023; Stadler et al., 2023; Smith & Diekmann, 2017; Steriopoulos & Wrathall, 2021; Yu et al., 2021). Nevertheless, existing research lacks an appropriate theoretical foundation, especially the application of grounded theories such as self-determination theory or the PERMA model to explore wellbeing successfully. Utilizing the PERMA model as a theoretical framework, this thesis systematically investigates the research questions and objectives centered on the development of a valid and reliable measurement scale for assessing the phenomenon of digitalization within the business events industry. Furthermore, it delves into the implications of digitalization on the career wellbeing of meeting planners, thereby contributing to a deeper

understanding of the intersection between technological advancements and career wellbeing in business events.

While there exists a substantial body of literature on event management, it is important to recognize certain methodological limitations. Many studies in this field tend to rely heavily on singular research designs, specifically either qualitative or quantitative approaches. Although both methods are valuable for exploring complex perceptions and experiences, they often lack generalizability and applicability across different countries and industries. For example, numerous studies predominantly focus on interviews or case studies (Lee & Connolly, 2020; Marques de Sousa et al., 2022; Sox et al., 2017), which provide in-depth insights into event destinations or specific event experiences, but fail to capture a broader perspective on the business event industry or individual experiences.

Marques de Sousa et al. (2022) conducted a study on destination marketing centered solely on Miami, which restricted its relevance to other settings or destinations. While this focused approach yielded robust data, its findings may not be applicable to other cultural contexts, thus limiting the overall transferability of the results. Moreover, quantitative research designs, such as survey data collection, are more commonly used in event management studies. However, these studies often contend with challenges related to methodological rigor and response bias (Lee et al., 2022). For instance, Lee et al. (2022) employed a survey research approach but faced issues of self-selection bias and a high non-response rate while attempting to achieve a large sample size. Dilman et al. (2014) argued that relying on a single method can increase the potential for data bias and compromise rigor.

It is believed that the impact of digital technologies in contemporary work environments will be reflected in the careers of event professionals, particularly meeting planners. The extent to which digitalization influences the career wellbeing of meeting planners has received little consideration in the business event literature. Furthermore, the links between digital wellbeing and career wellbeing have not been explored. Therefore, this study emphasizes reducing methodological bias through a mixed-method approach, addressing neglected areas such as wellbeing and incorporating positive psychology as an emerging field in the business events literature.

2.6 Chapter Summary

Chapter 2 presented an examination of event literature, the development of event studies, and a literature review of recent event studies to identify research gaps relating to technology, wellbeing, and human resources management. Then, an overview of the thesis setting, the business event industry in the United States, was provided. Reviews of the literature identified 1) a lack of grounded theory to examine future studies in the literature, 2) outdated studies on HR-related topics, 3) limited research on the digitalization of employees, and 4) a lack of recognition of wellbeing studies, as significant problems and prospects for further studies.

Chapter 3 presents a detailed literature review on career and digital wellbeing. Since this study is at the exploratory stage, it was prudent to examine career wellbeing with its various indicators. Topics on digitalization and previous studies on digital wellbeing are also presented. Literature relating to the PERMA model and the rationale for selecting the model in this study was also presented. Based on that, the conceptual model created to help address the research questions and objectives was also provided.

CHAPTER 3: CAREER WELLBEING AND DIGITAL WELLBEING LITERATURE.

3.1 Introduction

Chapter 1 presented the thesis outline for investigation. Based on the literature investigation, the research problem was identified as follows: "*To what extent does digitalization influence the career wellbeing of meeting planners?*" Hence, an analysis of studies related to career wellbeing and digitalization was conducted to attain the aim of the study, which is to examine the influence of digitalization on the career wellbeing of meeting planners. To achieve the research objectives, Chapter 2 reviews previous studies on event literature, the development of event studies, and the positioning of recent event research to aid in identifying research gaps related to technology, wellbeing, and human resource research. Then, an overview of the business event industry and the business event industry in the USA was presented.

Chapter 3 illustrates a conceptual framework for this thesis, incorporating career wellbeing concepts, digitalization, digital wellbeing, and the PERMA model. The chapter examines several theoretical foundations that underpin this thesis. It includes the concepts that support this thesis, as well as models and theories that demonstrate the relationships between digital enablers, digital wellbeing dimensions, and career wellbeing. The PERMA model was selected as the most suitable model to investigate the relationships between digital and career wellbeing. Based on this, a conceptual model was developed to address the research questions and objectives.

3.2 Career Wellbeing

3.2.1 Career

The concept of careers has been universally referenced as a progressing sequence of people's work experience over a period (Kidd, 2008; Sun et al., 2022). In the quest to understand careers, researchers have examined how people's roles and responsibilities impact their daily lives. Some research focused on career growth, identifying different career stages, namely the growth stage, exploration stage, establishment stage, maintenance stage, and decline stage (Super, 1973). Throughout these stages, employees' transition either intra-departmentally (within an organization) or inter-organizationally (between organizations) (Hall, 2013). It is an adaptation period during which employees apply suitable attitudes, competencies, and behaviours to fit into a specific career path or work environment (Savickas, 2002, 2005, 2013). Other topics focusing on employee careers are related to career transitions, mobility, adjustment, psychological contracts, employee personality traits, HR practices, and employee diversity (Biese-Stjernberg, 2020; Chiou & Jia, 2022; Huang & Baker, 2021; Lee et al, 2020; Zimmerman & Clark, 2016). However, few researchers have focused on subjective career success, despite the recent shift in the contemporary workforce from a traditional hierarchical ladder to a broader scope of career success (Biese-Stjernberg, 2020; Kidd, 2008).

Career success is inherently interconnected with career wellbeing, underscoring the notion that an individual's daily work experiences are intricately linked to their overall career trajectory (Hoser, 2012; Kossek et al., 2021). Over the years, positive psychology has laid strong foundations in social, financial, physical, and community wellbeing, paying little attention to career wellbeing (Rath, 2010). This is not to suggest that studies on careers are insufficient. However, the organizational literature demonstrates that careers are examined in relation to either work wellbeing or employee wellbeing (Gordon, 2021; Islam & Amin, 2022). Consequently, this thesis will integrate previous research on employee wellbeing and career-related topics to understand career wellbeing.

The organizational literature confounds career success with career wellbeing. For instance, many researchers assert that when an individual derives satisfaction from status, high living standards, and happiness from their work, it suggests they are satisfied with their career over time (Bester, 2019; Haenggli & Hirschi, 2020). However, career wellbeing opposes this notion that while career successes typically focus on external validation, which includes compensations (salaries, bonuses, etc.), recognition, promotion, job status, achievements,

individual milestones, and performance, career wellbeing prioritizes the intrinsic holistic experience (i.e., meaning/purpose, personal development, work-life balance, positive work environment, and relationships, and the overall quality of life) of one's career over time (Anwar et al., 2017; Bester, 2019; Kidd, 2008; Steiner & Spurk, 2019). This notwithstanding, career success is as important as career wellbeing, because the continuous fulfillment of career successes can contribute to career wellbeing (Kidd, 2008). As a result, research identifies career success as individuals' accomplishments and performance-related outcomes, whereas career wellbeing refers to a person's ongoing career success rather than a fixed condition of people's careers (Kidd, 2008).

The following sections review career wellbeing by defining it, emphasizing its importance, and identifying and discussing indicators of career wellbeing.

3.2.2 Career Wellbeing

For the past decades, career wellbeing has been examined in different disciplines such as business management (Chinyamurindi, 2019), sociology (Anwar et al., 2017; Anwar et al., 2020), education (Kidd, 2008), and psychology (Aderibigbe & Chimucheka, 2019; Bester, 2019; Coetzee et al., 2021; Coetzee, 2019; Ferreira, 2019; Mahomed & Rothmann, 2019; Potgieter, 2019; Steiner & Spurk, 2019; Wilhelm & Hirschi, 2019; Yu & Yang, 2022) to assess its relevance in organizational settings.

Previous studies have examined and operationalized career wellbeing by drawing on different contexts and methodologies. It is an important concept in psychology, particularly in organizational psychology, where career wellbeing is recognized to provide insight into the contemporary career and its long-term implications (Bester, 2019; Coetzee, 2021; Kidd, 2008; Yu & Yang, 2022). Career wellbeing has recently received increased research attention in the wellbeing literature (Bester, 2019). However, career wellbeing studies primarily define and theorize career wellbeing with different concepts or constructs, conceptualize its components, and investigate general implications of career wellbeing (Aderibigbe & Chimucheka, 2019; Anwar et al., 2017; Anwar et al., 2020; Bester, 2019; Chinyamurindi, 2019; Steiner & Spurk, 2019). Furthermore, prior studies suggest that career wellbeing has been closely linked to career success, career choice, subjective wellbeing, work-life balance, and career satisfaction

over time. While these terminologies have been used to describe career wellbeing, they have been referenced in a relatively narrow context based on today's career research literature.

Several studies have attempted to conceptualize and develop a career wellbeing scale that suits current career patterns in different contexts. For instance, Bester (2019) examined career wellbeing studies in relation to career success and developed a model that integrates career success and career wellbeing. The study argues that career wellbeing is an individual's long-term satisfaction with their subjective (e.g., career satisfaction) and objective career successes (e.g., compensation). While other studies have conceptualized career wellbeing theoretically, few authors, such as Potgieter (2019), have empirically developed a career wellbeing model, examining the relationship between career wellbeing and workplace friendships. The study found that face-to-face interaction between employees plays an important role in the association between workplace friendship and career wellbeing.

From another perspective, career wellbeing can be understood as a holistic concept that serves as a desired outcome. While some studies define career wellbeing as a multifaceted concept that includes various factors that contribute to its position as a desirable outcome, other research views career wellbeing as an interdependent construct that collaborates with other career-related variables to aid in the attainment of specific outcomes (Bester, 2019; Kidd, 2008; Steiner & Spurk, 2019). While both perspectives make valuable theoretical contributions to the literature, they differ in their focus, strategy, claims, and contributions to the literature on career wellbeing.

Studies focusing on career wellbeing from a holistic perspective, aiming for a desired outcome, identify specific factors related to career wellbeing. Following Kidd's (2008) study, Yu and Yang (2022) examined and confirmed career wellbeing as a multidimensional concept, a desired outcome that individuals experience throughout their careers. This can be achieved through multiple factors such as career growth needs (career transition, sense of purpose and direction, self-development, learning, participation in decision-making), basic psychological needs of employees (work performance, achievement, interpersonal relationship, and support from work, autonomy, and work-life balance,), and self-determination theory factors (autonomy, relatedness, and competence). Although other studies highlighted career characteristics as an important area to focus on, on the contrary, some researchers suggest that career wellbeing goes beyond work-related or career resources (e.g., compensation, promotions, and career transitions) to include non-work-related factors such as relationships built with

family, friends and hobby (Aderibigbe & Chimucheka, 2019; Coetzee et al., 2021; Coetzee, 2019; Ferreira, 2019; Mahomed & Rothmann, 2019; Kidd, 2008; Steiner & Spurk, 2019; Wilhelm & Hirschi, 2019; Yu & Yang, 2022).

Similarly, Kidd (2008) made a valid point by suggesting that career wellbeing can be attained when the needs of employees' careers and lives are accomplished. This can be achieved through multiple dimensions, categorized as antecedents (career characteristics) and outcomes (facilitators of wellbeing). In addition, Steiner and Spurk (2019) confirmed that work-related and non-work-related factors have a spillover effect on the career wellbeing of employees.

The current study follows Kidd's (2008) conceptualization of career wellbeing as a holistic concept that can be used as a desired outcome. However, since most career wellbeing studies focus largely on individual and organizational factors, with limited attention to technology (digitalization), the current study mainly examines the implications of digitalization on career wellbeing. Career wellbeing, in this study, refers to employees' continued satisfaction with their careers and personal lives over time in a digital environment (Kidd, 2008).

3.2.3 Indicators of Career wellbeing

Career wellbeing is considered a multifaceted concept with complex career and wellbeing resources that can be developed and measured among employees. As a result, various studies have identified diverse factors from different contexts and perspectives that may impact career wellbeing. For example, Kidd (2008) identified career wellbeing from two different areas: career characteristics and wellbeing facilitators. To advance Kidd's study, Yu and Yang (2022) confirmed and validated Kidd's (2008) career wellbeing indicators as work performance and achievement, interpersonal relationships/support from work, autonomy, work-life balance, career transition, a sense of purpose, self/skill development, and participation in decision-making. However, they grouped these factors into basic psychological needs and career growth factors, as opposed to Kidd's composition of career wellbeing.

Work performance and achievement denote wellbeing obtained through engaging in occupational responsibilities with competence and clear direction to advance in work performance. Interpersonal relationships and support at work involve the assistance employees receive in a friendly environment, including recognition and feedback from others. Autonomy signifies the freedom or independence one gets to balance tasks at work. Work-life balance

refers to the ability to balance work and personal life activities. Career transition encompasses the modifications individuals undertake within their career trajectories, which may involve assuming a new role, exploring an alternative career path, or relocating to a different organizational environment. A sense of purpose describes deriving an intrinsic sense of wellbeing from decisions related to one's career. Self-development, also known as skill development, refers to advancing one's career by acquiring new skills and knowledge or obtaining new certifications. Participation in decision-making involves employees actively engaging in the decision-making process regarding workplace issues.

Other career wellbeing studies identified additional indicators of career wellbeing. Table 3.1 provides an overview of various career wellbeing indicators identified by different authors, highlighting the complex factors that influence career wellbeing. For instance, some authors believe that employees with high career wellbeing exhibit positive affect, fulfilment, and meaningful careers (Anwar et al., 2020; Coetzee, 2021; Coetzee et al., 2021). Although career wellbeing studies focused more on positive implications, negative issues with work adjustment, lack of feedback or recognition, adapting to a new environment, low performance, pessimism, uncertainty about the future, inability to develop, and the spillover of personal life into work life were also reported by a few researchers (Anwar et al., 2020; Kidd, 2008).

Furthermore, Anwar et al. (2020) suggest that career wellbeing can also be measured from a different psychological wellbeing perspective, where positive and negative affect can be explored as components of hedonic and eudaimonic wellbeing. Meanwhile, Mahomed and Rothmann (2019) argue that career wellbeing relates to positive functioning in both career and life. Hence, the study suggested the need to focus on the positive influence of career wellbeing in an individual's life. In addition, effective HR practices such as job crafting recruitment, training and development, promotion, job security, and job crafting were also noted as important indicators that promote career wellbeing (Bester, 2019; Mahomed & Rothmann, 2019; Steiner & Spurk, 2019).

Table 3. 1 Indicators of Career Wellbeing

Authors	Indicators (Factors)
Kidd, 2008	Interpersonal relationships, relationship with the organization, work performance, a sense of purpose, learning, and development, support and recognition, power, autonomy, optimism, purposeful, skill development, and work-life balance.
Bester, 2019	Job autonomy, training, and development, work-life balance, fair wages, effective communication, recognition, Positive relationships, employability, environmental mastery, flexible career preferences, learning and development, and a sense of purpose.
Mahomed & Rothmann, 2019	Job crafting recruitment, training and development, promotion, job security, autonomy, performance-related pay, communication, thriving, high-performance, autonomous, and meaningful career experience.
Wilhelm & Hirschi, 2019	Organizational support and personality traits
Anwar et al., 2017	Emotional (happiness, satisfaction) wellbeing, psychological wellbeing (competence, positive relationship, and personal development), social wellbeing (promotion, environmental mastery), physical wellbeing, and family-related wellbeing.
Anwar et al., 2020	Positive affect, negative affect, fulfilment.
Coetzee, 2019	Career adaptability, career optimism, autonomy, success, satisfaction, and job satisfaction.
Coetzee, 2021	Career networking/social support state, career meaningfulness, affective career state, technological adaptability, career navigation, agile learning.
Coetzee et al., 2021	Positive affective career state, state of meaningfulness, Career networking/social support state
Steiner & Spurk, 2019	Training opportunities, family support, financial benefits, High engagement, affective commitment, work satisfaction, and marital satisfaction
Yu & Yang, 2021	Basic Psychological Needs and career growth (work performance, achievement, interpersonal relationship/support from work, autonomy, work-life balance, career transition, a sense of purpose, self-development, participation in decision-making)
Potgieter, 2019	reduced stress, improved health, improved psychological wellbeing, improved competition, and increased productivity, workplace friendship
Ferreira, 2019	Workplace friendship, career adaptability, and organizational commitment.
Aderibigbe & Chimucheka, 2019	Career concerns, career satisfaction.
Chinyamurindi, 2019	Career growth opportunities, financial benefits, work-life balance, and processual career work.

Author's Compilation

Some authors focus more on general career wellbeing outcomes such as financial benefits, career satisfaction, increased productivity, improved health, improved competition, job satisfaction, and reduced stress (Aderibigbe & Chimucheka, 2019; Chinyamurindi, 2019; Coetzee, 2019; Potgieter, 2019; Steiner & Spurk, 2019).

Furthermore, few studies highlighted the importance of technological adaptability in career wellbeing beyond career resources and HR practices. Coetzee (2021) emphasized that technological adaptability is important in contemporary careers as it provides employees with exciting jobs and career opportunities while also promoting happiness and creativity among employees. While most studies define and connect career wellbeing to other career-related factors, Coetzee (2021) noted that the effect of technology on career wellbeing remains unclear. Hence, further exploration from the technological perspective will enrich the career wellbeing literature.

The literature on career wellbeing predominantly centers on the navigation of employees' career wellbeing, the conceptualization and development of career wellbeing models in conjunction with various career resources, and the holistic understanding of the constituents of career wellbeing. Generally regarded as a multidimensional construct, career wellbeing is oriented towards achieving specific desired outcomes. However, a notable gap exists in the integration of external factors, including organizational culture, technological influences, job market trends, and economic conditions (Dik & Duffy, 2020). Research by Bester (2019) underscores digitalization as a pivotal element in contemporary career trajectories. This limitation underscores the need for further research to comprehensively investigate the impact of technology on career wellbeing. It is imperative to investigate how technological advancements influence both career satisfaction and overall wellbeing within the workplace environment.

3.2.4 Main Outcomes of Career wellbeing

Most studies consider career wellbeing as a process leading to an outcome (Kidd, 2008). Several studies have reported on different outcomes of career wellbeing such as positive relationships, skill development, work performance, work-life balance, autonomy, competence, relatedness, sense of purpose, career success, thriving, promotion, environmental mastery, and physical wellbeing (Aderibigbe & Chimucheka, 2019; Anwar et al., 2017; Anwar et al., 2020; Bester, 2019; Chinyamurindi, 2019; Coetzee et al., 2021; Coetzee, 2019; Ferreira, 2019;

Mahomed & Rothmann, 2019; Kidd, 2008; Potgieter, 2019; Steiner & Spurk, 2019; Wilhelm & Hirschi, 2019; Yu & Yang, 2022).

For instance, Kidd (2008) investigated the career wellbeing of employees from the UK. She identified relationships, work performance, work-life issues, a sense of purpose, and skill development as major outcomes of employees' career wellbeing. Her findings were closely related to Ryff's (1989) psychological wellbeing theory of positive relationships, autonomy, environmental mastery, personal growth, self-acceptance, and purpose in life. In the same vein, Yu and Yang (2022) examined career wellbeing from a psychological wellbeing perspective using self-determination theory. Although differently assessed using a distinct psychological wellbeing theory, basic career resources were found to influence employees' autonomy, relatedness, and competence.

Other studies also highlighted relationships established at the workplace enhance the career wellbeing of employees (Ferreira, 2019; Kidd, 2008; Potgieter, 2019). In addition, Mahomed and Rothmann (2019) suggested that individual and contextual factors, such as job crafting and modern HR practices (including job security, compensation, and performance-related compensation), enable employees to thrive in holistic career wellbeing. Furthermore, studies from Coetzee et al. (2021) confirm that career wellbeing can be achieved when the positive affective career conditions, the meaningfulness of a career, and career networking or social relationships are met.

While career wellbeing research highlights potential components of overall wellbeing, it tends to evaluate wellbeing in a generic context, failing to pinpoint the key elements that define it. Such studies often neglect the need to explore specific characteristics of wellbeing, whether they are hedonic, eudaimonic, subjective, or psychological, which ultimately undermines the foundations of career wellbeing, as noted by Kidd (2008). To establish a robust framework, there is an urgent need for further research in this area. Table 3.2 presents the major outcomes of career wellbeing, alongside respective study citations.

Table 3. 2. Main Outcomes of Career Wellbeing

Outcomes of Career Wellbeing	Authors
Positive relationships	Anwar et al. 2017; Bester, 2019; Coetzee, 2021; Coetzee et al., 2021; Ferreira, 2019; Kidd, 2008; Potgieter, 2019; Yu & Yang, 2022.
Skill development	Bester, 2019; Kidd, 2008; Steiner & Spurk, 2019; Yu & Yang, 2022.
Work performance	Coetzee, 2019; Kidd, 2008; Mahomed & Rothmann, 2019; Potgieter, 2019; Steiner & Spurk, 2019; Yu & Yang, 2022.
Work-life balance	Anwar et al., 2017; Bester, 2019; Chinyamurindi, 2019; Kidd, 2008; Yu & Yang, 2022.
Sense of purpose	Bester, 2019; Coetzee et al., 2021; Kidd, 2008; Mahomed & Rothmann, 2019; Yu & Yang, 2022.

Note: Author's Compilation

3.2.5 Measuring Career Wellbeing

Several studies have developed scales to measure career wellbeing, however, these scales consist of different constructs that insinuate a lack of conformity among the composition of career wellbeing. Kidd's (2008) study was the first empirical career wellbeing study to identify the multidimensionality of career wellbeing. Conducting a qualitative study on 89 employees in the United Kingdom (UK), she identified career characteristics, facilitators of wellbeing, and wellbeing threats as major indicators of career wellbeing. Yu and Yang (2022) utilized autonomy, relatedness, and competence (self-determination theory) to validate Kidd's (2008) career wellbeing measurements. By using 533 teachers, they identified four constructs and 16 items. Although this career wellbeing scale is comprehensive, other researchers have developed alternative versions of career wellbeing, which include positive affect, negative affect, fulfilment, state of meaningfulness, and career networking/social support. For example, Anwar et al. (2020) developed a longer version of the Career Wellbeing Scale, comprising positive affect, negative affect, and fulfilment, with a total of 23 variables, where negative affect and fulfilment were dominant.

Similarly, Coetzee et al. (2021) developed a shorter version of Anwar et al. (2020) career wellbeing measurements with 3 dimensions and 14 items. In their quantitative study, they identified the states of meaningfulness and career networking/social support as two additional constructs, in addition to the positive affect initially proposed by Anwar et al. (2020) as an indicator of career wellbeing. While the study by Anwar et al. (2020) reported a composite reliability of 0.93 for the construct of negative affect, Coetzee et al. (2021) reported composite reliabilities of 0.87 and 0.89 for the states of meaningfulness and career networking/social support, respectively.

Other researchers also measured career wellbeing using in-depth interviews and identified constructs such as career growth opportunities, financial benefits, work-life balance, and processual career work (Chinyamurindi, 2019). Similarly, Mahomed and Rothmann (2019) identified job crafting, recruitment, training and development, promotion, job security, autonomy, performance-related pay, communication, thriving, high performance, autonomy, and meaningful career experience as factors of career wellbeing.

As is apparent, most career wellbeing scales developed include career transitions, relationships, work performance, a sense of purpose, self-development, work-life balance, organizational support, autonomy, optimism, skill development, a positive affective career state, a state of meaningfulness, career networking, and social support, among other factors. These studies typically measure career wellbeing from the perspective of career and HR resources. However, little is known about technology resource scales and their impact on employees' career wellbeing. Despite the growth of technology in individual lives, considerable research gaps remain in accurately measuring and operationalizing standardized scales that reflect the relationship between technology and career wellbeing. Thus, prior research suggests the need for a more thorough and inclusive measurement framework that considers the impact of digitalization on meeting planners' career wellbeing. Furthermore, since the career wellbeing measurement lacks a generic, universally acceptable scale, this thesis seeks to create an integrated model based on psychological wellbeing theory and qualitative and quantitative methodologies, aiming to develop a robust and universally applicable scale for measuring digital wellbeing and career wellbeing.

In conclusion, despite the increasing attention given to career wellbeing frameworks in recent years, the literature still lacks a universally accepted definition. Critical limitations and inconsistencies within these frameworks include the abandonment of various career pathways,

an overemphasis on different metrics of career wellbeing, and insufficient integration of contextual factors. The ambiguity surrounding multiple definitions in the career wellbeing literature has potential to skew the results of empirical investigations, as studies utilizing different frameworks may assess varying aspects of career wellbeing. Several studies have demonstrated that a lack of clear definitions can create biases in data integration across diverse contexts and disciplines, ultimately hindering progress in both theory and practice (Bester, 2019; Steiner & Spurk, 2019).

Furthermore, several frameworks primarily emphasize traditional career paths, particularly those characterized by upward or linear mobility. Given the recent shifts in job patterns, it is important to note that many career wellbeing models do not account for non-linear career trajectories. According to Hall (2002), frameworks that do not acknowledge flexible career paths in a progressive work environment risk alienating a significant portion of the workforce, thereby diminishing the importance of discussions surrounding modern career wellbeing. Additionally, numerous studies have prioritized quantifiable measurements of career wellbeing, reducing the complexities of human experience to mere numerical metrics and failing to explore intricate interactions of individual factors that shape overall career wellbeing. This oversight can lead to a disregard for the nuanced elements that influence individual career satisfaction. In light of the inconsistencies and limitations identified in the career wellbeing literature, this study suggests that Kidd's (2008) career wellbeing framework is more comprehensive and effectively integrates various factors, including career characteristics and aspects of social and psychological wellbeing. This framework enables greater flexibility to accommodate diverse individual experiences and contexts, thereby allowing future research to better respond to evolving career wellbeing paradigms, particularly in a rapidly changing job landscape.

Next, an in-depth analysis of digitalization will be conducted, with particular emphasis placed on the critical concept of digital wellbeing. This discussion will encompass key indicators associated with digital wellbeing, including digital enablers and aspects of psychological wellbeing.

3.3 Digital Wellbeing

3.3.1 Digitalization

Since the emergence of the digital revolution in the 3rd industrial revolution, different terminologies such as “mobile technologies”, “digital technologies” (Beare et al., 2020), “digital media” (Gui et al., 2017), “mobile apps”, “smartphones” (Monge Roffarello & Russis, 2019), “social media” (Harb et al., 2019), “digital enablers” (Stankov & Gretzel, 2021) have emerged in relation to digitalization. These expressions make conceptualization and definitions within the technological era complex to navigate.

Nonetheless, this study utilizes the definition from Frenzel et al. (2021) and Legner et al. (2017) definition of digitalization as a process of using diverse technologies within a broad context, such as individual, organizational, and societal contexts. Since the advent of digitalization, there have been several studies on technology, its applications, and its implications (positive and negative), particularly on social media impact (Estanyol, 2022; Gui et al., 2017; Hudson et al., 2015). The impact of digitalization has brought several terminologies, such as smartphones or technology (Monge Roffarello & Russis, 2019), overconsumption (Gui et al., 2017), and technostress, to explain the positive and negative effects of technology.

While researchers highlight the impact of digital technologies on people’s mental health, many studies focus primarily on the negative implications of digital technologies (Gaggoli et al., 2019; Islam et al., 2023). Most of these studies suggest that the extreme use of digital tools causes harmful effects on human health such as disruptions of social activities, interruptions from school and work, lack of sleep, anxiety, and emotional instability (Bogers et al., 2017; Deng et al., 2019; Sewall et al., 2020; Mariek & Vanden Abeele, 2021). They also suggest that the substantial increase in negative effects of technology arises from behaviours such as the ease for people to switch from one device to another possible choices and multitasking on different digital technologies, which eventually harm people’s wellbeing (Gui et al., 2017). These negative effects on people’s mental health are contributing factors to the increased interest in digital wellbeing.

3.3.2 Defining Digital Wellbeing

The concept of digital wellbeing originated from technology companies like Google that saw the need to control the excessive use of smartphones, thereby creating mobile

applications that can be used to transform people's behaviour towards the use of smartphones as well as reduce technological use in the operating system (Monge Roffarello & Russis, 2019). Since its inception, technology companies such as Apple, Samsung, and Facebook developed digital wellbeing applications to meet the needs of their customers (Büchi, 2021; Filep et al., 2024; Monge Roffarello & Russis, 2019) while positive psychology literature has recorded increasing research in digital wellbeing.

Although digital wellbeing has been examined across a range of disciplines including human-computer interaction (Gennari et al., 2023; Parry et al., 2023; Rafferello & De Russis, 2023), environmental and public health (Cao & Li, 2023), children and media (Mutsvairo et al., 2023; Nansen et al., 2012), sociology (Gui et al., 2017), tourism (Stankov & Gretzel, 2021), and hospitality (Filep et al., 2024), its definition remains both unclear and ambiguous. The existing literature suggests that digital wellbeing is explored variably across different contexts, and the conceptualization often differs based on the perspectives adopted by researchers (Büchi, 2021; Filep et al., 2024). For instance, some studies prioritize the use of digital enablers to enhance positive experiences, while others focus on mitigating the negative consequences of technology, such as excessive screen time.

Despite these differences, the common denominator that has helped shape the concept of digital wellbeing is the absence of negative impacts and the presence of positive impacts. From the sociology perspective, digital wellbeing is regarded as subjective wellbeing, which is maintained in an environment where there is excess utilization of digital communication tools. Sociologists believe that digital wellbeing is not only obtainable from an individual digital wellbeing initiative but also from other environments, such as the community, in achieving the holistic digital wellbeing of people (Gui et al., 2017). Similarly, media studies highlighted digital wellbeing as a subjective wellbeing derived from a social environment where digital media tools are pervasive.

In contrast, from a tourism perspective, Stankov and Gretzel (2021) suggest that while individuals play major roles in determining the digital wellbeing of people, it is not only an individual's responsibility but it also depends on the broader environment where technological, societal, and industry norms contribute to determining human behaviour. Hence, Stankov and Gretzel (2021) argue that digital wellbeing traverses with emotional, physical, spiritual, intellectual, vocational, social, financial, and environmental wellbeing. Other digital wellbeing studies are more context-specific. According to Beetham (2016), digital wellbeing is a structure

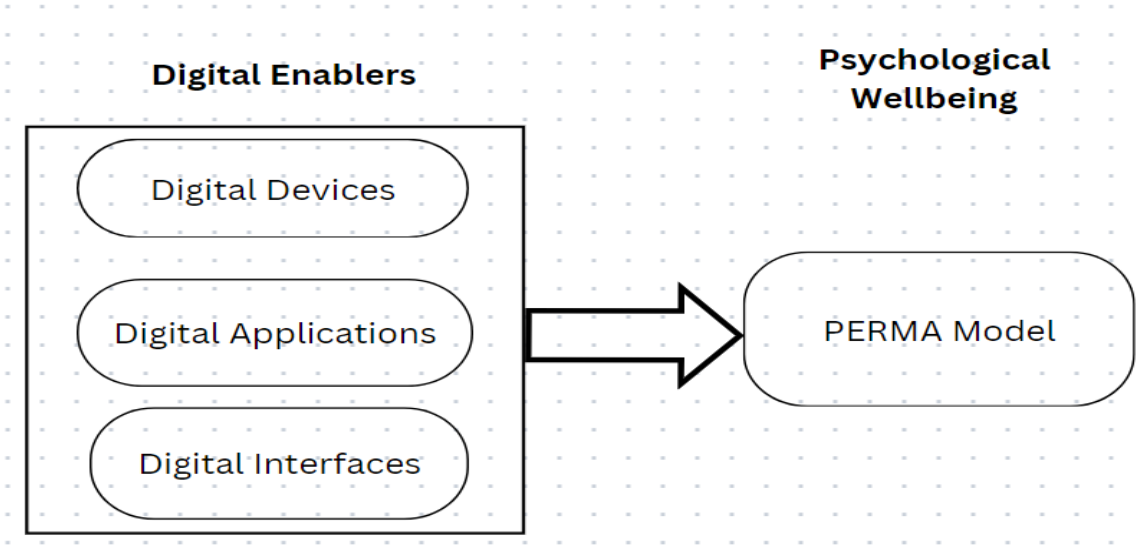
that is dependent on safety, personal health, relationships, and work-life within a digital context. Another practical definition that balances the digital and real world is a study by Burr et al. (2020), who argue that the impact of digital technologies should promote humans thriving in all aspects. This suggests that using digital technologies is an added advantage to human living and does not cause further harm.

Hospitality researchers also examined the concept of digital wellbeing (Filep et al., 2024; Kondja et al., 2022). According to Filep et al. (2024), digital wellbeing is a psychological wellbeing experience derived from the conscious use of digital enablers such as digital devices, applications, and interfaces. The research further referred to digital enablers as digital devices, applications, and interfaces that facilitate the digital transformation of daily activities of individual lives. Computer-human studies approached digital wellbeing from a self-control or addiction perspective, where digital wellbeing is referenced as expressing maximum controlled pleasure and effectual support, composed with negligible loss of control and functional impairment to the psychological health of people (Vanden Abeele, 2021). Most of these studies focus largely on digital self-control features rather than people's behavioral habits (Monge Roffarello & Russis, 2019; Rafferello & De Russis, 2023). Monge Roffarello (2019) found that 37% of 1,128 perceived digital wellbeing technologies as invasive, disruptive, and carrying bugs that cause frustration instead of promoting wellbeing. Hence, they argued that technological companies' main aim in designing digital wellbeing applications is for commercialization and self-controlling or self-monitoring behaviors.

Furthermore, given the divergent views in the digital wellbeing literature, the industry's definitions of digital wellbeing are similar to the sociologist's definitions (Gui et al., 2017), but currently, the tourism literature presents different points of view, which implies that digital wellbeing responsibility exceeds an individual's skills (Stankov & Gretzel, 2021). For instance, the United Nations Educational, Scientific and Cultural Organization UNESCO (2015) links digital wellbeing to the responsible use of digital media that seeks to promote the development and enhancement of human wellbeing in the short and long term. Similarly, Marsden (2020) referenced digital wellbeing as a state of individual wellbeing derived from the responsible and healthy use of digital technology. Although there are conflicting perspectives on digital wellbeing between industry and academia, both academia and practice agree that the digital environment cannot be neglected because it has become an important part of human life. Therefore, measures are needed to mitigate the growing concern of excessive use of technology,

particularly in careers. Following this review of definitions, the current thesis defines digital wellbeing as the conscious use of digital enablers by employees to promote their career, and psychological wellbeing within a digital environment. Figure 3.1 illustrates digital wellbeing as an intersection of digital enablers and psychological wellbeing.

Figure 3. 1. Main Components of Digital Wellbeing



3.3.3 Importance of Digital Wellbeing

While researchers focused mainly on the negative impacts of technologies on people's mental health (Gaggoli et al., 2019; Islam et al., 2023; Kidd, 2008), there is a consensus among most digital wellbeing researchers on highlighting the positive functioning of the utilization of digital technologies on people's holistic wellbeing. Thus, the positive human functioning in a digital era has led digital wellbeing researchers to highlight several positive implications from the hedonic and eudaimonic perspectives. Recent research recognizes digital wellbeing as a dual phenomenon that acknowledges hedonic and eudaimonic implications (Filep et al., 2024; Mariek & Vanden Abeele, 2021; Stankov & Gretzel, (2021). This shows that people can derive both hedonic (pleasure from using digital enablers) and eudaimonic experiences (meaning-inducive from digital enablers). For instance, Reinecke and Hofmann (2016) found that using smartphones drives pleasure and happiness in people. Also, Stankov and Gretzel (2021), stated that there is a relationship between technology and personal relationships with people. In

addition, Parry et al. (2023) suggested that digital applications that are used for pragmatic services such as notetaking, meeting scheduling, or planning have high tendencies to promote positive emotions, personal achievement, and a sense of purpose.

On the contrary, a study by Van Koningsbruggen et al. (2017) suggests that consumers continuously use digital enablers to satisfy their desire for instant gratification. Regarding eudaimonic wellbeing, digital enablers such as social media build relationships and engage people effectively (Schivinski et al., 2019). Likewise, Estanyol (2022) discloses that social media is a great platform where people engage effectively. Considering the growing acceptance of digital enablers, few studies have been conducted on digital wellbeing, its functionalities, and its influence on users' behavior, attitude, and emotions. As prior research has shown, digital wellbeing is a dual concept that includes the examination of digital enablers from a psychological perspective (hedonic and eudaimonic wellbeing).

Limited empirical studies have examined digital wellbeing specifically from a psychological perspective, focusing on hedonic and eudaimonic wellbeing. For instance, a recent study by Filep et al. (2024) conceptualized digital wellbeing through this lens, suggesting that digital enablers positively influence psychological wellbeing. However, this study remains conceptual and has yet to undergo empirical validation. It is crucial to investigate digital wellbeing thoroughly from the psychological wellbeing perspective to create a robust measurement scale. This focus is essential as Monge Roffarello and Russis (2019) contend that digital enablers primarily function as self-monitoring tools that help users track their progress in minimizing negative health impacts rather than facilitating the development of healthier habits. This raises important questions about whether digital facilitators exert long-term effects on individual behaviours, emotions, and career trajectories.

Since the majority of the studies focused on social media and presented contrasting findings, they present issues of study generalizations and context-based research. Moreover, digital wellbeing researchers have highlighted there are more digital enablers and different working styles (remote workstyle) that can be examined within the employee context (Filep et al., 2024; Stankov & Gretzel, 2021). In addition, some researchers noted that digital technologies such as augmented, virtual, and mixed reality have the potential to promote prosocial behaviours in humans, such as showing empathy towards people by helping people, donating, or volunteering (Gaggoli et al., 2019).

Furthermore, the impacts of digital wellbeing were more influenced by individual characteristics such as advanced technological devices (e.g., 5G internet connectivity), and digital literacy among different generations. The evolution of technology influenced shifts in behaviors, lifestyles, and attitudes (Dimock, 2019), with technology shaping digital receptiveness among generations. For example, baby boomers have grown up with television, and their receptive nature to technology is low; hence, they have a low perception of selecting careers surrounding technology.

3.3.4 Indicators of Digital Wellbeing

Digital wellbeing is considered multidimensional and comprises complex compositions, dimensions, and perspectives from diverse studies. Prior studies have researched the concept from different angles and explored different factors that might constitute and influence digital wellbeing. For instance, Stankov and Gretzel (2021) explored digital wellbeing from the environmental, digital enablers, and general wellbeing perspectives, suggesting that while it is vital to consider the type of technology used by individuals, the type of environment (social, technological, industry) is crucial in determining the overall digital wellbeing people. This assertion has been backed by several other studies that recommend that future studies should reflect on the role the environment plays in determining the overall digital wellbeing of people (Burr & Floridi, 2021; Gennari et al. 2023; Gui et al., 2017; Parry et al., 2023; Rafferello & De Russis, 2023; Stankov & Gretzel, 2021). Despite the diverse exploration of digital wellbeing, the digital wellbeing literature lacks a clear understanding of the multidimensionality of digital wellbeing due to a focus on either a particular digital tool or exploration of it as a control tool mechanism in a general wellbeing concept.

In this regard, a recent study by Filep et al. (2024) developed a digital wellbeing model that clearly explained the composition of digital wellbeing. They proposed digital enablers and psychological wellbeing as the two different facets of digital wellbeing. In examining digital wellbeing, the authors utilized the PERMA model to explore relationships that exist between digital enablers and psychological wellbeing. Digital enablers are technologies or tools consisting of hard or soft components that aid in communication and innovation to ensure efficiency and effectiveness among people and organizations. Psychological wellbeing is the fulfilment of hedonism (pleasure-induced emotions) and eudaimonic wellbeing (personal development and growth). While the study clearly expatiates the types of digital enablers and their relationships with the PERMA model, it did not recognize the importance of the different

digital wellbeing initiatives influencing the overall digital wellbeing of individuals. Despite the divergent views on digital wellbeing, this thesis will follow the broad examination of Filep et al. (2024) study of digital wellbeing to understand digital wellbeing in the following sections.

3.3.4.1 Digital Enablers

Digital enablers have been assessed by several studies. A comprehensive review of the literature reveals several indicators of digital enablers as identified by various authors. These indicators are summarized in Table 3.3. While some studies utilize digital media or digital technologies to refer to technologies or digital tools (e.g., smartphones, PCs, tablets, wearables, screentime apps, switch tools, screentime interfaces, etc.) to promote the wellbeing of individuals (Cao & Li, 2023; Burr & Floridi, 2021; Lukkorf et al., 2023; Nansen et al., 2012; Parry et al., 2023; Vanden Abeele, 2020), other studies reference digital enablers comprising of digital devices (e.g., smartphones, tablets, computers, wearables, Keyless door locks, social Companion robots, etc.), applications (social media (Twitter, Facebook, etc), spa booking apps, remote check-ins, OTA's, etc.) and interfaces (Alexa, Google Home Assistant, AI, WIFI connections, Chatbots, etc.) (Filep et al., 2024; Lukkorf et al., 2023). Digital devices are physical technological devices and digital platforms that use unique employee data to process information, including smartphones, tablets, laptops, and computers (Stankov et al., 2019; Filep et al., 2024). Digital applications are software programs designed by technology companies to provide basic services, such as wellbeing applications that help to promote efficiency and reduce negative effects of technology (Monge Rofarello & De Russis, 2019). Digital interfaces are computer systems, such as networks that connect employees to other digital devices (Filep et al., 2024; Kondja et al., 2022). Though digital enablers have been explored differently, they are primarily used interchangeably in the literature.

Table 3. 3. Indicators of Digital Enablers

Major Researched Themes	Sub-Themes	Studies/Authors
Digital Media	VR/AR, Online gaming apps, social robotics, social media apps, IoT Laptops, Smartphones, Screentime apps (health apps, fitness apps), smartphones, screentime interfaces, wearables, and Mobile Messaging Apps.	Burr et al., 2020; Gui et al., 2017; Parry et al., 2023; Vanden Abeele, 2020.
Digital Devices	Social Companion robots, smartphones, PC, tablets, Smartphones, Tablets, Laptops, Keyless door locks.	Filep et al., 2024; Lukkorf et al., 2023; Rad & Ignat, 2020.
Digital Applications	Screentime applications, social media, switch tools, social media (Twitter, Facebook, YouTube, etc), spa booking apps, remote check-ins, OTA's.	Cao & Li., 2023; Filep et al., 2024; Rad & Ignat, 2020; Lukkorf et al., 2023; Stankov & Gretzel, 2021.
Digital Interfaces	Switch interface, Alexa, Google Home Assistant, AI, WIFI connections, Chatbots, etc.	Filep et al., 2024; Lukkorf et al., 2023.
Digital Technologies	Computers, Internet, Emails, Mobile/online games, YouTube, and social media.	Nansen et al., 2012.
Digital gratitude	Social media	Burr & Floridi, 2021.
Automating interventions	Sensors	Burr & Floridi, 2021.

Burr and Floridi (2021) conceptualized digital enablers as digital gratitude, health technologies, and automated interventions. According to this study, digital enablers go beyond general technologies individuals use daily to include health-related applications such as dieting applications, dieting apps, fitness apps and trackers, and lifestyle apps. They highlight holistic individual fulfilment as an important factor in sustaining digital wellbeing. Similarly, Parry et al. (2023) found that health and fitness applications enable people to achieve psychological balance from distractive technologies. Stankov and Gretzel (2021) argued that the digital wellbeing of individuals can be achieved in two ways: embracing an acceptance response (to embrace complete digital technologies to promote individual wellbeing) or adopting an avoidance response (utilization of minimal or no technology). They highlight that although digital enablers can promote the overall wellbeing of people, using less or no technology strategies such as digital minimalism, disconnected travel, or slow tech in certain situations helps individuals to detox mentally and improve their health.

3.3.4.2 Wellbeing Dimensions

Although digital wellbeing has been conceptualized as a combination of digital enablers and wellbeing dimensions, few studies highlight the outcomes of utilizing digital enablers. Table 3.4 highlights major wellbeing dimensions identified by most studies in the digital wellbeing literature. For some researchers, digital wellbeing promotes general health and digital wellbeing (Burr & Floridi, 2021; Stankov & Gretzel, 2021), while others derive its importance from the psychological and cognitive dimensions (Büchi, 2021**;** Filep et al., 2024; Gui et al., 2017; Parry et al., 2023). For studies that focused more on the psychological aspect of wellbeing, Filep et al. (2024) found that the wellbeing of guests can be divided into hedonic and eudaimonic wellbeing. By using the PERMA model, the study found that digital enablers such as devices and applications have the potential to promote positive emotions and increase the engagement level of individuals. They further suggest that digital applications and interfaces could promote eudaimonic wellbeing (relationship, meaning, and achievement). Büchi (2021) also noted that personalized mobile media can enhance a sense of belonging, build relationships, and connect people remotely to promote their overall social wellbeing. Similarly, Parry et al. (2023) emphasized that screentime apps (health apps, fitness apps), smartphones, screentime interfaces, and wearables enable individuals to realize positive emotions, a sense of purpose, and achievement.

Table 3. 4. Wellbeing Dimensions

Wellbeing Dimensions	**Authors**
Health wellbeing	Stankov & Gretzel, 2021.
Autonomy, Self-Determination, Individual wellbeing, Self-esteem, Pleasure, Personal satisfaction.	Burr et al., 2020.
Autonomy.	Vanden Abeele, 2020.
Sense of belonging, Relationship building, Connectedness, social wellbeing.	Büchi , 2021.
Interpersonal relationship, connectedness.	Nansen et al., 2012.
Positive emotions, engagement, relationship, meaning, and achievement.	Filep et al., 2024.
Individual fulfilment, and social wellbeing.	Burr & Floridi, 2021.
Satisfaction, and goal fulfilment.	Lukkorf et al., 2023.
Positive emotions, a sense of purpose, and achievement.	Parry et al., 2023.
Digital wellbeing.	Cao & Li, 2023.
Quality of life and Cognitive performance.	Gui et al., 2017.
Individual and social wellbeing	Rad & Ignat, 2020.

Alternatively, some researchers focused more on the control features of digital wellbeing, specifically, on the satisfaction and daily goal fulfilment of individuals. For instance, Lukkorf et al. (2023) found that switching tools on YouTube and smartphones enables individuals to achieve their daily goals or targets, leading to personal satisfaction. Burr et al. (2020) also noted that individual technologies enable people to achieve personal goals independently. Finally, social wellbeing was found to be an important digital wellbeing dimension (Büchi, 2021; Burr & Floridi, 2021; Rad & Ignat, 2020).

3.3.5 Measuring Digital Wellbeing

Although there is an increase in the number of digital wellbeing studies, there is limited information on the scale development of digital wellbeing. Most studies focus largely on defining, conceptualizing, and developing digital wellbeing frameworks (Cao & Li, 2023; Filep et al., 2024; Stankov & Gretzel, 2021). Nonetheless, a few studies have attempted to develop a digital wellbeing scale for consumers (Lukkorf et al., 2023), children (Cao & Li, 2023; Nansen et al., 2012; Przybylski, 2021; Vuorre & Przybylski, 2023), and students (Parry et al., 2023).

From the childhood literature, most studies examined the relationship between children's screen time and their wellbeing (Cao & Li, 2023; Nansen et al., 2012**;** Przybylski, 2021). Przybylski (2021) developed a scale measuring more than 19,000 American young children's psychological wellbeing on screen time use. This scale was developed based on parental responses to positive affect, resilience, curiosity, and caregiver attachment questions. However, results did not show any positive relationships with psychological wellbeing factors. Similarly, Vuorre and Przybylski (2023) investigated over 1,000 citizens' technology use and found inconclusive results across five constructs. While no favourable relationships were found between smartphone use and wellbeing, there were substantial relationships with negative experiences such as depression and anxiety. Future research should focus on the theoretical advancement.

Other empirical studies relating to children's digital wellbeing adopted qualitative research approaches. For instance, Nansen et al. (2012) conducted in-depth interviews on children's digital media literacy and found that online competence expanded children's knowledge of technological literacy. Other themes, such as commercial content, interpersonal conduct, and online etiquette, were identified as part of digital wellbeing factors. In addition, digital wellbeing studies have developed consumer digital wellbeing scales focused mainly on

the specific digital tool and their relation to wellbeing. For instance, Lukkorf et al. (2023) examined the YouTube user interface and people's wellbeing. In a mixed-method approach, the study identified three factors: 1) switch (the number of times people switch to apps like YouTube), 2) explore (search about other things on YouTube), and 3) focus (the amount of time spent on the app or other searches). The study outcome variables, including satisfaction, goal alignment, and sense of agency, were found to be statistically significant. However, the study did not provide insights into the spillover effects factors such as wellbeing dimensions. This limits the user interface's digital wellbeing scale and YouTube's general outcomes.

In addition to the studies focusing on children and consumers, Parry et al. (2023) established a framework for assessing digital wellbeing from students' perspective, involving 1,849 undergraduate students. They created over 40 measures for the adoption and awareness of digital applications, which included integration, information seeking, negative effects, behaviour alignment, and behaviour change. Despite high reliability (α=0.86 to α=0.91), the study did not assess the impact of these applications on student wellbeing.

Most digital wellbeing scales developed so far are process-oriented, lack theoretical underpinning from positive psychology, and are mainly focused on specific control features on digital enablers and their general impacts on students, children, and consumers. This situation limits researchers on adapting robust digital wellbeing scales to measure individuals, particularly employees. At the time of this study, no scale measures employees' digital wellbeing at the organizational level. Therefore, this thesis will utilize a mixed-method approach to develop an empirical digital wellbeing scale. Then, the psychological wellbeing concept and the theories involved will be introduced.

In summary, a recent review of the literature reveals significant shortcomings and discrepancies as digital technology becomes increasingly integrated into daily life. Key issues include 1) vague definitions of digital wellbeing, 2) inconsistent methods for measuring and assessing it, and 3) an oversimplification of individuals' positive and negative experiences. Many studies on digital wellbeing have neglected important contextual factors, such as sociocultural settings, which can influence people's perceptions. According to Stankov and Gretzel (2021), an individual's environment plays a critical role in evaluating their subjective experience; however, the organizational perspective has been underappreciated in the literature, despite its importance in understanding employees' perceptions. This study calls into question the validity and reliability of data from the limited empirical research on digital wellbeing,

citing several shortcomings, including a reliance on a single-method approach for scale development. While the existing literature on digital wellbeing provides valuable insights, this study adopts a more comprehensive perspective, advocating for the inclusion of additional factors such as organizational initiatives and the use of multiple methods to ensure data rigor and develop a reliable digital wellbeing scale.

The following sections discuss the importance of positive psychology and its relevance in conceptualizing the theoretical development of digital wellbeing. Thus, they discuss positive psychology, wellbeing, psychological wellbeing, and the PERMA model, which will guide the development of the DWB scale.

3.4 Positive Psychology

Positive psychology emerged in the late 1990s as a significant branch of psychology (Compton & Hoffmann, 2019). While psychology concentrates on pathology, mental health, and repairing human impairment, positive psychology focuses on virtues and human strengths to improve individuals' and communities' wellbeing and enhance happiness (Hefferon & Boniwell, 2011). The latter is more focused on enhancing human potential, capabilities, motivations, and functioning. Positive psychology has evolved significantly over the years, dating back to the early 1990s. Seligman (1990) introduced positive psychology by examining happiness and wellbeing as a flourishing state that can be achieved through particular practices and interventions. Since then, researchers, academics, and psychologists have embraced and gained insights into positive psychology as a new field of study.

Notable concepts such as "learned optimism," which focuses on the ability of humans to nurture a positive outlook and attitude toward life, were conceptualized by Seligman in 1990. To advance positive psychology, Csikszentmihalyi (2004) also researched renowned areas of flow where humans experience the state of optimum experience when completely engaged in activities that stretch their capabilities. He has advanced the positive psychology literature to understand the dynamism that promotes fulfillment and happiness. The positive psychology literature has further advanced its theoretical underpinning into other crucial areas, such as the broaden-build theory that concentrates on positive emotions' role in wellbeing and resilience (Fredrickson, 2004), the role of practicing intentional activities such as kindness and gratitude as part of promoting human flourishing, happiness, and wellbeing (Lyubomirsky, 2001), and the importance of grit and growth mindset in achieving academic excellence and wellbeing (Dweck, 2014; Duckworth et al., 2009).

These developments have shaped research insights into human flourishing and wellbeing not only in psychology but across other disciplines such as education (Seligman, 2009), business (Giacalone et al., 2005), healthcare (Suchman, 2011), sociology (Thin, 2014), tourism and hospitality (Filep, 2011), technology (Mitchell et al., 2010), environmental science (Corral Verdugo, 2012), sports (Mallet & Rynne, 2010), and public health (Kobau et al., 2011) with potential growth areas in event studies (Filep et al., 2015). Diverse disciplines have developed different theoretical perspectives on various areas of positive psychology; they can be categorized into three main areas, namely, 1) positive individual traits, 2) positive subjective traits, and 3) positive institutions/organizations (Compton & Hoffmann, 2019).

While positive institutions/organizations focus on the health development of families and civic and healthy work environments, positive individual traits and positive subjective traits dwell on positive subjective states of people with more concentration on optimism, hope, vitality, and positive emotions as well as individuals' positive behavioral patterns and traits over time (e.g., Big-Five personalities) (Compton & Hoffmann, 2019; Luthans & Yousef, 2007). Researchers have approached individual flourishing and thriving in several ways. Some researchers suggest that people flourish and thrive in the face of change by building perseverance and resilience (Dweck, 2014; Duckworth et al., 2009). Other research provides a different perspective, arguing that while it is critical to emphasize the importance of mental health, it is crucial to acknowledge that the complete wellbeing of individuals is a combination of emotional, psychological, and social wellbeing of people (Keyes, 2003; Keyes, 2005). This proposition was backed by authors who suggest that positive social relationships, positive emotions, and psychological wellbeing are important areas of discussion when considering conceptualizing the holistic wellbeing of people in schools and particularly at the workplace (Chang et al., 2014; Compton & Hoffmann, 2019; Goswami, 2012).

This notwithstanding, positive psychology has evolved over the years, and there have been arguments on what constitutes the holistic wellbeing of people. Recently, some researchers have argued that wellbeing of individuals should acknowledge both positive and negative emotions (Brosch, 2021; Hasher & Waber, 2021), while others are advocating that the holistic wellbeing of people should include a combination of hedonic and eudaimonic wellbeing, considered as psychological wellbeing (Ryff et al., 2021; Filep et al., 2024).

3.4.1 Psychological Wellbeing

Wellbeing has been conceptualized differently across disciplines and industries. Some studies refer to wellbeing as the presence of positive experiences, relationships, capabilities, or skills and the absence of illness or stress (e.g., Compton & Hoffmann, 2019). Other studies suggest wellbeing as a positive and fulfilling state encompassing different aspects (e.g., physical, emotional, social, career, financial, etc.) of human lives (Chang et al., 2014; Keyes, 2005; Rath & Harter, 2010). Similarly, the World Health Organization (WHO) notes that wellbeing goes beyond the absence of diseases but involves a complete state of human mental, physical, and social wellbeing. Despite differences in definition, most researchers agree that people's wellbeing is multidimensional and incorporates different aspects of human lives. With

this notion, researchers propose that individuals' psychological wellbeing should encompass both hedonic and eudaimonic dimensions.

Several studies have theorized psychological wellbeing from different disciplines such as psychology (Ryff et al., 2021), tourism and hospitality (Filep et al., 2024), mental health (Jackman et al., 2022), public health (Chan et al., 2024), and organizational behavior (Mishra & Venkatesan, 2023). However, the past years have witnessed proposals for a more comprehensive examination of hedonic and eudaimonic wellbeing dimensions as holistic psychological wellbeing (Filep et al., 2024; Mackenzie & Brymer, 2020) since wellbeing goes beyond pleasure-induced emotions (e.g., pleasure, happiness, satisfaction, and avoiding pain or suffering, etc.) to include something worthwhile like self-realization, personal growth, and meaning in life (Filep et al., 2022; Filep et al., 2024; Thorsteinsen & Vitterso, 2020). These propositions have yielded results as recently, there has been an increasing number of studies focusing on psychological wellbeing as a holistic concept has been observed (Chan et al., 2024; Filep et al., 2024; Mishra & Venkatesan, 2023; Ryff et al., 2021).

Many researchers have considered hedonic wellbeing as pursuing happiness and pleasure to one's satisfaction (Thorsteinsen & Vitterso, 2020; Tov & Lee, 2016). To some researchers, hedonic experiences are contentious and can further lead to eudaimonic experiences (e.g., Tov & Lee, 2016), suggesting that people augment their emotions to meaningful experiences when they develop pleasant or happy feelings. However, Harmon-Jones et al. (2013) disagree and claim that moderate emotions together with inner values are needed to attain eudaimonic experience. As hedonic experiences are considered short-term, activities associated with pleasures diminish in a short time and are not sustainable for a longer period (Steger et al.,2008; Oishi et al., 2001). Hence, pleasure-induced emotions do not necessarily lead to eudaimonic experience. but it is acknowledged that hedonic activities coupled with eudaimonic activities are important in achieving holistic psychological wellbeing.

Several studies have refined, processed, and theorized eudaimonic wellbeing. Su et al. (2020) consider the concept as the repercussion of self-growth and self-actualization. Other researchers believe that eudaimonic wellbeing is allied with meaning in one's life (Lee et al., 2024; Filep et al., 2024). Despite the diverse viewpoints, eudaimonic wellbeing is considered a meaningful experience individuals derive from activities that are worthwhile. Hence, it takes time to realize the effects of eudaimonic experiences. Recent research (Martela & Sheldon, 2019; Ryff et al., 2021) posits that focusing on hedonic and eudaimonic dimensions enhances

human behaviour and psychological functioning. Hence, focusing on the two dimensions helps to better explain wellbeing in all disciplines better.

The positive psychology literature provides several ways of assessing psychological wellbeing. Table 3.5 presents the most popularized psychological wellbeing theories including the self-determination theory, PERMA (Seligman, 2011), psychological wellbeing theory (Ryff, 1989), and most recently, DRAMMA (Newman et al., 2014), and DREAMA (Filep et al., 2022). The self-determination theory involves relatedness, competence, and autonomy (Deci & Ryan, 1985). SDT postulates that humans grow and change psychologically when their inherent psychological needs are achieved (Ryan & Deci, 2000). Ryff's (1989) psychological wellbeing theory includes six factors: self-acceptance, positive relationships, autonomy, environmental mastery, purpose in life, and personal growth. DRAMMA uses detachment-recovery, autonomy, mastery, meaning, and affiliation to measure leisure experiences of individuals (Newman et al., 2014). DREAMA encompasses hedonic and eudaimonic wellbeing of people as well as social relationships in both natural and social environments to extend PERMA and DRAMMA (Filep et al., 2022). Finally, the PERMA model incorporates hedonic and eudaimonic dimensions, enabling individuals to flourish in their respective areas. They include positive emotions, engagement, relationships, meaning, and accomplishment/achievement.

The PERMA model has faced scrutiny regarding its empirical underpinnings since its inception, as noted by Hefferon and Boniwell (2011) and Van De Ven and Verhaeghe (2014). Despite its theoretical robustness, existing literature suggests that the model tends to be "Western-centric," presenting challenges in its measurement (Diener, 2019). Recent studies refute these claims and argue that the PERMA model is a robust psychological wellbeing model comprising both hedonic and eudaimonic dimensions (Turner et al., 2023). The PERMA profiler has been effectively utilized and validated across various domains of wellbeing research, including mental health studies (Turner et al., 2023), work behavior (Ibrahim et al., 2023), and the tourism and hospitality sectors (Vada et al., 2020). In the field of psychology, it has been employed by researchers such as Cabrera and Donaldson (2024) and Martin and Donaldson (2024). This approach stands in contrast to other theories like Self-Determination Theory (SDT), DRAMMA, and DREAMA, which have been criticized for their complexity and lack of clarity in practical application (Davis et al., 2020; Keyes, 2020). For instance, since its inception, the PERMA model has been validated across children's mental health studies

(Turner et al., 2023) using 190 peer-reviewed articles across 36 countries. These articles have drawn on qualitative, quantitative, and mixed research methods, employing cross-sectional, longitudinal, and experimental designs. The majority of these studies validated the PERMA model. Similarly, the work behaviour literature utilized the PERMA model in more than 30 studies to examine employees' work behaviour in organizations. A recent systematic literature review by Ibrahim et al. (2023) found that the PERMA model has been used in 35 articles across 13 different countries and cultures. These studies validate the PERMA mostly in education, IT, and service industries.

Furthermore, in a recent systematic literature review in psychology, Cabrera & Stewart (2024) noted that 26 studies have validated and confirmed the PERMA model, and relationships with other constructs such as vitality, organizational behaviour, workplace happiness, and technology. 2) Recent studies have conceptualized the PERMA model within the digital context (Filep et al., 2024; Hollebeek & Belk, 2021). For instance, in a study by Filep et al. (2024), the PERMA model was used to explore digital wellbeing in the hospitality industry. The authors argue that this model can potentially improve guests' psychological wellbeing in a digital context. Furthermore, the study suggests that there may be a relationship between digital devices, applications, and interfaces and the PERMA model components. Similarly, Hollebeek and Belk (2021) contend that the PERMA model could be used to test the validity of consumer-facilitated brand engagement in a digital context. Prior studies commend that since technology is evolving and the PERMA model has been validated across different disciplines and industries and has a potential association with technology, future studies should examine it in a digital environment.

Thus, the next section discusses the PERMA model and its applicability in the current thesis.

Table 3. 5. Selected Psychological Wellbeing Theories/Models

Authors	Theories/Models	Theoretical Dimensions
Ryff (1989)	Psychological wellbeing	Self-acceptance
		Positive relationships
		Autonomy
		Environmental mastery
		Purpose in life
		Personal growth
Seligman (2011)	PERMA	Positive emotions
		Engagement
		Relationships
		Meaning
		Accomplishment
Newman et al. (2014)	DRAMMA	Detachment-recovery
		Autonomy
		Mastery
		Meaning
		Affiliation
Filep et al. (2022)	DREAMA	Detachment-recovery (positive emotions)
		Engagement (Autonomy, togetherness).
		Affiliation (Connection with social and natural environment).
		Meaning (Self-growth).
		Achievement (Education and Mastery).

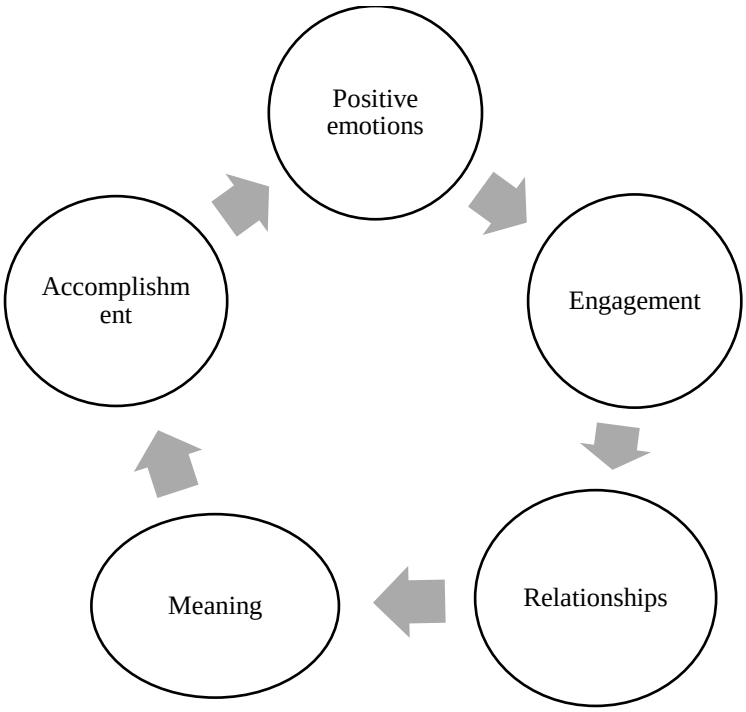
Author's Compilation

3.4.2 The PERMA Model

The PERMA model has received substantial attention in the positive psychology literature (Cabrera & Stewart, 2024; Ibrahim et al., 2023), where it has either been used exclusively as a process (antecedents) or an outcome. Five major dimensions were proposed to evaluate individuals' wellbeing and state of flourishing. As Seligman (2018) suggests, the PERMA model is a building block that researchers can explore further in other contexts, either holistically or independently. As such an increasing number of studies have investigated, analyzed, measured, and validated the PERMA model in diverse settings (Cabrera & Stewart, 2024; Filep et al., 2023; Hollebeek & Belk, 2021; Ibrahim et al., 2023; Turner et al., 2023; Vada et al., 2020).

The PERMA model was initially developed by Seligman in 2011 and later expanded in his 2018 book on happiness. The model provides comprehensive insights into wellbeing through five major constructs; positive emotions, engagement, relationships, meaning, and achievement. The model has since been expanded on or used as a guide to develop recent psychological wellbeing models. For instance, following Seligman's (2018) suggestions on the PERMA model, Donaldson and Donaldson (2020) have expanded the PERMA model by adding four additional dimensions (environment, mindset, physical health, and economic security). Furthermore, the PERMA model, together with the DRAMMA model, was used as the basis for developing the DREAMA model to examine tourists' wellbeing beyond human interaction with the natural environment. Figure 3.2 presents the PERMA model. The PERMA model explains five major constructs, which are as follows;

Figure 3. 2. The PERMA Model



Positive emotions: Positive emotions tend to induce favourable positive wellbeing and are states of happiness, joy, satisfaction, and excitement (Hollebeek & Belk, 2021). Research acknowledges positive emotions from two perspectives: 1) Positive emotions can be derived from a positive perspective, wherein individuals experience pleasure-induced feelings through face-to-face interactions and technological engagements. For example, individuals might gain happiness from participating in their passions or interests. Stenseng et al. (2015) found that the compatible passion of individuals is advantageous to stimulating higher enjoyment, satisfaction, and happiness. Additionally, technological tools such as virtual reality (VR) have been noted to induce happiness when effective interaction is involved (Grosso et al., 2020). Alternatively, less positive emotions can stimulate sadness, dissatisfaction, and harm. Although technology utilization has been noted to increase happiness, studies have also shown that excessive usage can increase technology addiction, cyberbullying, and depression (Abhari & Vaghefi, 2022; Boreham & Schutte, 2023; Crego et al., 2021; Hollebeek & Belk, 2021; Onyekachi et al., 2024). Furthermore, previous studies indicate positive emotions have a potential positive influence or relationship with other wellbeing dimensions, such as physical health, resilience, work outcomes, and social and intellectual wellbeing (Hollebeek & Belk, 2021; Ibrahim et al., 2023).

Engagement: Engagement refers to the positive and fulfilling states of mind that involve dedication, commitment, and absorption in an interactive environment (Ibrahim et al.,

2023). It is achieved when individuals are thoroughly focused or engaged in what they do. Engagement has been considered a significant construct used in psychology, business, and the service discipline, having received increasing attention as an independent construct or an outcome (Kossyva et al., 2023). Engagement has been conceptualized from different perspectives. Some studies conceive engagement of consumers differently from employee engagement. From the organizational perspective, engagement refers to the psychological immersion of employees in their work, organization, or career (e.g., Kossyva et al., 2023). In contrast, engagement of consumers refers to an emotional connection and commitment of consumers to brands or companies (e.g., Santos et al., 2022). Others also suggest that engagement can be accomplished in in-person interactions and an online environment, given recent advancements in technology (Chen et al., 2021; Kossyva et al., 2023). Online engagement has been examined as emotional and cognitive immersion achieved through interactions with digital technologies (e.g., smartphones, social media, etc) (Grosso et al., 2020; Santos et al., 2022). While online engagement has the potential to strengthen individuals' commitment to work, the presence of technological malfunctions in its features has been shown to contribute to a decline in the levels of engagement among individuals (Filep et al., 2024).

Relationship: In the PERMA model, relationships are widely described as quality interactions and social connections an individual builds (Ibrahim et al., 2023). Compared to the other dimensions, relationships are recognized as fundamental to human wellbeing and happiness. The majority of prior studies highlight the significance of social connections and happiness stating that individuals with close relationships exhibit higher levels of happiness, life satisfaction, and wellbeing (Fritz et al., 2023; Quoidbach et al., 2019). Similarly, studies have shown a positive influence of social connections on psychological and physical wellbeing. Ungar and Theron (2020) showed that people with strong support systems and social connections are less likely to exhibit physical and mental health-related issues such as depression or anxiety. On the other hand, recent wellbeing literature indicates that beyond social connections which are usually experienced in person, connections can be built with the natural environment (Filep et al., 2022) and technology (Lee et al., 2024). In developing the DREAMA model, Filep et al. (2022) suggested that human connections with nature have a restorative influence on the wellbeing of people. Therefore, the study further proposed that since relationships beyond social connections are limited, exploring the underlying dimensions of human-to-nature connection is required. Following this notion, Lee et al. (2024) proposed that connections can be built in a digital environment, implying that virtual experience could

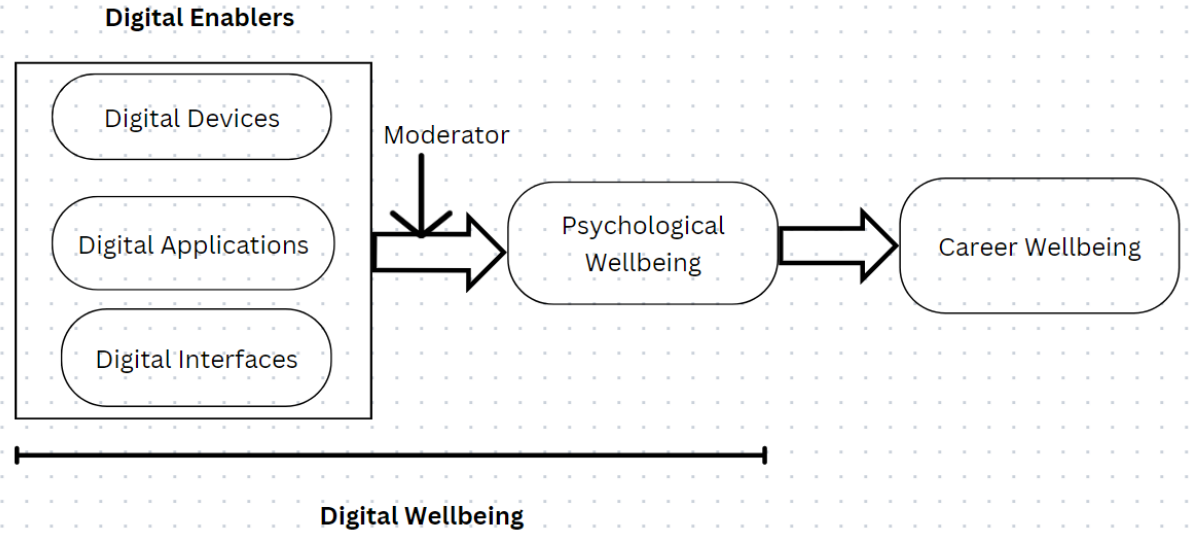
stimulate peoples' sense of affiliation with the natural environment through digital media. This suggests that positive relationships could also be achieved beyond social connections.

Meaning: Meaning is concerned with finding significance and a sense of purpose in one's life (Filep et al., 2024). Previous studies suggest that meaning encompasses two distinct perspectives 1) Comprehension pertains to an individual's understanding of their own life, navigating their external environment, and recognizing their place within it. and 2) Purpose which is related to achieving long-term goals. Previous studies have delved into the concept of meaning and its influence on individuals' wellbeing, establishing that people with a greater sense of purpose are likely to be happy and have a fulfilled life (Ibrahim et al., 2023). Other studies also suggest that people can gain intrinsic rewards such as inner peace and resilience in the face of adversity (Beri & Dorji, 2021). In addition, recent studies have noted a positive relationship between deriving meaning and technology. Hollebeek and Belk (2021) allude that people can attain their goals remotely through digital technologies, which tend to bring meaning into people's lives. Thus, there is a need for more research on the influence of technological tools on the eudaimonic wellbeing of people (Filep et al., 2024).

Achievement: Achievement denotes an individual's perception of goal-setting, success, and achievements that are rewarding (Hollebeek & Belk, 2021). Achievement of an individual is viewed as an accomplishment of an individual's focus on the ability to set individual goals and work towards them and achievement through self-efficacy (personal assessment of one's ability to plan and carry out actions in a given condition) and competence (the skill to accomplish a task in a proposed standard). Studies have shown that people are intrinsically or extrinsically motivated to accomplish results. For instance, Gudda et al. (2021) found that economic compensation motivates employees to participate in innovative activities. (Ibrahim et al., 2023). Other research also reveals a relationship between goal orientation and self-efficacy. Gu et al. (2022) discovered that individuals with a strong mastery goal orientation that includes self-improvement are more likely to have high levels of self-efficacy. Individuals with strong self-beliefs in achieving a significant goal can probably create goals and work toward achieving them in succession. Similarly, Lee et al. (2023) revealed that those with high self-efficacy are more competent at planning and problem-solving, resulting in higher success rates in reaching their goals. Thus, prior studies have demonstrated the critical role of self-efficacy in supporting goal creation and achievement, illuminating paths for human growth and development.

While some scholars argue that the examination of the PERMA model can concentrate on the assessment of individual dimensions, others contend that it is most effective when the model is holistically examined to achieve the overall wellbeing of people (Cabrera & Stewart, 2024; Filep et al., 2023; Hollebeek & Belk, 2021; Ibrahim et al., 2023; Turner et al., 2023; Vada et al., 2020). Moreover, to achieve the psychological wellbeing of individuals, both hedonic and eudaimonic dimensions should be present. Thus, this study considers the PERMA model as holistic psychological wellbeing in filling the research gap and the research questions.

Figure 3. 3. Digital Wellbeing and Career wellbeing



To address the research gaps and research objectives, a comprehensive literature review was conducted of prior studies on career wellbeing and digital wellbeing. Figure 3.3 demonstrates the relationship that exists between digital wellbeing dimensions: digital enablers (digital devices, applications, and interfaces), PERMA (positive emotions, engagement, relationships, meaning, and achievement), and career wellbeing (relationships, skill development, work performance, sense of purpose and work-life balance).

Section 3.5 presents justifications for relationships between digital enablers and psychological wellbeing, whereas section 3.6 provides justifications for relationships between digital wellbeing and career wellbeing dimensions.

3.5 Digital Wellbeing- Key Dimensions

As indicated by previous studies, researchers have proposed diverse dimensions for digital wellbeing, but there have been no empirical studies on the relationship between digital and career wellbeing. Based on a comprehensive literature review, this thesis posits that digital enablers encompass digital devices, applications, and interfaces (Filep et al., 2024). These three dimensions cover the broad conceptualization of technologies. The psychological wellbeing used in this study is guided by the PERMA model to help identify the implications of digital enablers on individual experiences. The following sections will examine various relationships between digital enablers (digital devices, applications, and interfaces) and psychological wellbeing (positive emotions, engagement, relationships, achievement, and meaning).

3.5.1 Digital Devices

Prior studies identify digital devices as physical digital platforms that use people's data to process information. Most tourism and hospitality studies identify technologies such as smartphones, tablets, laptops, computers, AI, robots, and keyless door locks (Filep et al., 2023; Stankov et al., 2019; Stankov & Gretzel, 2021). The tourism and hospitality literature suggests that digital devices are utilized for reservations and bookings, as well as for searching for destinations and locations, and gathering information about hotels and restaurants. Filep et al. (2024) found that digital devices, such as smartphones and in-room tablets, have the capacity to elicit hedonic emotions, including joy, pleasure, and interest. Similarly, Baldona et al. (2018) found that technology can improve guests' hedonic wellbeing, while An et al. (2022) demonstrated that students derive positive emotions from the usage of technology. Digital devices play a key role in determining people's positive emotions (e.g., joy, happiness, etc.) (Gaggioli et al., 2017; Reinecke & Hofmann, 2016). Whereas digital devices promote people's positive emotions, they also trigger negative emotions such as distress, anger, depression, and irritation (Filep et al., 2023; Ma & Huo, 2024; Stankov & Filimonau, 2019; Stankov & Gretzel, 2021). Extended screen time can also lead to depression, which tends to decrease one's quality of life (Abhari & Vaghefi, 2022; Crego et al., 2021; Boreham & Schutte, 2023; Onyekachi et al., 2024).

Furthermore, digital media such as computers and smartphones enable people to achieve personal goals, leading them to a meaningful experience (Vanden Abeele, 2021), which in turn leads to realizing one's true potential. Personal growth is linked with eudaimonic wellbeing as it is a process of perseverance, hard work, and achievement. Despite the

proliferation of digital devices positively shaping individual experiences, recent studies highlight some negative effects that can be detrimental to individual meaning. Recent studies suggest that the compulsive nature of digital device usage can interfere with meaningful engagement in individual daily lives, like lack of attention span, a sense of emptiness and detachment, and a decrease in self-worth (Drouin et al., 2023; Raines & McAuley, 2023). For instance, a study by Twenge et al. (2022) explained that individuals who spend more than three hours on their devices exhibit high levels of depressive symptoms, such as isolation. Meanwhile, isolation from face-to-face interactions has been found to impact social cohesion and individual relationships, leading to detachment and feelings of emptiness (Primack et al., 2021; Rosen et al., 2020). While digital devices have been noted to facilitate negative emotions such as distraction and loneliness, recent studies oppose these narratives and suggest that digital devices enhance accessibility to information and people, leading to a sense of community, sense of belongingness, identity empowerment, and reduced stress (Johnson, 2022; Nguyen et al., 2023; Smith & Anderson, 2021). Against this backdrop, digital devices have been noted to induce hedonic experiences such as positive emotions and meaning.

H_{1a}: The use of digital devices has a positive effect on positive emotions.

H_{1b}: The use of digital devices has a positive effect on meaning.

3.5.2 Digital Applications

Digital applications refer to software programs designed to provide basic services that make daily activities convenient to organizations (tourism, hospitality, and events) (Filep et al., 2023; Monge Rofarello & De Russis, 2019; Stankov & Gretzel, 2021). Unlike other disciplines where digital applications such as social media (e.g., Facebook, etc.), video conferencing, and messaging applications (Burr et al., 2020; Filep et al., 2023; Kondja et al., 2022; Parasian & Yuliatin, 2020; Schivinski et al., 2019; Vanden Abeele, 2020) are documented, the event literature largely reports on video conferencing applications. Meanwhile, several digital applications have been developed by technology companies to provide basic services aside from building relationships (Parasian & Yuliatin, 2020; Wang et al., 2024), stimulating positive emotions (Büchi, 2021; Filep et al., 2023: Simmons et al., 2024), promoting engagement (Sun, 2019) and aid in accomplishing success (Parry et al., 2023) but also to promote the general wellbeing of people (Filep et al., 2024).

Technological companies such as Samsung, Apple, and Google have developed digital wellbeing apps to monitor people's daily sleep, heart rate, and steps (Filep et al., 2024). Recent studies suggest that a range of mood-altering applications that aid in tracking people's emotions stimulate instant hedonic gratifications such as pleasure and positive emotions (Bañoset al., 2017; Eisenstadt et al., 2021; Perez-Aranda et al., 2024). Several studies have detailed the implications of digital applications. For instance, Estanyol (2022), Schivinski et al. (2019), and Stankov and Gretzel (2021) suggested that applications such as social media platforms provide people with an opportunity to build strong personal or professional relationships. In the same vein, video conferencing applications can build relationships (Büchi, 2021; Parasian & Yuliatin, 2020; Wang et al., 2024) and increase engagement among stakeholders (Kumar, 2024; Lim & Kaveri, 2024). However, excessive internet use, particularly through social media, significantly impairs individuals' concentration in a digital context. Nguyen (2021) highlights that prolonged engagement with social media leads to diminished attention span and cognitive function. Hwang et al. (2020) indicate that this distraction adversely affects productivity, education, and interpersonal relationships. The constant barrage of notifications and the pressure to remain connected create an overwhelming environment that undermines focused cognitive activities, making it difficult for individuals to focus on issues that bring them a sense of meaning.

The business event industry is increasingly using digital environments to promote career achievement among employees. For instance, event associations like PCMA and MPI have initiated online digital certifications that employees can easily attain using digital enablers (MPI, 2023; PCMA, 2020). These digital certifications are important in business events as most meetings are now diverse, with inclusions of virtual, in-person, and hybrid components. As is apparent, digital devices (smartphones, laptops, tablets), digital applications (events apps), and digital interfaces (WIFI) are needed to achieve career advancement. Estanyol's (2022) study found that digital enablers can help employees successfully implement online engagement strategies and organize virtual and hybrid meetings. In the same vein, prior studies show that people can accomplish short (e.g., clerical duties) and long-term goals (e.g., Skill mastery) through digital applications such as social media, video conferencing apps, events apps (Adenekan & Jimoh, 2021; Alsubaie, 2022).

Likewise, digital applications such as meditation or mindfulness applications provide meaning to people's lives. For example, wellbeing applications boost individual mood,

improve self-esteem, increase attention span, create health awareness, and increase engagement (Simmons et al., 2024; Xie et al., 2024).

Online engagement has become crucial in organizations as it encourages more interactions and provides convenience devoid of one's location. This has altered the working environment as individuals react differently toward the use of technology. Individual, organizational, and job-related factors are crucial employee engagement factors that have evolved over time as a result of technological advancement (Sun, 2019; Simola, 2024). The technological transformation has also influenced individual factors such as attitudes, behaviours, and competence (ABC) of people in a working environment. For example, Pasca et al. (2021) found that individuals are motivated to engage in a digital environment based on intrinsic and extrinsic factors. Luo et al. (2024) state that social media provides a platform for individuals to share their experiences and immerse themselves in people's stories, particularly during a crisis, which tends to have a significant emotional impact on people.

Intrinsic factors motivate people through hedonic experiences, which include pleasure and fulfilment. Extrinsic motivation, on the other hand, is driven by interpersonal and social relationship building. This is consistent with the findings from Conaway (2014), who discovered that technology facilitates social interactions and fosters connections. Regardless of the changing pattern of the working environment, little is known about the psychological implications of digital applications. Against this backdrop, the following hypotheses are proposed.

H_{2a}: The use of digital applications has a positive effect on positive emotions.

H_{2b}: The use of digital applications has a positive effect on engagement.

H_{2c}: The use of digital applications has a positive effect on relationships.

H_{2d}: The use of digital applications has a positive effect on achievement.

H_{2e}: The use of digital applications has a positive effect on meaning.

3.5.3 Digital Interface

Digital interfaces are computer systems such as networks that connect people to other digital devices (Filep et al., 2023; Kondja et al., 2022). The establishment of relationships in a digital environment is crucial as an effective interaction between employees and other stakeholders enhances a sense of satisfaction and ease in communication. These factors are

critical to developing high-quality relationships. Technology has not only made it easier for people to build trust and relationships regardless of cultural background and geographical location (Malik et al., 2017). However, it has also changed people's behaviour in online communication. This is evident from the customer relationship management (CRM) literature, which highlights that technology (e.g., smartphones, social media, emails) has changed people's interaction patterns (Sigala, 2018). Organizations used to be in control of relationship building among stakeholders, yet in recent times, stakeholders such as customers have become the drivers of conversations online (Tavitiyaman et al., 2020). Just like the contemporary CRM focuses on customer-centric interactions, the contemporary career is also self-directed among employees.

Some digital wellbeing studies suggest that digital interfaces such as QR codes, WI-FI, and chatbots utilize customers' information and search history to improve customer experiences (e.g., Filep et al., 2024). Similarly, the event literature suggests that emails are used by meeting planners to interact with stakeholders such as vendors, co-employees, and employers (Nair et al., 2020). Chatbots have also been found to enhance customer or guest experiences (Filep et al., 2024). Similar to the hospitality and tourism industry, where digital interfaces have enhanced customer or guest experiences (Filep et al., 2024; Tavitiyaman et al., 2020), the event literature highlights that emails and QR codes act as major facilitators in the planning of events. According to Baker et al. (2022), emails serve as a fundamental communication tool for event planners to engage with meeting attendees before, during, and after events. Event planners use emails as reminders, personalized messages, and information dissemination to maintain connections with attendees. Simultaneously, QR codes are scanned via smartphones to streamline access to feedback forms, event details, and networking opportunities like online social communities (Dixon, 2022). By leveraging digital interfaces, meeting planners cultivate participant interaction, community building, and facilitating networking among attendees.

Most organizations regard emails as a digital marketing tool and an important employee performance tool (Thomas et al., 2022). For example, Letmathe and Noll (2024) suggest frequent email communication builds strong relationships among stakeholders (e-retailers and customers). Although interfaces such as WI-FI have been noted to be significant in connecting people, literature has yet to document its psychological implications on humans. Therefore, further studies are needed to ascertain the relationship between other digital interfaces and their psychological impact on meeting planners. Therefore, the research hypothesis states that;

H_3: The use of digital interfaces has a positive effect on relationships.

3.6 Career wellbeing – Key Dimensions

Numerous studies have reported on career wellbeing and their possible outcomes, with a few career wellbeing dimensions having been validated and confirmed. Kidd's career wellbeing dimensions, such as relationships, work performance, skill development, sense of purpose, and work-life balance, provided the foundation for recent career wellbeing studies to develop a career wellbeing scale. In addition, Yu and Yang (2022) validated Kidd's career wellbeing dimensions in their quantitative study. Given that these career wellbeing dimensions have not been explored in a digital environment, this study will be the first to investigate Kidd's career wellbeing dimensions, thereby guiding the development of hypotheses for the relationship between digital wellbeing and career wellbeing dimensions.

3.6.1 Work Performance

In the quest to establish a connection between psychological wellbeing and work performance, some researchers suggest that the two concepts might impede each other's progress (Peiro et al., 2014). This notwithstanding, few studies have found a connection between some wellbeing dimensions and work performance. For instance, Xia et al. (2021) noted that employee engagement is a positive driver of job satisfaction, employee loyalty, and retention (Xia et al., 2021).

Given the potential of digital enablers to promote the psychological wellbeing of people, An et al. (2022) demonstrate that the effective utilization of digital technologies is subjective to people's attitudes and behaviour. The study also suggested that positive emotions have a significant impact on people's output. In retrospect, a relationship exists between people's intrinsic response to digital technologies and their influence on extrinsic outcomes, such as work performance. This suggests that people's positive emotions are influenced by external stimuli and have a tendency to enhance work performance.

Positive emotions in positive psychology encompass various types of emotions; however, the focus of this study is on the hedonic tendencies of joy, interest, and love. Within the positive organizational literature, studies have identified a direct influence of employees' positive emotions on people's creativity, engagement, relationships, leadership, and high performance at work. According to Diener et al. (2020), organizations have the potential to benefit significantly by harnessing employees' positive states to foster creativity, teamwork, and high job performance. Similarly, Kremer et al. (2018) postulate that virtual activities and wellness applications have high tendencies to regulate individual emotions, leading to

increased productivity. Indicating that a resilient mind coupled with positive emotions is better equipped to navigate challenges and enhance work performance. Despite the positive implications, some researchers (Baumeister et al., 2007) suggest that positive emotions are short-term or temporary because they do not drive behaviour but are a form of feedback. Therefore, future studies are encouraged to explore the impact of positive emotions on work performance. According to research, employee engagement can only be understood through emotions, behaviour, willingness to interact, cognition, and a positive state of mind (Sun & Bunchapathanasakda, 2019). The reason is that engagement happens when employees are willing to participate, which involves employees having a positive mind to be effectively engaged. Prior to the era of digitization, engagement was largely in-person; however, more recently, engagement also includes interactions among people using technology.

Engagement within the digital environment refers to effective communication between employees and other stakeholders (employees, employers, suppliers, buyers) regarding digital enablers' ability to achieve general wellbeing (Sun & Bunchapathanasakda, 2019). Smith and Jones (2022), propose that communication and collaborative tools enhance engagement. This is because highly engaged individuals are highly productive. A study by Gallup (2022) found that highly engaged employees are likely to increase in 21% profitability at organizations in a survey. However, the literature suggests that non-operational technologies could also result in employee burnout and distress (Buhalis & Sinarta, 2019). Therefore, digital engagement can impact employee wellbeing depending on the conditions of the environment and the type of digital enabler. So, evidently, effective engagement in a digital environment could lead to positive outcomes.

3.6.2 Relationships

Relationship building in a digital workplace allows employees to drive conversations, share pieces of information, foster online communities, and build positive relationships. CRM tools and social media platforms enhance and build long-term relationships. Digital tools used in relationship building have not been explored in relation to psychological wellbeing. According to Aydin (2020), effective interaction in a digital environment promotes higher engagement satisfaction, builds relationships, and promotes work performance.

Previous studies suggest a connection between social relationships and a sense of purpose (Büchi, 2021; Greimel et al., 2023; Parry et al., 2023; Weston et al., 2021;). Having a supportive social connection could determine an individual's sense of direction in life.

Specifically, an individual's ability to have a clear sense of direction can depend on a supportive environment or social environment where they thrive in their respective careers. For instance, Weston et al. (2021) noted that adults who receive support from friends and family have a greater sense of direction, while people with a strain in their relationships with family and friends have a lower sense of direction. Similarly, Kidd (2008) states that having support from colleagues, employers, and clients helps one to make effective decisions and have a clear direction in being efficient at the workplace. Previous literature also alludes that there is a relationship between social connections and a sense of purpose. However, little is known about it in the employee context and digital environments where relationships go beyond family and friends.

3.6.3 Skill development

Prior studies demonstrate that skill development is necessary for advancing careers in any given environment, be it in-person or digital (Huang & Trail, 2020). According to a recent study, the process of acquiring new knowledge and abilities through digital platforms and tools contributes to career and personal development (Bertolini et al., 2021; Huang & Trail, 2020). Recently, skill development has been noted to contribute significantly towards individual accomplishments, such as acquiring online learning modules certifications, job retention, and improved employment opportunities in the job markets (Bertolini et al., 2021; Hase & Davis, 2019). Acquiring competencies in the demands of modern career transition increasingly necessitates soft skills related to technology. Filep et al. (2024) suggest that individuals being productive at the workplace is an important part of the contemporary workplace. Digital enablers such as WIFI are important for work productivity, which leads to skill development. In most instances, research suggests that developing a required skill for a particular task is considered an important achievement and helps in a sense of direction in an individual's career (Peng & Kievit, 2020).

According to previous research, the advancement of technology has introduced a wide variety of online skill development programs such as EdX, Coursera, and open online courses (MOOCs), which facilitate accessibility and application of skills as well as promote retention of knowledge (Kizilcec et al., 2017). With the advancement of the contemporary workplace, digital literacy is regarded as paramount in enhancing job performance and career achievement (Huang & Trail, 2020).

3.6.4 *Work-Life Balance*

Although work-life has been acknowledged as a significant component of people's careers, most research focuses on gender-related themes while ignoring other important aspects of work-life (Williams et al., 2016; Harrington & Hall, 2007). According to career construct theory, careers cannot be isolated from people's lives since they play a vital part in their work-life balance (Savickas, 2005; 2013). Based on life themes within career construction theory, work-life extends beyond gender roles, implications for careers, and negative emotions.

Most work-life studies focus on the negative spillover effects of work-family relationships, ignoring the fact that people's lives are shaped by interests, which can have positive as well as negative implications. Hence, work-life goes beyond gender stereotypes and focuses on understanding people's personal and career development, as well as the ramifications for their careers and with other people. For example, research indicates that people find purpose in their lives when their careers are rewarding (Chan et al., 2023).

According to border theory, individuals are resilient enough to balance their careers with non-work activities effectively (Greenhaus & Powell, 2006). Therefore, people are likely to adopt resources that can effectively help them balance their lives and work to achieve work-life integration. These resources can be psychological, social, and cognitive, among others, but the most important factor is the ability and attitude that is applied to achieve a balance between work and life (Greenhaus & Powell, 2006; Seligman & Csikszentmihalyi, 2000).

For individuals to achieve meaning in their lives, they need to have the ability to manage life and work effectively, devoid of negative experiences. For many people, having a well-built career and a successful life brings a sense of purpose and direction to their lives. A recent study found that employees now use resources such as job redesign and work-life policies to manage their lives effectively. These experiences helped employees to be resilient and grow in their careers (Zheng et al., 2015).

3.6.5 Sense of Purpose

In a more advanced digital world where distractions are common, a clarified sense of purpose becomes more critical as it can impact individual persistence, motivation, and overall achievement (Hill et al., 2021). The concept of a sense of purpose is understood as a person's understanding of their role in life and their intentions of pursuing meaningful goals, which aid their sense of self and fulfilment in life (Smith & Snyder, 2020). Finding purpose in life is a motivating factor for people (Campion et al., 2022); it is most connected to people's careers,

and the goals and aspirations people have in achieving their ultimate career fulfilment (Šarotar Žižek et al., 2015). To many employees, having a purposeful life is having a successful career as well as a satisfying job and favourable work conditions. Unfortunately, not all employees encountered such conditions. Hence, most researchers have advocated for more favourable working conditions for employees (Campion et al., 2022).

Kidd (2008) suggests that employees with a sense of purpose have positive thoughts about the future and a clear direction in accomplishing these goals. Similarly, Smith and Lee (2023) recognized that employees derived a high sense of purpose from being productive and satisfied with their jobs. However, the study further suggests that although the digital environment can create meaningful networks and relationships that are significant in an employee's career, it can also lead to feelings of isolation. Nevertheless, Adams et al.'s (2023) work on digital entrepreneurship identified that highly purposeful driven entrepreneurs often exhibit problem-solving abilities and creativity, contributing to increased business innovation and success. Sense of direction involves self-exploration and making a better sense of one's past to create a positive future.

Though career wellbeing studies have validated its dimensions, it is yet to be validated and integrated within the digital environment. Thus, this thesis will investigate the relationship between digital wellbeing and the career wellbeing factors.

Based on the literature review covering work performance, relationships, skill development, work-life balance, and sense of purpose, this thesis proposes the following hypotheses:

H_4: Positive emotions resulting from the use of digital enablers have a positive relationship with work performance.

H_5: Engagement resulting from the use of digital enablers has a positive relationship with work performance.

H_{6a}: Relationships resulting from the use of digital enablers have a positive correlation with relationships with stakeholders.

H_{6b}: Relationships resulting from the use of digital enablers have a positive correlation with a sense of purpose.

H_{7a}: Achievement resulting from the use of digital enablers has a positive relationship with skill development.

H_8: Meaning resulting from the use of digital enablers has a positive relationship with work-life balance.

H_{9a}: Achievement resulting from the use of digital enablers has a positive relationship with a sense of purpose.

3.7 Moderating Variable- Digital Initiatives

Individual-level determinants, such as sociodemographic or individual characteristics (Lee et al., 2020; Yoon et al., 2019) or the diversity of people (Shakiladev & Basariya, 2019), are typically used as moderators in career wellbeing studies. According to the vocational literature, individual factors can be characterized in association with socio-psychological factors that reflect employees' abilities, personality traits, values, interests, and self-concepts in relation to individual emotions (Savickas, 2005, 2013). This is not intended to undermine the importance of sociodemographic factors; instead, it emphasizes that control variables or moderating determinants encompass a broad range of considerations beyond people's physical and biological characteristics. Previous research has shown that employees excel in their respective careers not only because of their personal characteristics but also because of their individual values, abilities, and environmental opportunities, all of which are likely influenced by attitudes, beliefs, and competencies (ABC) (Hall, 2002; Rudolph et al., 2019; Savickas, 2005, 2013). As a result, employees are likely to adapt to the environment or situation they encounter.

Digital enablers can be perceived differently depending on the specific environment in which they are implemented. Prior research suggests that while these enablers are considered important, most individuals' digital wellbeing largely depends on the nature of initiatives created within that environment. Stankov and Gretzel (2021) suggest that individual, industry, social/societal, and technological initiatives can influence the digital wellbeing of individuals. While they put much emphasis on different environments, other studies (Burr & Floridi, 2021; Cao & Li, 2023; Gui et al., 2017; Stankov & Gretzel, 2021) focus largely on specific environments such as social, education, or governance contexts. They explain that digital wellbeing strategies go beyond individual initiatives as individual decisions are affected by not only their personal surrounding but also by the environment in which they are situated.

In the context of this study, the environment of meeting planners encompasses their respective organizational settings. The organizational context includes work circumstances, human resource practices, organizational policies, and regulations that influence employees' efficiency and career advancement (Bahia et al., 2007; Shalley & Gilson, 2004). Previous

research has shown that organizational resources can either improve or impede employee wellbeing (Shalley & Gilson, 2004; Mun et al., 2022). Organizational support is cited as one of the most significant factors in creating a positive work environment for employees; nevertheless, it remains among the least prioritized constructs according to employee perception (Mun et al., 2022). According to organizational literature, general organizational support encompasses job security, work-life balance practices, supervisor-employee support practices, and employee career development practices (Geczik et al., 2022; Kurtessis et al., 2017).

The existing literature on digital wellbeing has yet to explore strategies from an organizational perspective. Conversely, studies in technology suggest that the perceived ease of use of current processes has a significant influence on digital initiatives within organizations. For instance, digital interfaces such as chatbots integrated into AI-driven customer service applications aim to enhance customer engagement while reducing operational costs (Zhao et al., 2020). Employees are likely to be motivated to adopt and utilize these technological tools due to their user-friendly nature. Additionally, Raj et al. (2021) report that many organizations successfully transitioned remote employees to digital platforms like Zoom and Microsoft Teams, enabling effective stakeholder engagement and increased productivity.

Nevertheless, the literature has records of individual digital wellbeing initiatives from the consumer perspective. Researchers suggest that, despite numerous initiatives developed by technological companies, most individuals personalize them to suit their lifestyles and beliefs. For instance, Burr et al. (2020) found that individuals utilize data minimalism to control the amount of work to be done at a particular time as well as meet their daily targets. Similarly, Stankov and Gretzel (2021) note that individuals employ a slow tech strategy to minimize the use of technology, thereby preventing distraction from other important tasks. Other studies also submit that individuals derive strategies from wearables (smartwatches) developed by technology companies to help track their diet, water intake, food, time spent on their smartphones, or health (Burr & Floridi, 2021; Parry et al., 2023). Listening to music for meditation through mindfulness applications has been identified as a key strategy that individuals use to maintain relaxation (Chen et al., 2023; Stankov & Gretzel, 2021). Additionally, digital calendars and applications like Asana are recognized for their effectiveness in streamlining tasks and enhancing time management for employees (Linehan et al., 2020). Consequently, individuals are more likely to integrate these applications into their

daily routines when they perceive their value. This concept is illustrated by the Technology Acceptance Model (TAM), which indicates that users' acceptance of technology is significantly influenced by their perceptions of its usefulness and ease of use (Davis, 1989).

Personalized products have a positive impact on individuals' quality of life (Gui et al., 2017; Saniuk et al., 2020). Similarly, digital wellbeing literature noted that wearables promote personal fulfillment in the form of positive emotions, a sense of purpose, and achievement (Burr & Floridi, 2021; Parry et al., 2023). In addition, e-mindfulness applications promote pleasure-induced emotions, such as joy and happiness, as well as resilience (Chen et al., 2023). Furthermore, gratitude interventions derived from social media platforms increase engagement and social connection among people (Burr & Floridi, 2021). Despite calls for the examination of diversified digital initiatives across different environments, Stankov and Gretzel (2021) emphasize that individual initiatives are more likely to dominate than other initiatives because of emerging lifestyles, beliefs, value systems, and health needs. Nevertheless, Kane et al. (2015) emphasize that the intersection of organizational and individual digital initiatives creates substantial opportunities for training and development. They argue that a company's commitment to ongoing development not only enhances individual capabilities but also fosters an innovative and adaptable work culture. This dynamic interplay highlights the importance of integrating digital strategies within organizational frameworks to foster a more adaptable and forward-thinking environment.

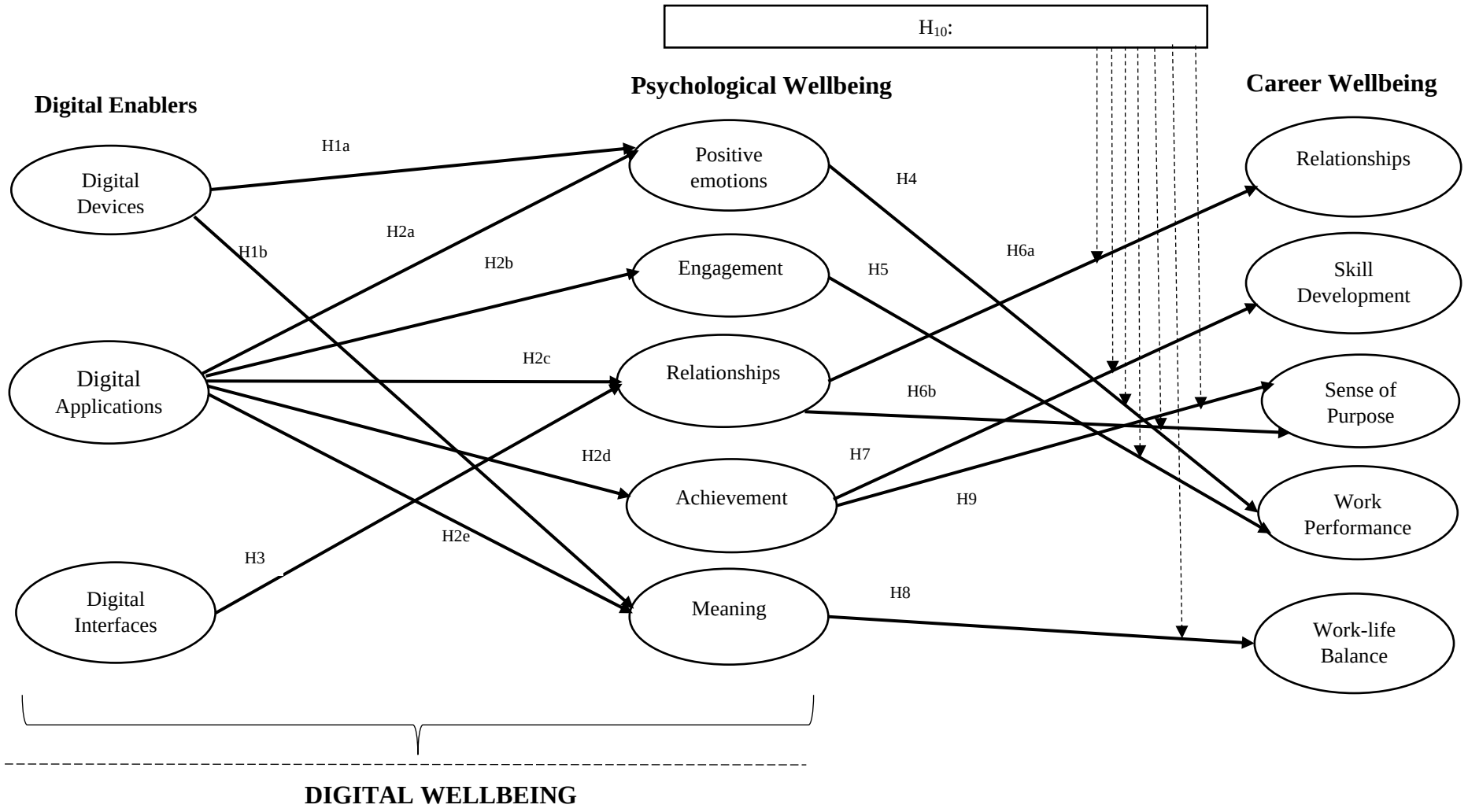
Despite these findings on individual digital wellbeing initiatives, the literature is unclear about the role of individual and organizational digital initiatives on employees' digital wellbeing. Thus, it is worthwhile to investigate the extent to which individual and organizational technological use influences the relationship between digital wellbeing and career wellbeing dimensions.

H_{10}: Digital initiatives moderate the relationship between digital wellbeing and the career wellbeing of meeting planners.

3.8 Proposed Conceptual Model

Following a comprehensive literature review, a conceptual model is proposed to address the various research gaps identified in this study. Based on the conceptual model, Figure 3.4 includes the DWB scale involving digital enablers, psychological wellbeing, relationships, skill development, sense of purpose, work performance, and work-life balance as career wellbeing dimensions. This thesis investigates digital wellbeing factors and their relationship with career wellbeing factors. The first study, employing in-depth interviews, will explore digital wellbeing. Findings from this qualitative study will be used to develop a DWB scale, while career wellbeing measurements will be adapted from previous studies. Table 3.6 summarizes the final research questions and hypotheses for the study.

Figure 3. 4. Proposed Conceptual Model



Note: Hypotheses are detailed in Table 3.6

Table 3. 6. Summary of Hypothesis and Research Questions.

	Research Questions	**Hypothesis**
1	To what extent do digital devices influence the psychological wellbeing of meeting planners? To what extent do digital applications influence the psychological wellbeing of meeting planners? To what extent do digital interfaces influence the psychological wellbeing of meeting planners?	*H_{1a}: The use of digital devices has positive effects on positive emotions.* *H_{1b}: The use of digital devices has positive effects on meaning.* *H_{2a} - H_{2e}: The use of digital applications has positive effects on psychological wellbeing (positive emotions, engagement, relationships, achievements, and meaning).* H_3: *The use of digital Interfaces has positive effects on relationships.*
2	How does digital wellbeing impact the career wellbeing of meeting planners?	*H_4: Positive emotions resulting from the use of digital enablers have a positive relationship with work performance.* *H_5: Engagement resulting from the use of digital enablers has a positive relationship with work performance* *H_{6a}: Relationships resulting from the use of digital enablers have a positive correlation with relationships with stakeholders* *H_{6b}: Relationships resulting from the use of digital enablers have a positive correlation with a sense of purpose.* *H_7: Achievement resulting from the use of digital enablers has a positive relationship with skill development.* *H_8: Meaning resulting from the use of digital enablers has a positive relationship with work-life balance.* *H_9: Achievement resulting from the use of digital enablers has a positive relationship with a sense of purpose*
3	What can moderate the effects of the relationship between digital and career wellbeing of meeting planners?	*H_{10}: Digital initiatives moderate the relationship between digital wellbeing and career wellbeing.*

Table 3. 7. Summary of Hypothesis and Research Questions. (Continued)

Do digital initiatives moderate the effects of the relationship between digital wellbeing and career wellbeing of meeting planners?	

3.9 Chapter Summary

Chapter Three explains a detailed literature review covering a deeper understanding of career wellbeing, digitalization, and digital wellbeing. Since this study is at the exploratory stage, it was prudent to examine career wellbeing with its related career wellbeing models. The theoretical framework that governs the current study was also presented. The research framework illuminates the digital and career wellbeing model and specifically tests the relationships that exist between digital enablers (digital devices, applications, and interfaces), psychological wellbeing (positive emotions, engagement, relationships, achievement, and meaning), and career wellbeing (relationships, skill development, sense of purpose, work performance and work-life balance).

The next chapter (4) reports on the research paradigm appropriate for examining the study's aim and objectives. It presents the details of pragmatism's suitability for the study. Then, the research methodology and the scale development process of DWB are also presented. A mixed-method approach guides the testing of various hypotheses proposed in the conceptual framework section.

CHAPTER 4. RESEARCH PARADIGM

4.1 Chapter Introduction

Chapter 2 reviewed previous studies on event literature, the development of event studies, and a literature review of recent event studies to identify research gaps relating to technology, wellbeing, and human resources research. Then, an overview of the business event industry, with a focus on the USA was presented. Chapter 3 displayed a conceptual framework together with a discussion of career wellbeing concepts, digitalization, digital wellbeing, and the PERMA model. Based on that, a conceptual model was created to help address the research questions and objectives.

Chapter 4 reviews the research paradigm appropriate for examining the study's aim and objectives. Based on the literature, pragmatism is an appropriate framework for the study, as it facilitates the exploration of multiple methodological approaches. Finally, the research methodology and the scale development process for DWB are presented.

4.2 Establishing a Research Paradigm

This study adopts a pragmatist research philosophy to guide the current research, given the belief that reality in behavioural and social sciences is continuous and dependent on people's holistic experiences. Thus, people's intentions, attitudes, and environment play a vital role in discovering the reality or facts (Johnson & Onwuegbuzie, 2004; Zukauskas et al., 2018). From the ontological perspective, realities of human experiences, attitudes, and intentions vary from person to person. Given that many human life experiences are intertwined with career-related experiences, it is effective to adopt a pragmatic approach that integrates positivism and constructivism to explore this intricate phenomenon. The purpose of using this paradigm is to move beyond the single use of a research approach to incorporate dual research methods, including both qualitative and quantitative approaches. Hence, introducing pragmatism as a methodological approach facilitates the rigorous examination of employee career wellbeing, thereby making a significant contribution to the methodological discourse.

4.2.1 Pragmatism

Some philosophers indicate pragmatism has its foundation in either dualism or pluralism of research methods and materials (Maxcy, 2003; Creswell et al., 2011; Morgan, 2014). Others identify pragmatism as a philosophical approach that best addresses specific research problems (Johnson & Onwuegbuzie, 2004). Therefore, the focus is more on the implications of the research rather than on methods. As a philosophical approach, pragmatism is a historical, theoretical discovery by researchers based on disagreement with traditional beliefs concerning reality and knowledge. These theorists believe that social science discoveries extend beyond a single scientific method and, hence, developed the pragmatism philosophy, which focuses on various research methods to examine human behaviour, attitudes, and competencies (Maxcy, 2003). Given that the current study seeks to explore human emotions and behaviours, pragmatism is deemed appropriate within the context of employees' career wellbeing.

Pragmatists consider that human meaning is united with human experience and created within a context. In recent research, individual and contextual factors of employee career wellbeing have been explored as researchers attempt to address practical problems using thought-provoking research ideas grounded in philosophical beliefs (Creswell et al., 2011). This counters the perception that philosophy is often vague and disconnected from the realities of the research issues (Williamson, 2021). The pragmatic research approach also suggests that deriving the complexities of human meanings and experiences needs both empirical and

practical consequences. Thus, in determining human psychological and social environment needs, it is necessary to employ multiple methods to better understand the complexities of human behaviour. For instance, a positivist approach (quantitative method), which assumes that reality is a single entity, might overlook important insights into why certain phenomena occur.

However, the behaviour and emotions of people cannot be examined on a single reality as human behaviour differs from one person to another (Bisman & Highfield, 2012). Constructivists believe that humans are active actors in their stories, so providing employees with the environment to express their inner experiences helps explain why they make certain decisions (Denicolo et al., 2016). Hence, using the constructivist approach to understand the existence of these concepts will help expand the literature on a particular theory. This applies to the current study, which identifies career wellbeing as an emerging concept that lacks empirical studies in the vocational literature and has been explored in limited studies across various disciplines. This is because human experiences are unique; differences might be recorded across disciplines. Human inquiry requires multiple methods to identify differential results and their implications across these studies. Therefore, using qualitative and quantitative will help discover the full experiences of the multidimensionality of career wellbeing in business events and minimize the weaknesses of both methodological approaches.

Research design presents a systematic approach to addressing research problems (Byrne & Humble, 2007). It is comprised of a research framework that encompasses the various research methods, techniques, and materials employed in a study. These techniques guide researchers in collecting and analyzing data in a study (Kumar, 2003). Research design is more dependent on selecting the appropriate method to address the research problems (Johnson & Onwuegbuzie, 2004).

Three main methods are used in conducting research, namely qualitative, quantitative, and mixed. Qualitative research methods focus on relativism, idealism, and constructivism because they believe that different realities exist (Lincoln et al., 2011). Therefore, employing methods that allow participants to express their diverse ideas openly helps to understand their unique realities. In contrast, quantitative methods emphasize the objectivity of reality, whereas qualitative methods focus on subjectivity. Thus, using mixed methods incorporates both qualitative and quantitative methods to achieve the research objective of the thesis (Johnson &

Onwuegbuzie, 2004; Morgan, 2014). Therefore, the next section focuses on the mixed method employed in the study.

4.3 Research Design -Mixed Method

Considering that pragmatic paradigms incorporate mixed methods (Maxcy, 2003), and this study is built on a pragmatic philosophical foundation, a mixed-methods approach is adopted to answer the research questions. Mixed methods combine different quantitative and qualitative techniques (Creswell & Creswell, 2005).

The development of mixed methods began in the late 1950s, when psychology researchers (Campbell & Fiske, 1959) employed multiple methods to collect and analyze data, investigating the psychological dimensions of individuals (Migiro & Magangi, 2011). Since then, the mixed-methods approach has become popular as it mitigates the limitations of single methods within a study. However, mixed methods have received much attention for the use of incompatible methods (Migiro & Magangi, 2011). For instance, the appropriate use of the correct philosophical paradigm was at issue since most researchers suggested that qualitative and quantitative paradigms differ and cannot complement each other (Kumar, 2003; Morgan, 2014). The introduction of a third wave of philosophy, pragmatism, resolved this issue, as it focuses on the research questions and the appropriate methods to address them.

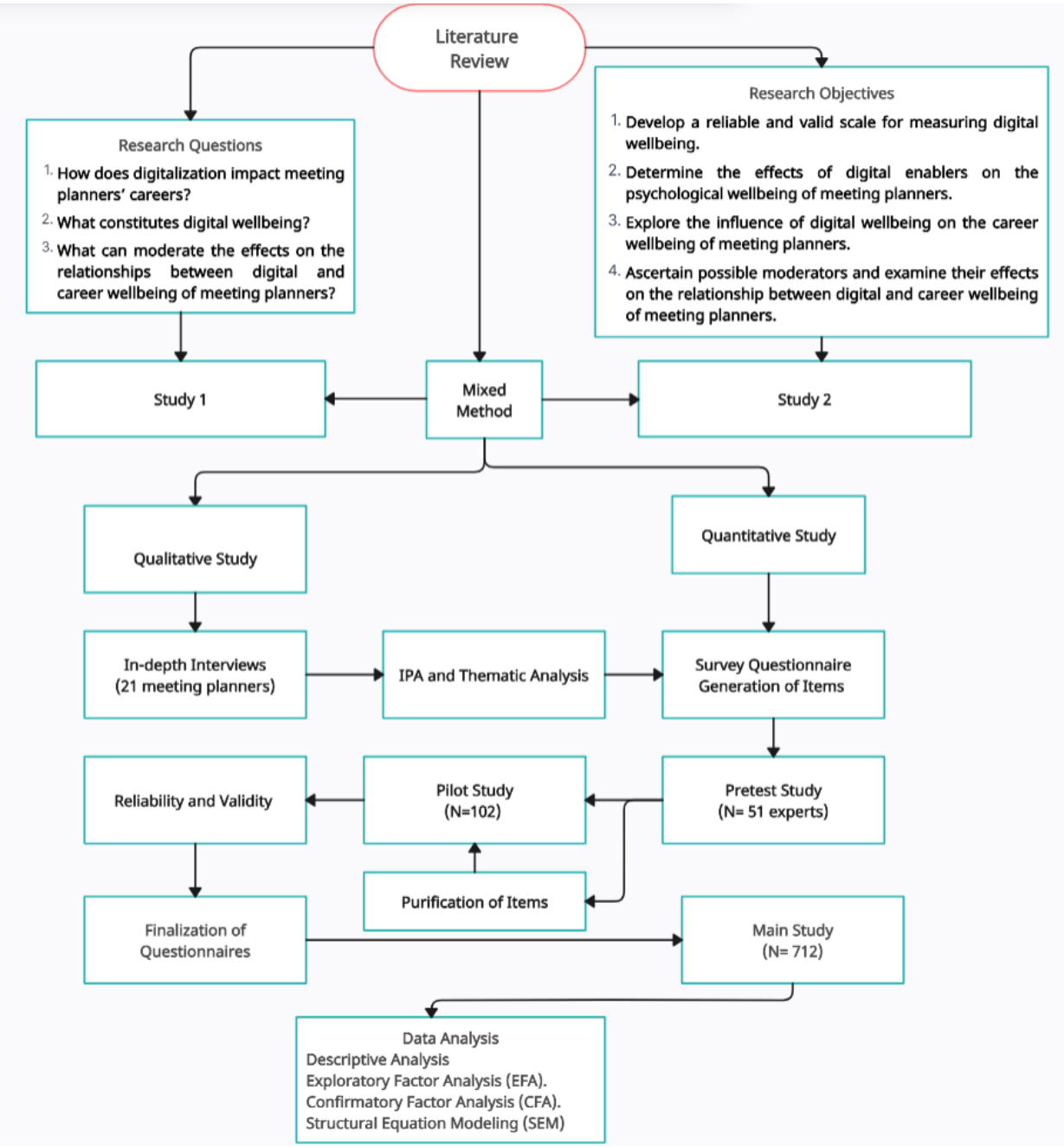
A mixed-method approach is an inclusive data collection form that rejects inflexibility and constrains researchers' selection (Morgan, 2014). This study considers it for various reasons. First, the study focuses more on human existence, actions, and experiences, as well as the subjective psychological viewpoints of people, which are inherently more personal. Given the complexities of human emotions, a qualitative method (in-depth interviews) is used to investigate the digital wellbeing of meeting planners. Second, since the study investigates the psychological implications of technological use, it focuses on meeting planners' subjective realities and their responses to technological use, which has received limited attention in positive psychology and the business events field. Thus, combining qualitative and quantitative methods will enable an understanding of this influence from multiple sources. Third, since career wellbeing involves human inquiry and is an emerging concept that requires generalization in the literature, it is advisable to choose methods that will provide various scientific inquiries to establish such evidence.

Fundamentally, previous research conceptualizes mixed methods in various ways, combining multiple methods in numerous approaches (Abowitz & Toole, 2010). Some of these

approaches can be grouped in four different ways. 1) A sequential explanatory mixed-methods approach refers to a process where quantitative research is conducted before qualitative research to facilitate data interpretation (Byrne & Humble, 2007). 2) A sequential exploratory research approach involves collecting qualitative data before quantitative data to establish a data interpretation (Johnson & Onwuegbuzie, 2004). 3) A convergent mixed method, popularly known as a concurrent mixed method approach, occurs when data is collected simultaneously (Warfa, 2016). Finally, an across-phase mixed model involves collecting data using different methods, depending on the research problem (Johnson & Onwuegbuzie, 2004).

In this research, both qualitative and quantitative methods were given equal priority—a sequential exploratory mixed-methods approach with two data collection and analysis phases. First, in-depth interviews were conducted with meeting planners—data gathered from in-depth interviews aided in the instrument development of the digital wellbeing scale. In addition, since digital wellbeing is novel in the literature, the qualitative data aided the scale development processes by developing major digital wellbeing dimensions. and verifying relationships established in the literature. Then, a purposive sampling technique was used to select the target population for the survey data collection, which is a quantitative study. Adopting a quantitative method was critical to validate and confirm the digital wellbeing scale as well as test the various relationships and establish the generalizability of findings. Figure 4.1 illustrates the stages employed in the mixed-methods process. Subsequent sections detail the scale development processes in the current study

Figure 4. 1. Research Design for the Current Study



Author's Compilation

4.4 Development of DWB Scale

Over the years, several studies have explored and conceptualized digital wellbeing across different disciplines. Most studies focused broadly on investigating digital wellbeing from different contexts, particularly on developing a conceptual digital wellbeing framework (Burr et al., 2020; Gui et al., 2017; Stankov & Gretzel, 2021). Stankov and Gretzel (2021) developed a digital wellbeing framework from the tourism perspective and proposed digital wellbeing as a transverse of the emotional, physical, spiritual, intellectual, vocational, social, financial, and environmental wellbeing of individuals within a digital environment. The study further suggests that digital initiatives operate within the individual, societal/social, industry, and technological environment. Similarly, Filep et al. (2024) developed a conceptual digital wellbeing model from the hospitality perspective. They argued that digital wellbeing consists of digital enablers (digital devices, applications, and interfaces) and the psychological wellbeing (PERMA) model (positive emotions, engagement, relationships, meaning, and achievement). These studies are conceptual in nature and lack empirical examination.

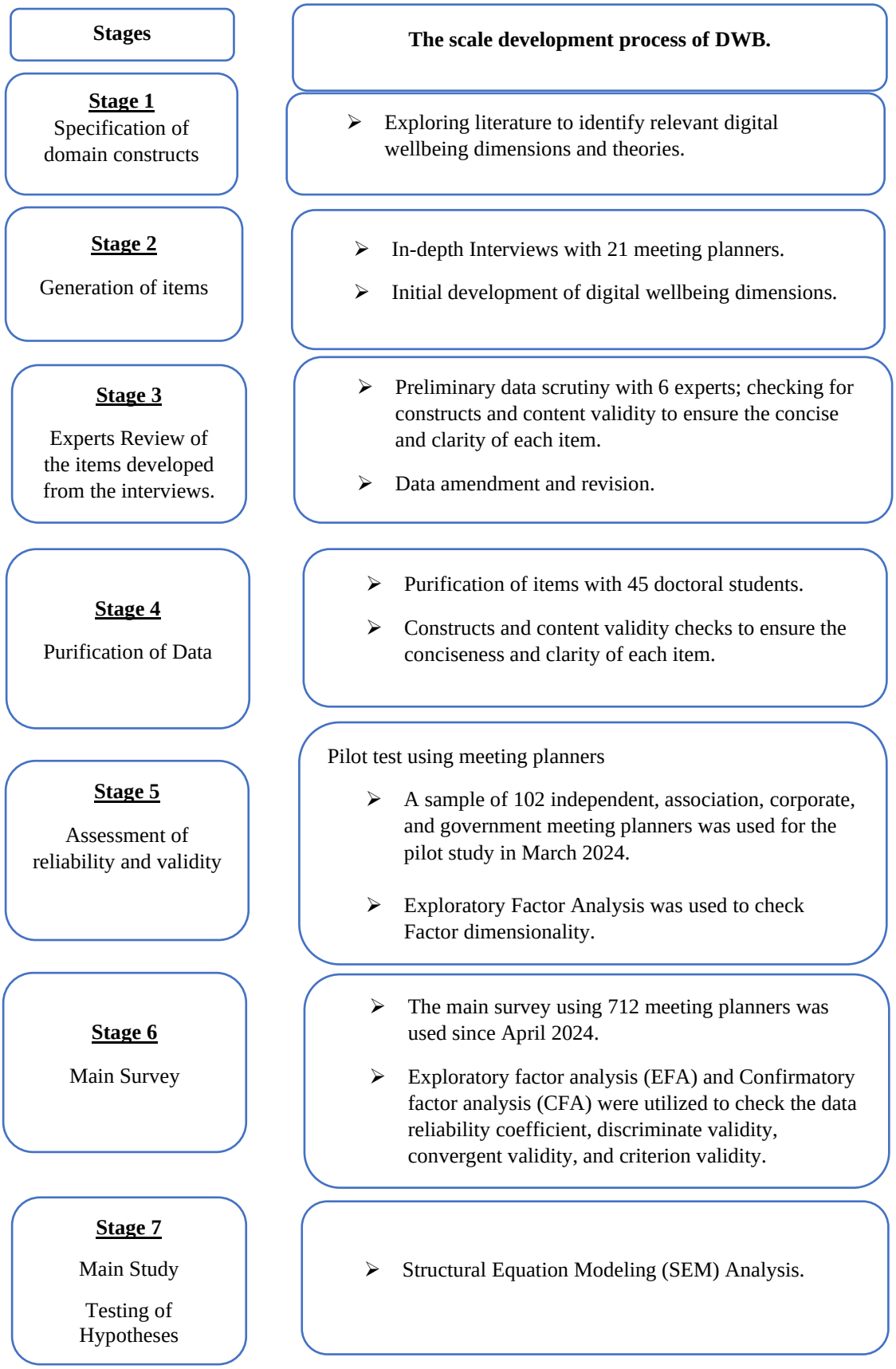
In spite of the digital wellbeing applicability in the tourism and hospitality context, developing the digital wellbeing scale is still exploratory, with three pertinent issues in particular. First, digital wellbeing exploration is limited to the broad examination of the wellbeing dimensions, hence focusing mainly on the general outcomes of technological tools. For instance, Stankov and Gretzel (2021) identified general digital enablers from different environmental perspectives and suggested that digital enablers contribute to promoting the overall health and wellbeing of tourists. Nonetheless, positive psychology literature suggests that the overall wellbeing of individuals recognizes both hedonic and eudaimonic wellbeing experiences (Filep et al., 2024). Thus, it is crucial to investigate digital wellbeing from a psychological perspective. Second, most digital wellbeing studies are examined from the consumers' perspective (Filep et al., 2024; Stankov & Gretzel, 2021), which poses many research restraints that limit the comprehensive conceptualization of digital wellbeing from the employee context. An example can be found in the service literature, where both digital wellbeing studies have been examined from the perspective of guests and tourists (Filep et al., 2024; Stankov & Gretzel, 2021). Considering the paucity of digital wellbeing in business events, developing a DWB scale expands the discourse on business events.

Third, the few studies that attempted to develop a digital wellbeing scale examined the impact of screentime on children's wellbeing (Cao & Li, 2023; Nansen et al., 2012**;** Przybylski,

2021). Most studies focused on the parental response and yet had no relationship between screentime and wellbeing dimensions. Finally, the digital wellbeing literature ignores the influence of digital initiatives from the organization context as an important component of conceptualizing digital wellbeing from the employee perspective. Digital initiatives from the institutional level are important because employees' career experiences are usually tied to their work environment. However, digital wellbeing studies do not adequately capture the significance of digital initiatives from individual and organizational contexts. Considering these shortcomings in the digital wellbeing literature, it is crucial to develop a valid and reliable scale to assess the digital wellbeing of meeting planners.

Numerous studies have identified various processes of scale development. However, the scale development process by Churchill (1979) is found to be reliable due to its comprehensiveness in developing a scale using a mixed-methods approach. Additionally, it has been widely applied in scale development processes within the marketing and psychology disciplines (Becker et al., 2024; Premkumar et al., 2024). Thus, this research followed Churchill's (1979) steps for scale development. The study encompasses two major studies: 1) in-depth interviews to identify major themes within digital wellbeing and 2) a survey to confirm the reliability and validity of the DWB scale and test the impact of digital wellbeing on the career wellbeing of meeting planners. Therefore, 7 steps were followed in developing the DWB scale (Figure 4.2). They are 1) Specification of domain constructs, 2) Generation of items through interviews, 3) Expert review of the items developed, 4) Purification of items, 5) Data collection, 6) Assessment of reliability and validity, and 7) Main Study.

Figure 4. 2. DWB scale development process.



4.4.1 Specification of DWB domains of constructs

According to Churchill (1979), identifying and specifying items and domains of various constructs is important in the scale development process. In the initial stage, it is necessary to identify what should be included or excluded from the various constructs explored and to provide definitions that will guide the scale development process. Given that this research is exploratory and lacks a definitive framework, it draws upon prior definitions to establish a working concept of digital wellbeing. Accordingly, this thesis defines digital wellbeing as the conscious use of digital enablers to enhance employees' career and psychological wellbeing (Filep et al., 2024).

Previous studies have identified basic dimensions within the digital wellbeing literature (Beetham, 2016; Burr et al., 2020; Vanden Abeele, 2020). Nonetheless, delineating specific dimensions of digital wellbeing has proven challenging as it complicates the identification of targeted approaches necessary for defining specific domains particularly in the career wellbeing context. For instance, digital wellbeing consists of digital enablers and wellbeing dimensions. However, these dimensions are focused on a few digital enablers such as digital devices (e.g., smartphones, computers, laptops) and digital applications (e.g., digital wellbeing apps) at the individual level, with less attention on other digital technologies at other levels such as organizational, societal, and technological level (Beetham, 2016; Burr et al., 2020; Vanden Abeele, 2020; Gui et al., 2017). Also, these studies have not generated specific wellbeing dimensions for the various digital enablers, although the literature suggests that digital enablers can trigger hedonic and eudaimonic wellbeing. These approaches only provide information within an individual context, limiting the applicability of the results to the employee and organizational context. Thus, developing the digital wellbeing scale from the psychological wellbeing perspective expands the positive psychology literature.

Despite the limitations within the digital wellbeing scale development, a review of recent studies (Burr et al., 2020; Filep et al., 2024; Vanden Abeele, 2020) identified two broad areas; digital enablers (digital devices, applications, and interfaces) and psychological wellbeing (positive emotions, engagement, relationships, meaning, and achievement) 1) Digital devices are technological devices and digital platforms that use unique employee data to process information in communication, planning, and organization of events, and include physical technologies such as smartphones, tablets, laptops, and computers (Stankov et al., 2019). 2) Digital applications are software programs designed by technology companies to provide basic services, such as wellbeing applications and event-related applications that help

to promote efficiency and reduce the negative effects of technology (Monge Rofarello & De Russis, 2019). 3) Digital interfaces are computer systems, such as networks, that connect employees to other digital devices (Kondja et al., 2022). Psychological wellbeing was categorized into hedonic and eudaimonic wellbeing experiences. Hedonic wellbeing is an employee's pleasure and satisfaction from using digital technologies. Eudaimonic wellbeing refers to the long-term meaning that employees derive from digital technologies (meaning-inducive emotions) (Mariek & Vanden Abeele, 2021; Stankov & Gretzel, 2021). Psychological wellbeing includes positive emotions, engagement, relationships, achievement, and meaning.

4) Positive emotions, such as joy or happiness, are explained by hedonic pleasure-induced emotions derived from utilizing digital enablers, including devices, applications, or digital interfaces (Hollebeek & Belk, 2021). 5) Engagement explains the positive and fulfilling states of mind derived from an interactive digital environment and the effective interaction of employees with other stakeholders (employees, employers, suppliers, and clients) (Ibrahim et al., 2023; Sun & Bunchapathanasakda, 2019). 6) Relationships pertain to the quality of interactions and social connections an individual builds with others through the use of digital enablers (e.g., digital devices, applications, and interfaces) (Ibrahim et al., 2023). 7) Meaning means finding significance and purpose in one’s life (Filep et al., 2024). 8) Achievement denotes an individual’s perception of goal-setting, success, and rewarding achievements (Hollebeek & Belk, 2021).

4.5 Chapter Summary

Chapter four reviewed the research paradigm appropriate for examining the study's aim and objectives. The literature investigation identified pragmatism as the appropriate research paradigm to guide the current study. A mixed-methods approach involving both qualitative and quantitative research methods was discussed prior to the scale development process of DWB being presented.

Chapter 5 reports on the methodological tools used in the first study (qualitative) and details the findings of the in-depth interviews. An Interpretative Phenomenological Analysis (IPA) was used to identify major themes of digital wellbeing. Digital devices, applications, and interfaces were identified as digital enablers, and positive emotions, engagement, relationships, accomplishment, and meaning were identified as the psychological wellbeing. Based on the findings, the survey questionnaire was developed.

CHAPTER 5

STUDY 1 - QUALITATIVE STUDY- IN-DEPTH INTERVIEWS

5.1 Chapter Introduction

Chapter 5 presents the qualitative methods and results of the first study. The study utilized in-depth interviews to investigate the individual understanding of digital wellbeing and generate digital wellbeing items for the quantitative study. An Interpretative Phenomenal Analysis (IPA) was used to analyze the in-depth interviews of 21 meeting planners from the US. The in-depth interview findings addressed 1) the impact of digitalization in business events, 2) the constitution of digital wellbeing, and 3) digital initiatives as a moderating variable for the relationship between digital wellbeing and career wellbeing. Each section was described in relation to the literature and respondents' statements. that best suited the descriptions were highlighted at the end of each description.

Study 1 aimed to understand digital wellbeing as a concept and develop major dimensions that constitute digital wellbeing. Then, items generated from the digital wellbeing dimensions helped to develop the digital wellbeing scale in the second study. Furthermore, digital initiatives made up of personal and organizational digital initiatives were identified and hypothesized as the moderator for the proposed conceptual model. Thus, the chapter discusses general considerations, samples, instruments, procedures, analysis, ethical considerations, and in-depth interview findings.

5.2 Methodology

Qualitative research understands and facilitates the naturalistic flow of research (Creswell, 2013; Denzin & Lincoln, 2008), allowing researchers to investigate and examine the realities in their natural state to derive meaning from the data. While the literature acknowledges its limitations, including the potential for subjectivity bias during data collection that can lead to a lack of representation of the wider population and issues with generalizability (Creswell, 2013), qualitative studies are invaluable for capturing individuals' real-life experiences, behaviours, and perspectives on the topic being researched. These studies empower participants to voice their viewpoints on the subject matter (Johnstone, 2017), allowing the interviewee to become an active participant in their own narrative. Additionally, the rich data obtained from qualitative research facilitates the exploration of complex phenomena, which is instrumental in generating hypotheses that can be tested in a quantitative study, which is the objective of this research.

Furthermore, qualitative studies allow researchers to adapt and modify the research design as the study progresses, enabling them to unearth new insights and explore the relationships that may exist among various constructs (Maxwell, 2005; Mohajan, 2018). This adaptability is a significant advantage, as it allows for a deeper and more nuanced understanding of the phenomena under investigation, facilitating a richer analysis that can better capture the complexities of human experience.

5.2.1 General Consideration

The research utilized online interviews to explore the factors contributing to digitalization and the digital wellbeing of meeting planners. This investigation specifically employed in-depth interviews to identify the digital enablers leveraged by meeting planners and assess the psychological implications on their overall wellbeing. Several considerations regarding qualitative methodologies influenced the decision to adopt in-depth interviews.

Firstly, in-depth interviews afford a degree of flexibility and are less standardized compared to other qualitative approaches (Johnson & Rowlands, 2012; Kendall, 2008; Ricci et al., 2019), which facilitates a more profound understanding of employees' emotions and yields rich, insightful data. Secondly, this method emphasizes a shift in focus from the researcher to the participants, thereby enhancing the concentration on employees’ experiences as they serve as more adept narrators of their own stories (Azad et al., 2021). The storytelling aspect inherent in interviews, where interviewees are positioned as the protagonists of their narratives,

minimizes researcher bias and fosters greater involvement of the informants in the research process (Johnson & Rowlands, 2012).

Moreover, in-depth interviews permit an exploration of employees' perceptions from both subjective (raw information) and objective standpoints (interrelations among dimensions) (Morris, 2015). Hence, given the thesis's objective of examining the elements that influence the digital wellbeing of meeting planners, in-depth interviews were deemed superior to other qualitative methodologies. While focus groups could reveal new perspectives by investigating collective experiences, this approach was considered inappropriate due to the potential influence one participant's views could have on another, which may obscure the individual experiences of meeting planners that the study seeks to uncover.

The study employed a semi-structured interview approach, as opposed to either a strictly unstructured or a structured format. This choice reflects the presence of clear research objectives alongside a guided framework that promotes a more dynamic dialogue between the interviewer and the interviewee (Hove & Anda, 2005; McIntosh & Morse, 2015). Such a two-way communication model supports the inquiry and allows interviewees to provide unexpected insights, thereby contributing to the research's overarching aims.

5.2.1.1 Online In-depth Interviews

In-depth interviews are conducted face-to-face or online (e.g., emailing, instant messaging, telephone interviews, chatrooms, and online F2F software platforms). Many scholars argue in favour of conducting face-to-face rather than in-depth online interviews. This preference is primarily due to the limitations posed by the absence of physical presence, which can impede the interpretation of non-verbal cues such as mannerisms and gestures during interactions with informants. Additionally, data security and privacy concerns further underscore the challenges associated with online methodologies (Kendell, 2014). Online in-depth interviews have recently improved significantly with more robust data collection techniques. Since the emergence of digitalization, many technology companies have developed video conferencing software (e.g., Skype, Zoom, Microsoft Teams, etc.) that can host interviewers and informants in a digital environment (Nehls et al., 2015). Hence, interviewers can easily connect and communicate with many respondents across the globe by interacting in a video conference. Also, the use of video conferencing applications assists researchers in generating both visual and audio data effectively (Lobe & Morgan, 2021). Unlike previously,

recent internet reach is fast developing with more than 5 billion people having easy access to smartphones and computers (Statista, 2023), making online in-depth interviews a more accessible technique researchers utilize (Menon et al., 2022). For these reasons, the current study partially adopted an online in-depth data collection process.

5.2.2 Sample

Sampling for qualitative research is important as the most suitable interviewees are selected based on specific characteristics (Johnson & Rowlands, 2012; Kendall, 2008; Morris, 2015). The study used a non-probability purposive and snowball sampling method. Specifically, this research targeted only full-time association, independent, corporate, and government meeting planners who have experience organizing in-person, virtual, and hybrid events and have worked for more than five years in the business event industry.

In addition to the reasons listed in 5.2.1.1, an online in-depth interview was also adopted because it saves the researcher's cost and time and is convenient for interviewees. Since meeting planners can be found across the USA, travel expenses (e.g., accommodation, food, transportation, etc.) were considered expensive. Therefore, contacting potential informants via email, LinkedIn, Facebook, and online group communities was the most convenient way to set up interview dates. This technique helped the interviewer reach more respondents and made it convenient for meeting planners to join the interview online since they mostly work remotely. The video conferencing software Zoom was employed to interview meeting planners, being one of the most widely used video conferencing software in meetings and research (Business of Apps, 2023; Menon et al., 2022).

Furthermore, purposive sampling was utilized for online in-depth interviews with 21 informants who had more than 5 years of work experience and had organized in-person, virtual, and hybrid events. Interviews were conducted from May until August 2023. The reason for selecting only meeting planners is their exposure to organizing and employing technology in their career journey (e.g., organizing virtual and hybrid meetings, heavily using digital technology because they mostly work remotely).

Snowball sampling was also used to identify additional potential meeting planners based on referrals (Geddes et al., 2018). Previous studies suggest snowball sampling is most appropriate for reaching dispersed, geographically distanced, and expert populations (Parker et al., 2018). Using snowballing in this research was important as initial contacts were able to identify other potential informants who fit the research criteria. Since meeting planners are

usually connected either by association, corporation, or other social networking groups, this study used the initial participants to recruit further participants from their internal and external social networks. Also, most experts are difficult to reach (Mikecz, 2012), so using close contacts of meeting planners who have already built trust over the years assisted in recruiting new participants. Participant selection was guided by the principles of saturation, with a total of 21 interviewees considered sufficient to reach the threshold for the initial study (Marshall & Rossman, 2011; Strauss & Corbin, 1998). The profile of the informants is presented in section 5.3.1 and Table 5.3.

5.2.3 Instrument

An interview guide containing a set of questions guided the study in the data collection process; it is the most common instrument used in structured or semi-structured interviews (Creswell, 2013). The interview guide centered on research questions such as, 1) How does digitalization impact meeting planners' careers? 2) What constitutes digital wellbeing? Moreover, 3) To what extent do digital enablers influence the digital wellbeing of meeting planners? Each question had a series of probing questions to explore further issues surrounding digital wellbeing. Probing questions were also applied to clarify ambiguous answers and integrate flexibility and integration of potential questions based on the outcomes (Creswell, 2013). The interview guide was crafted to be adaptable, incorporating additional questions essential for exploring specific issues. The questions were informed by the literature review and pertained to digital enablers utilized in in-person, virtual, and hybrid meetings, as well as aspects of remote work styles (both virtual and hybrid modes), digital wellbeing enablers, and dimensions of psychological wellbeing (Filep et al., 2024; Kondja et al., 2022; Stankov & Gretzel, 2021). In order to collect background information on informants, a brief survey questionnaire was designed utilizing Qualtrics. These questions included age, educational background, ethnicity, digital certifications, annual income, and type of meeting planner. Appendix A provides a copy of the interview guide.

5.2.4 Procedure

To generate effective and rich data, the current study relied on purposive and snowballing techniques in identifying respondents. Respondents were reached through association networks, email, and social media platforms such as Facebook, WhatsApp, and LinkedIn, utilizing network groups or referrals. Prior to contacting the researcher, referrals were requested to provide their consent and relevant information. This approach ensured that

the interviewer adhered to ethical standards regarding privacy. Once respondents agreed to participate in the interview, they were sent consent forms, information sheets, and guideline documents to facilitate informed consent. Additionally, their preferred interview date and time zones were requested so that they could schedule the interview via Zoom effectively. Although participants communicated effectively, the different time zones across the US presented challenges but were ultimately resolved by adopting a time-converting application. All interviews were conducted in English and audio/video-recorded for easy transcription, subject to informant approval. At the commencement of each interview, the purpose of the study was explained, and the anonymity of the respondents was assured. The interview duration ranged from 25 minutes to 45 minutes. All consent forms, information sheets, guidelines, and ethical procedures have received ethical clearance from the Hong Kong Polytechnic University Review Board (Reference Number: HSEARS20230614003). This ensures the research adheres to the highest ethical practices and participant welfare standards.

During the interview, both verbal and nonverbal communication (e.g., hand gestures and facial expressions) were utilized (Charmaz, 2014). All interviews followed the same basic steps: 1) Introduction – the interviewer asked for consent to record the session. 2) Background information and research objectives were provided, and confidentiality was assured 3) Main interview and 4). Respondents were sent survey links to provide background information via Qualtrics, and 5) Appreciation and closing remarks were made.

5.2.5 Data Analysis

Finlay's (2011) Interpretative Phenomenal Analysis (IPA) was selected based on its significant role in exploring individuals' subjective experiences in psychology, among several reasons such as 1) It explores lived experiences of people that normally go unrecognized and unnoticed. IPA is most suitable in psychological research as it emphasizes people's personal experiences and the meanings of life events (Miller, 2018). It allows the study to gather detailed insights into meeting planners' emotions, thoughts, and motivation toward using different digital enablers from a psychological process. Considering the complexity of understanding psychological phenomena, IPA avoids presumptions and focuses on understanding personal experiences and meaning (Alase, 2017). Thus, in this study, no initial assumptions were established before the interview to avoid biases and fully develop reliance on respondents' experiences. An online in-interview was conducted with 21 meeting planners with more than

5 years of experience in the business event industry. The interview process was coupled with developing and revising a robust interview guide.

2) IPA in this study supports the pragmatist paradigm's aim of providing empirical evidence using multiple methods to assess the intricate details of human meanings and experiences (Maxcy, 2003; Morgan, 2014; Larkin et al., 2006). Gathering rich and in-depth narratives in exploratory research requires focusing on the reflective interpretation of respondents' raw experiences (meanings), and digital wellbeing as a concept is not a grounded theory that has been empirically explored vastly in the event literature and positive psychology literature. Accordingly, using semi-structured interviews and survey data questionnaires, participants are allowed to share their stories openly for the profound initial development of digital wellbeing themes leading to the creation of the survey questionnaires for the DWB scale. Considering that research indicates that recall errors inherent in self-reported data can introduce bias and compromise the integrity of qualitative sampling techniques (Jones & Brown, 2021). To mitigate these issues and enhance the trustworthiness and credibility of the findings, a combination of nearly daily journaling of events, member verification, and triangulation techniques was employed during the analytical phase. These methodologies aimed to ensure a robust and rigorous validation process, ultimately strengthening the overall reliability of the study's outcomes. 3) Interpretative Phenomenal Analysis (IPA) has proven effective in various research contexts, making it a flexible tool for examining psychological research topics. It has been effectively applied in various areas such as health, social, educational, and positive psychology (Van Nieuwerburgh et al., 2022; Smith et al., 2009). This shows its adaptability in studying diverse groups. Given its diversity in different areas, using IPA in the context of business events broadens the scope of positive psychology research. It ensures that various experiences are well-represented, leading to more equitable insights into positive psychology. This inductive research follows a thorough analysis of the raw data and develops a robust finding. Thus, this study followed Finlay's six stages of IPA data analysis (Table 5.1).

Table 5. 1. Process in Data Analysis

	Six Stages of Data Analysis (Finlay, 2011)	**Processes of data analysis in the current study**
1	Reading and Re-reading.	Familiarization and immersive process in all transcripts. This is a repetitive process experienced by the chief investigator.
2	Developing emergent themes.	Similar statements, phrases, and words were grouped to identify a particular theme.
3	Developing connections across major initial themes.	Integrating minor themes into major themes and grouping similar themes into singular themes.
4	Moving to the subsequent cases	Finding the uniqueness of each theme with an open-minded lens.
5	Looking for patterns across themes.	Comparing and contrasting themes to identify a pattern in the study.
6	Creating a cohesive interpretation of the data	A comprehensive interpretation of the data was established through the lens of the literature, and a clear meaning was established with the data.

Following Finlay's 2011 six stages of data analysis, data was first transcribed, utilizing a software application (Ottai.AI) and verbatim transcription. These tools were utilized to ensure that every shared experience was accurately captured and documented. Following each interview, observations and insights were recorded in a journal to maintain the currency and precision of the data. This approach was implemented to minimize bias in data reporting and ensure comparison consistency. Several rounds of transcription were applied. Ottai. AI was initially used to transcribe audio and video recordings of each interview. Then, a comparative method of reading the transcript and listening to the audio recording was used to correct mistakes made by the software to ensure accurate transcription.

The second stage of the analysis involved reading and re-reading all transcripts individually to get immersed in every respondent's story. While reviewing the transcripts, taking notes proved invaluable in uncovering semantic patterns within each text. This process allowed for comparing key information from the transcripts with insights gleaned from notes and journals taken during the interview phase. The act of journaling concepts and relationships with each interviewee, conducted through an inductive approach, contributed significantly to identifying early themes in the qualitative study. Emergent themes were developed while re-

reading the transcripts during the third stage of data analysis. An Excel sheet was created with various interview questions and corresponding notes to help develop major themes, whereby similar statements, phrases, and words were grouped together. As theme development is still in its early stages, the most important and recurring themes were identified in relation to each interview question. This approach is essential for evaluating preliminary themes, contrasting them, and selecting those with significant analytical potential through an interactive process (Charmaz, 2014). A total of 148 codes emerged during the initial phase of theme development. Among these, digital enablers accounted for the highest number of codes, encompassing over 75 digital devices, applications, and interfaces. This was followed by the dimensions of psychological wellbeing, which included more than 65 emotions related to psychological wellbeing.

Next, connections among initial themes were made, involving the integration of minor themes into major ones while grouping similar themes. The fifth stage involved finding the uniqueness of each theme with an open mind until thorough themes were developed. Finally, themes were compared and contrasted to identify a pattern in the study. Different colors were used to highlight important quotations from respondents; comprehensive quotations that clearly describe particular themes were used as representative quotations. Specifically, constant comparative analysis was implemented to compare each respondent's data with others to reach a conclusion. Data was interpreted in relation to prior literature, creating a clear meaning with the data established.

Data saturation occurs when no new ideas, themes, or insights arise from the data, as noted in previous studies (Marshall & Rossman, 2011; Strauss & Corbin, 1998). This study achieved data saturation with the final two interviews, as the topics were well-defined, relationships were clarified, and no additional data emerged.

In summary, this data analysis process involved self-examination, reflection, and emotional reactions from reading, journaling, and note-taking.

5.2.6 Credibility and Trustworthiness of the Study

The study's trustworthiness was determined by four primary processes: credibility, transferability, dependability, and confirmability (Lincoln & Guba, 1986). Credibility involves establishing confidence in the findings collected from respondents. Transferability necessitates that the findings generated from a constructivist study apply to similar contexts or research settings. Dependability relates to the need for transparency in the research process, which should be recorded so that other researchers can replicate similar research in a similar context (Guba, 1981). Finally, confirmability describes the neutrality of findings. The current research followed the four key trustworthiness processes to ensure rigor and credibility in the data collection process (Gunawan, 2015). Table 5.2 details the various processes that were used to address each requirement.

The author of this thesis was initially used during the interviewing and coding processes. The initial stage included contacting informants via online platforms like Facebook, LinkedIn, emails, and WhatsApp. For example, a PCMA member invited the researcher of this thesis to event planners' community groups on Facebook or LinkedIn to communicate with others and find possible informants for the study. This procedure assisted in identifying suitable informants who met the screening criteria for this study.

Table 5. 2 Evaluation of Trustworthiness in the Current Study

Trustworthiness dimensions	**Processes of ensuring trustworthiness in the current study.**
Credibility	1. The research questions were constantly observed during the interviews, and revisions were made to the interview guide. Probing questions were asked to prolong engagement with the informants and obtain accurate answers. 2. Data triangulation or cross-checking was applied in the data transcription and analysis stages. Software methods such as Ottai.AI were used in the transcription stage, and selected transcription data were returned to a few informants to verify certain information provided during the interview. This method was used to ensure the accuracy of the information provided. 3. Expert briefing was applied to ensure the honesty and development of questionnaires for quantitative research.
Transferability	A description of the data collection and analysis process was documented to guide the research process. 1. Methods, participant selection (sampling), and data collection processes were documented in a diary. Word documents, Excel sheets, and stickers were used to document the guidelines and procedures used in the data collection and analysis processes.
Dependability	This has similar characteristics to transferability. To ensure consistency in the research process, note-taking was documented throughout data collection and analysis to ensure theoretical contributions. 1. An audit from qualitative experts was used to review the research findings. 2. Audit trails/processes were recorded.
Confirmability	To ensure neutrality, researchers and experts used the triangulation method to crosscheck the initial themes developed with the raw data to prevent bias in the study.

Source: Adapted from Gunawan (2015)

In addition, the researcher for this research has prior experience in qualitative studies (interview guidelines, methods used, informants' information, etc.) and was responsible for conducting interviews with respondents from the United States. Zoom software was utilized to interview informants, as most meeting planners were accustomed to and comfortable with using this software. Probing questions were used throughout the interview to gather further responses to inquiries. This procedure also included amending and customizing specific questions based on the respondents' responses or interpretations of the study topics.

Additionally, the researcher was in charge of coding and establishing initial themes to ensure internal coherency in the in-depth interviews. Based on this procedure, initial digital wellbeing themes and codes were developed. All qualitative study guidelines and procedures were documented, including the ethics approval the University's ethics committee granted. Processes were documented using Word, Excel, stickers, Ottai.AI, and Qualtrics software. The coding and theme development were completed verbatim. Furthermore, a series of audits on the qualitative findings were carried out by using external experts such as qualitative researchers to cross-check the validation of findings to avoid biases and assumptions. This was done to ensure the confirmability and dependability of the in-depth interview results.

5.2.7 Ethical Consideration

In employing a qualitative research approach, ethical considerations, including informed consent and confidentiality, were rigorously addressed. These principles were implemented to ensure the privacy and confidentiality of participants. In line with Leary's (2004) research, informants were empowered to decide whether or not to participate in the interview and were provided with comprehensive information regarding the study at the time of obtaining their consent. Consent is crucial for fostering respect and trust among all participants (Saunders, 2012). Accordingly, a consent form was presented to informants at the outset, allowing them the autonomy to choose whether to participate in the interview. Details of the consent form given to interviewees can be found in Appendix G. Additionally, participants were provided with an information sheet that outlined the study's background, enhancing their understanding of the research topic while detailing the confidentiality and privacy measures concerning their personal information, following their agreement to participate in the interview.

This research rigorously maintained ethical privacy standards, particularly in safeguarding participants' personal information (Saunders et al., 2012) by concealing their identities and preventing any external disclosure. The interview process was carefully managed to handle sensitive questions that might evoke strong emotions from participants with due caution. Privacy was upheld by ensuring anonymity and confidentiality, as participants' information and identities remained undisclosed and securely protected (Babbie, 2007; Sarantakos, 2005).

Next, findings from the in-depth interviews are presented and discussed.

5.3 Findings

5.3.1 Profile of Respondents

Table 5.3 summarizes the background of the 21 informants. The names used in this study are pseudonyms (fictional names used to represent informants). Pseudonyms were utilized as literary devices to help create a more unified narrative and simplify discussions about the findings. Half of the interviewees were independent meeting planners, followed by association meeting planners, and finally, corporate and government meeting planners. The majority of informants were female, consistent with the business event industry in the United States and globally, where female meeting planners are generally dominant (Data USA, 2023). The same applies to ethnicity, with approximately half of the respondents being white and the remainder being Black African American. According to Data USA (2023), the majority of meeting planners in the United States are white, followed by Black African Americans, making these two ethnicities the most dominant ones. The racially diverse informants contribute varied perspectives on digital wellbeing, reflecting different preferences for digital tools and encompassing responses from all ethnic backgrounds. Consequently, the findings underscore ethnic diversity.

Nearly half of the informants are from Maryland due to the snowball sampling method that relied on referrals to gather detailed data predominantly from this state. However, it is important to note that this does not diminish the significance of geographical representation within the United States, as interviewees from other states provided diverse perspectives, making up more than 50% of the sample (Jones, 2022). Therefore, this data is deemed representative of the broader geographic context. More than 44% of responders are 50 or older, followed by those in the 25-30 and 31-35 age groups, respectively.

More than half of the informants had acquired the Certified Meeting Professional (CMP) designation, with professional experience ranging from 5 years to more than 30 years, while 50% had acquired the Digital Event Strategist (DES) certification. CMP is a recognized certification organized by the Events Industry Council (EIC) for event professionals in the business events industry (Events Industry Council, 2023). DES is a digital certification that utilizes digital technologies in in-person, virtual, and hybrid meetings organized by PCMA (2022). Respondents were located across the USA. Nearly 90% of respondents reported having facilitated both national and international meetings, either in-person or in digital (virtual and hybrid) formats, with participant numbers ranging from 10 to 22,000.

Table 5. 3. Profile of Informants

Informants (Pseudonyms)	**AGE**	**ETHNICITY**	**PROFESSIONAL CERTIFICATIONS**	**DIGITAL EVENT CERTIFICATIONS**	**YEARS OF WORK EXPERIENCE**	**TYPE OF MEETING PLANNER**	**LOCATION**
Rose	46-50	White	N/A	DES	21-30	Independent	Illinois
Nancy	46-50	Black/African American	CMP	N/A	11-20	Independent	Georgia
Mavis	50 and older	Black/African American	ASAE Business of Meetings	VEMM	11-20	Association	Maryland
Sandra	36-40	Black/African American	N/A	DES	11 - 20	Association	Virginia
Pat	50 and older	Black/African American	CMP, CGMP	N/A	21-30	Government	Maryland
Grace	40-45	Black/African American	N/A	N/A	11-20	Association	Maryland
Abigail	50 and older	Black/African American	CMP	VEMM	21-30	Association	Maryland
Linda	25-30	White	N/A	N/A	5-10	Corporate	Tennessee

Table 5. 3. Profile of Informants (Continued)

Irene	50 and older	White	CMP	DES, CED, CITP	31 and above	Independent	Virginia
Doris	50 and older	White	CMP, CMM, Certified Tradeshow Marketer	N/A	31 and above	Independent	New Jersey
Cynthia	36-40	White	CMP	DES	11-20 years	Independent	Virginia
Lisa	50 and older	Black/African American	CMP	DES	31 and above	Independent	Georgia
Peter	46-50	Black/African American	CMP	N/A	11-20	Corporate	Maryland
Issa	50 and older	Black/African American	CMP	N/A	11-20	Association	Maryland
Eve	46-50	White	N/A	DES	21-30	Independent	Illinois
Erica	36-40	Black/African American	CMP	DES	11-20	Independent	Maryland

Table 5. 3. Profile of Informants (Continued)

Portia	50 and older	White	N/A	DES	31 and above	Independent	Illinois
Mary	25-30	White	N/A	N/A	5-10	Corporate	California
John	36-40	Black/African American	CMP	DES	5-10	Independent	Maryland
Kate	46-50	White	N/A	DES	21-30	Independent	Illinois
James	31-35	White	N/A	DES	5-10	Corporate	New Jersey

Note: CMP- Certified Meeting Professional, CMM- Certified Meeting Manager, DES- Digital Event Strategist, VEMM- Virtual Events and Meetings Management, CED- Certified Event Designer, CITP- Certified Information Technology Professional, CGMP- Certified Government Meeting Professional.

Table 5. 4. Digital Enablers Used by Informants

Informants	**Digital Enablers**			**Frequency**		
(Pseudonyms)	**Devices**	**Applications**	**Interfaces**	**Devices**	**Applications**	**Interfaces**
Rose	Apple Watch, Laptop, Smartphones	Chime, Anchors, Zoom, Microsoft Teams, Calm Application, Twitter, Instagram	Emails	3	7	1
Nancy	PC, Tablet (Macbook Air) Laptops, smartphones, noise canceling headphones	Zoom, CVENT, Google Sheets, Monolith (Internal company software system), Asana, SWAP Card, Beacon Lives, Calm app, Spotify, Fitbit	Emails (Microsoft Office-Excel, documents, etc.), Monday, Smartsheets, Clouds	5	11	4
Mavis	Apple watch, laptop, double monitors, Peloton bike	Slack, Google Suites (Google Slides, Google Sheets, Google Docs, Google Meet, Google calendar), orange	Emails	4	6	1

Table 5. 4 Digital Enablers Used by Informants (Continued)

Sandra	Laptop, smartphone, tablet, Apple Watch	Zoom, YouTube, Hubilo, Microsoft Teams, Vimeo, Google Hangouts, Google Meet, Go to Meetings, Hoova, Cisco WebEx, Skype, RingCentral, Survey Monkey, Mail Chimp, Cvent, Crowder, Poll Everywhere, wildcard, Hoppin, Tinderfi, visible, heart monitor, Instagram	Emails	4	24	1
Pat	Smartphone, iPad/Tablet,	Hoova, Twitter, Juno, Zoom, Facebook, LinkedIn, Ritual, Apple Music, Calm App, Anxiety playlist	QR code, Email	2	10	2
Grace	Laptops, Smartphones, Tablets, Samsung watch	WebEx, Voov, V-Fairs, Adobe Connect, C-Vent, Kiku, Microsoft Planner, Microsoft Teams, Airline apps, Hotel Apps, YouTube, Pandora	Email, QR code, Microsoft calendar	4	13	3
Abigail	Computers, laptops, tablets, smartphones,	Cvent, HubSpot, Twitter	Canvas template, Mail Chimp, Email	4	3	3

Table 5. 4 Digital Enablers Used by Informants (Continued)

Linda	Noise-cancellation headphones, external hard drive, smartphone, laptop	Vfares, Freeman, Zoom, Slack, Google Docs, Google Drive, Apple Fitness App, Music Apps	Google Drive, Email	4	9	2
Irene	Laptops, smartphones, Tablets (iPads), Apple Watches, or Samsung health devices, Google Glass explorer	Google Hangouts, YouTube, google meets, Doodle, Google Suite (Google sheets, Google Docs, Google slides), Microsoft Teams, Asana, Monday, Fitbit	Email	6	9	1

Table 5.4 Digital Enablers Used by Informants (Continued)

Doris	Phone, Laptop, Tablet (iPad), Peloton bike	Zoom, Cvent, Social 27, my Cadmium event app, Mobi, a virtual attendee hub, Anchor, Steven, WebEx, Microsoft Teams, Asana, Notability, Amazon, and Spotify.	Email, WI-FI	4	15	1
Cynthia	Laptops, monitors, Owl 360 video conferencing device, cadmium CD	Breve app, calm, Apple watch, Zoom, E-poster	Owl interface, Email	5	5	2
Lisa	Laptop, Tablet (iPad), Smartphone, Streaming decks, Cameras (Desktop cameras), speaker kit, Headphones, AV systems	Zoom, Swap card, visual standpoint	Email	8	3	1

Table 5. 4 Digital Enablers Used by Informants (Continued)

Peter	Laptop, Tablet, Smartphone	Cvent, Zoom, event app, Anchor, Steven, WebEx, Microsoft Teams, and Spotify.	Email	3	8	1
Issa	Laptops, PC	Cvent, WebEx, Zoom, Slack, Microsoft Teams, HubSpot, online binders, Meditation app, mindfulness app, counter step app (tracking apps)	Drop Box, Email	2	11	1
Eve	Laptops, Smartphones, Tablets (iPad), Monitors	Facebook, LinkedIn, Instagram, YouTube, SharePoint, Asana, Zoom, Slack	Email, Google Docs	4	8	2
Erica	Laptops, Smartphones, Tablets, desktops, Apple Watch	Event applications (Core apps), Digital floor apps, mobile apps, calm apps,	Emails, QR codes	5	4	2
Portia	Computer, Laptop, tablet, smartphone	Zoom, WebEx, G Suite, Facebook, Instagram, Twitter, LinkedIn, Canva, Photoshop, Final Cut Pro, Squarespace, Cvent, Skype, Meditation Apps	Google Docs, Google Sheets, Google, Outlook, Word,	4	13	8

Table 5. 4 Digital Enablers Used by Informants (Continued)

			Excel, PowerPoint, Microsoft suite, QR codes			
Mary	Laptop, computer	Zoom, Microsoft teams	Emails	2	2	1
John	Computers, Laptops, tablets	Microsoft Teams, Zoom, LinkedIn, Facebook, event apps, mediation apps	Emails, QR codes	3	8	1
Kate	PC, Laptops, tablet (iPad)	WebEx, Teams, Zoom, Calm Apps	Emails	3	4	1
James	Laptop, Tablet, Smartphone	Facebook, LinkedIn, Zoom, Microsoft Teams, Cvent.	Emails, QR codes	3	6	2

5.3.2 Digital Enablers Used by Informants

Table 5.4 summarizes digital enablers, that is, different types of technology tools used by informants. All 21 respondents have been utilizing technology for more than 10 years. They identified diverse digital technologies as enablers of their wellbeing and proposed that there are more daily digital enablers than familiar ones, such as mediation and tracking applications. Three major types of digital enablers were identified, namely, digital devices, applications, and interfaces.

Digital devices were classified as physical-digital tools that use employees' unique data to process information in event design and promote their overall wellbeing. They are the most significant digital enablers that enable access to digital applications and interfaces. Informants noted that digital devices can be either stationary or mobile and include computers (such as laptops and desktops), tablets, smartphones, Apple Watches, Samsung Watches, Google Glass Explorers, Owl 360 video conferencing devices, CD players, noise-canceling headphones, cameras, and Peloton bikes. Stationary devices were highlighted as those that are static and only used in a fixed location, such as desktops, monitors, and Peloton bikes, while mobile devices were described as devices that can be moved and used remotely. A total of 13 different types of digital devices were mentioned in the interviews.

Digital applications were identified as software programs designed by technology organizations or business events organizations that provide them with basic services such as event-related services (e.g., registration, video-conferencing, client management systems, marketing systems, Customer Relationship Management, social media) and digital wellbeing applications (mediation apps, tracking apps, notification apps, music apps). Findings revealed that digital applications were the most frequently cited enabler, with the highest number of 24 digital applications mentioned by an informant, compared to digital devices and interfaces, which recorded either 6 or fewer.

Digital interfaces, which connect meeting planners with other digital devices, were the least mentioned digital enablers, despite being the most useful and oldest digital technology utilized by most meeting planners, due to their familiar usage. Findings revealed the use of 7 digital interfaces, including emails (e.g., Google Suite, Microsoft Suite), cloud services, spreadsheets, calendars, an owl interface, and QR codes for registration, hotel door access, social media interactions, and website access.

In summary, interviews revealed three (3) main types of digital enablers among meeting planners. In ascending order, digital applications were the most frequently mentioned, followed by digital devices and digital interfaces. Despite digital devices and interfaces being the most significant tools in promoting the wellbeing of meeting planners, the study suggests that familiarity with them led to less recognition, hence, being hardly mentioned (Norton et al., 2007) as compared with digital applications that are mostly seen as more inclusive and integrative of all activities. Remote workstyle also had a significant impact on the use of more sophisticated and integrative digital applications, such as video conferencing applications, that were more frequently mentioned than social media tools. Next, digitalization in the business event industry is presented and discussed.

5.3.3 Q.1 How does digitalization impact the careers of meeting planners?

5.3.3.1 Digitalization in the Business Event Industry

The purpose of the first study was to investigate what constitutes the digital wellbeing of meeting planners to aid in the creation of the digital wellbeing scale. Consequently, the qualitative study provided empirical evidence of the major dimensions of the DWB scale. However, the study begins by discussing how digitalization in the business events industry has evolved over the years and impacted informants (Madrey, 2020; Sangkaew et al., 2022).

Nearly all informants indicated that they have been using digital enablers for 10 to 30 years to increase productivity and efficiency (e.g., streaming conferences, registration, RSVPs, completing daily tasks, setting stages, and connecting and engaging with co-workers, employers, and suppliers). Informants noted that digitalization has advanced over the last four years, benefiting not only productivity but also their overall wellbeing. For example, an informant states, "*... I have utilized technology in events throughout my 30-year career. In some capacity, technology has become more sophisticated over the past four years; it is no longer just emails but also Zoom and other platforms… This has aided in the engagement and planning of events on a global scale reach."* ***(Pat, Government planner)*** The response suggests that the use of digital technology by meeting planners dates back more than three decades, with meeting planners in the USA being early adopters of technology.

Given that all meeting planners possess over ten years of experience with technology, their extensive expertise has influenced the variety of digital enablers utilized, leading to selecting the most relevant options for their audience and the most effective choices for their digital wellbeing, as illustrated in Table 5.4. This underscores why personal digital initiatives garnered a higher response rate than organizational digital initiatives, as noted in section 5.3.6.2. Additionally, the type of meeting planner significantly affected the results, with a majority being independent planners who have accumulated more experience in virtual and hybrid meetings and have leveraged a broader range of digital enablers than their association counterparts. This finding aligns with previous research (Kim & Park, 2021), which indicated that independent meeting planners are more likely to be early and proactive adopters of technology, driven by time constraints and a heavy workload.

However, a few informants stated it is instead the inability of elderly meeting attendees to transition from old digital enablers to more advanced digital enablers because of convenience

and ease of use; *There was even a time when we tried to encourage attendees to adopt other technologies, but there was a lot of hesitancy, and they preferred to stick to the old ways. (**Grace, Association planner***). Despite the variations in the digitalization perspective, informants agreed that digitalization in the business events industry has played a major role in the organization of meetings (in-person, virtual, and hybrid) and improved their wellbeing. However, additional factors such as workplace flexibilities (virtual and hybrid remote workstyle), autonomy, and health benefits were identified by informants as crucial factors resulting from the digitalization of the business events industry and affecting the careers of meeting planners.

Remote Workstyle.

The new digital era is causing a fast pace of technological transformations in organizations, which causes most employees to rely excessively on digital technologies (Hopkins & Bardoel, 2023). The business event industry is no exception; in recent times, the industry has seen major structural changes, leading to the increased adoption of different work styles among employees (Hopkins & Bardoel, 2023). Even though the utilization of digital enablers in remote workstyle is not new, several sophisticated digital enablers have become readily accessible, and the feeling of isolation intensified when working from home became a norm during the COVID-19 era (Hopkins & Bardoel, 2023). As such, meeting planners have become overly dependent on the use of diverse digital enablers.

Interview data suggested that more meeting planners rely heavily on different types of digital enablers to achieve their daily activities, build relationships, accomplish autonomy, grow their careers, and promote their overall wellbeing in a digital environment. Two different workstyles were identified: 1) a virtual remote workstyle for meeting planners working in a purely remote digital environment and 2) a hybrid remote workstyle for meeting planners who combine working in a traditional office setting with working remotely, using diverse digital technologies. Virtually remote employees are popularised in digital nomad literature where employees work independently away from their employers (Thompson, 2019). However, in this study, informants normally work independently virtually and hold regular online meetings with stakeholders (employers, colleagues, clients, and vendors). Hybrid employees utilize digital devices and sophisticated digital applications and interfaces to connect with other stakeholders remotely to accomplish daily work.

The vast majority of informants (81%) were either virtual or hybrid employees, with more than half of them working in hybrid mode and about 15% in virtual mode. About two-thirds of informants (60%) suggested that they felt as comfortable working remotely as working in a traditional office setting, given that the digital enablers they needed were similar. Grace also suggested that "*My home, my remote, and my workplace are pretty similar to my office*. So, I don't have different technologies **(Grace, Association hybrid planner).**

Approximately 21% of informants challenged this notion, suggesting that remote workstyles employ a greater variety of digital technologies. This shift is driven by the need for employees to efficiently access and communicate with colleagues to complete their tasks, in contrast to traditional work environments, which typically rely on fewer digital tools. However, there is some disagreement regarding the extent to which traditional settings utilize digital technologies for communication and interaction.

> *I think we have not utilized technologies to their fullest extent. While we have incorporated more technologies to connect externally, we certainly used fewer internally, adhering to a more traditional workplace format. This is simply because, when you're right there with someone, there's no need for a Zoom meeting. You can be in the same room without having to coordinate schedules. In that regard, from a digital realization standpoint, it has its limitations.* ***(Pat, Government Hybrid Planner).***

Notwithstanding the varied perspectives of informants, they employed similar digital applications (e.g., Zoom), devices (e.g., computers, tablets, smartphones), and, most importantly, interfaces (e.g., emails for information sharing and collaborative documentation work) in the course of remote work.

There was also evidence of a relationship between remote workstyle and wellbeing dimensions. Positive emotions, autonomy, engagement, and relationship were identified as psychological wellbeing derived from remote workstyle. For example, Irene suggested that,

> *So, remote work is revolutionary because it provides us with the autonomy and freedom to be productive wherever we are. Ironically, you don't get any productivity from people when you force them to sit in an office space.* ***(Irene, Independent hybrid planner).***

Despite most informants emphasizing the importance of a remote workstyle, they also explained that they occasionally felt isolated. However, wellbeing initiatives were implemented to minimize the isolation. Irene disclosed that

> *Some of the things that have happened with people working remotely is that they feel isolated. Therefore, we've implemented various initiatives to connect with employees on a more one-on-one basis.* ***(Irene, Independent hybrid planner).***

Autonomy

Autonomy was usually described by interviewees as enabling them to work effectively and interact with stakeholders without distractions. According to Lee et al. (2021), autonomy is vital for people to exhibit a sense of control over their work roles and responsibilities. Despite autonomy being widely studied in the literature, particularly in a traditional work setting (in-person workstyle), there is less information on the relationship between digital enablers and autonomy. Nevertheless, the current findings show that digital enablers positively influence meeting planners' autonomy. Despite being one of the least mentioned wellbeing dimensions, 25% of informants stated that with the use of digital enablers, they were able to create boundaries and help build autonomy to work effectively and grow their businesses. A remote planner from Maryland explained that:

> *Using various technologies creates a space where you can establish boundaries. I can truly work from anywhere; I just spent a week working from the mountains because I wanted to explore. Plus, I get to be home with my dog all day, prepare my lunch, and make it nutritious instead of opting for something in a brown bag. It grants you that kind of freedom.* ***(Mavis, Association planner).***

Another independent planner stated that, through digital enablers, she was able to start her consultancy firm easily, particularly as a remote planner.

> *Technology has provided us with different job opportunities, especially compared to being limited to physical work. I really enjoy that freedom. When I decided to leave my old job, I could simply post on Facebook, saying, "Hey, these are the things I do; who needs me?" Then, friends responded, "I need you!" This allowed me to start my own consultancy through Facebook. With remote work, many people feel more comfortable because there is less intrusion. It offers privacy and autonomy.* ***(Irene, Independent planner).***

While the PERMA model exhibits five major factors, the study identified a key construct of psychological wellbeing in a digital environment. Interviewers stated that having autonomy as a result of using technology was a critical factor in helping them take control of their environment and interactions with stakeholders. Therefore, it is vital to note that meeting planners' ability to utilize digital applications to facilitate their autonomy can have a

positive impact on their wellbeing and career. Thus, future studies can expand digital wellbeing studies to investigate the impact of digital enablers on autonomy.

Positive Health Benefits.

Though positive health benefits are not generally regarded as part of psychological wellbeing, meeting planners highlighted health benefits as most digital enablers have contributed immensely to their health. Butler and Kern (2016) suggested that good health promotes individuals' psychological wellbeing. Almost half of the informants (44%) confirmed that the use of digital wellbeing enablers promotes their physical and psychological wellbeing. Most informants were more emphatic about tracking their own health progress. This might be because most informants were females, and prior literature suggests that women experience psychological issues such as intense emotions or anxiety, which increases their consciousness of their health compared to men (Kuehner, 2017). Thus, women engage in coping mechanisms or behaviour that provides relief and distraction (Duncan et al., 2019; Thieme et al., 2016).

Reminders and notifications on digital devices (Apple and Samsung watches) and applications (meditation and wellness apps, tracking apps) were identified to promote healthy living. For example, tracking heartbeat, water intake, quality of sleep, and the number of steps was found to promote hydration, healthy sleep, and heart and nervous system patterns (Tang et al., 2019). In general, positive health benefits promote both the psychological and physiological wellbeing of people.

Some informants stated that using tracking devices and applications helps them improve their health by raising awareness of underlying conditions, such as heart-related illnesses and calorie intake.

> *I believe they have done an excellent job because there are ways to measure water intake, …monitor heart rate, understand when to slow down, appreciate this beautiful picture, and meditate on it. You know, look right now. What it has done for me is foster awareness of my health, which is so critical, right? When you know something, you can make an informed decision.* ***(Nancy, Independent planner).***

Other informants also highlighted that tracking devices and applications help prevent dehydration, promote healthy sleep patterns, and raise awareness about healthy living.

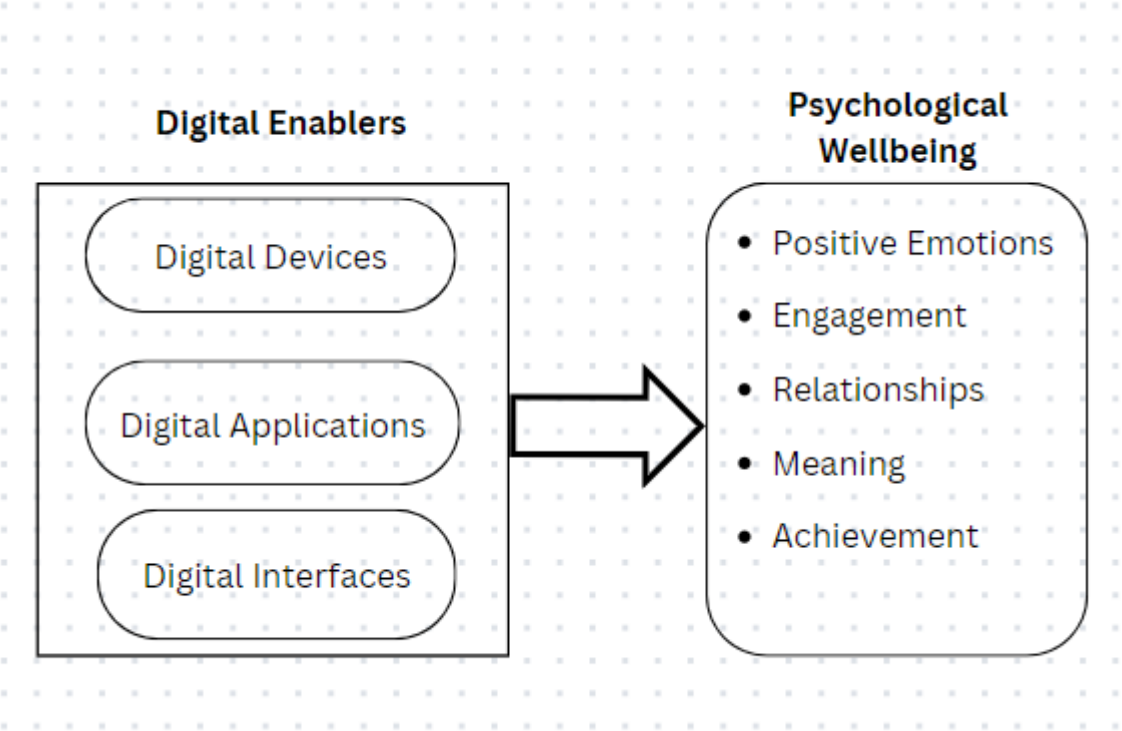
> *One of my many favourite aspects of it is that, although it's a small feature, it's uniquely yours on your Apple Watch. For instance, I receive a notification every hour if I haven't stood up and moved my body; it will say, "It's time to stand," which serves as a reminder that I've been sitting for too long. It tracks my exercise, my water intake, and all these things. Building on that aspect really interests me.* ***(Mavis, Association planner****).*

The diverse concepts related to the various constructs of digital wellbeing are clearly articulated by highlighting the comparisons and differences in the informants' experiences. These variations are presented in the form of quotations from informants. Accordingly, the following sections offer an in-depth exploration of the components of digital wellbeing.

5.3.4 Q. 2 What constitutes digital wellbeing?

Figure 5.1 shows the two major components of digital wellbeing identified from the in-depth interviews. The study discovered that digital enablers and psychological wellbeing constitute digital wellbeing. Furthermore, digital initiatives were highlighted as a possible moderator that moderates the relationship between digital wellbeing and career wellbeing proposed in the conceptual model. Table 5.5 summarizes the major themes, sub-themes, and informants' statements concerning digital wellbeing.

Figure 5. 1. Main Components of Digital Wellbeing



Author's Compilation

5.3.4.1 Types of Digital Enablers

The findings suggest that using technology has caused an enormous transformation in the workplace. Informants view digital technologies as enablers of their wellbeing rather than only as tools for customer satisfaction and organizational productivity. Over the years, meeting planners have been perceived as more hesitant and slower to utilize digital enablers in their daily work. However, Table 5.2 shows that meeting planners have been utilizing diverse digital

enablers over the years. The following section discusses informants' views on the three types of enablers.

5.3.4.2 Digital Devices

Digital devices assist in planning meetings and streamlining daily activities. Nearly 80% of meeting planners expressed a strong preference for mobile digital devices (e.g., laptops, tablets, and smartphones) over stationary devices because of their ease of use, the drive to promote sustainability in events, and the ability to track personal wellbeing. Grace stated that:

> *Everybody has laptops, tablets, and phones, but we often use tablets or phones. They help us move around and work simultaneously. Plus, I don't have to print many papers, so I'm saving the environment. I bought myself a Samsung watch, which reminds me to get up and walk; it buzzes to say, 'hey, get up and walk' or reminds me to drink water. This helps me relax and stay hydrated.* ***(Grace, Association planner).***

Yet, meeting planners also stated that smartwatches can contribute to negative physical effects, such as skin irritation. Nancy noted that:

> *There's the Apple Watch. Unfortunately, it's not something I can wear often; my skin is very sensitive and gets easily irritated. So, I can't use it that.* ***(Nancy, Independent planner).***

5.3.4.3 Digital Applications

While digital devices were the most essential enabler of digital wellbeing, digital applications were the most frequently mentioned, with at least two or more applications identified. In total, over 60 digital applications were cited by meeting planners (Table 5.4). Both traditional and advanced digital applications were highly utilized by meeting planners due to career changes in the business event industry; particularly, the significant shift in workstyles (virtual, hybrid) has increased the use of digital applications among meeting planners and impacted their daily activities. Some applications were internally owned and operated by organizations. Informants often highlighted video conferencing applications, given the changes in workstyles (remote working) and the application's inclusive features. For instance, Mavis stated that:

> *We use a wide range of tools, especially since I work for a fully remote company. Everything I do is digital and tech-related. When discussing the company as a whole, we utilize Slack, all of Google's suites, various digital streaming and video call platforms, Zoom, and Microsoft Teams.* ***(Mavis, Association planner).***

Grace also suggested that video conferencing applications offer important features (e.g., Kiku uses closed captioning for the hearing impaired, and Asana provides a virtual host feature) that enable inclusive meetings, ensure access for attendees with special needs, and create virtual hosts for events that cannot afford a master of ceremonies or host.

> *Kiku provides closed captioning for the hearing impaired. Some platforms did not support closed captioning, and many still do not offer it in any form. Therefore, it is always essential for us to ensure inclusion for all* ***(Grace, Association planner).***

Despite the positive aspects of digital applications, a few meeting planners expressed that these tools could also hinder people's wellbeing when their features are complicated to use. Eve noted that:

> *Some apps are complicated to use, leaving you stressed out all day as you try to understand and utilize them. It is tiring... It is exhausting.* ***(Eve, Independent planner).***

5.3.4.4 Digital Interfaces

Digital interfaces were the least mentioned digital enablers by informants. All meeting planners considered emails to be one of the most important digital interfaces that help them connect and interact with various people (employees, employers, clients, vendors, etc.), save reminders and calendar dates, and share important documents with stakeholders. Almost 30% of informants also identified QR codes as an important digital interface designed to simplify registration for attendees and promote sustainable event practices.

> *Communicating via email helps, and I have been using it for ages. Another big piece is parking. We normally get tickets when you go into the parking garages and parking establishments. You don't get tickets; you make reservations, and you show a QR code on your phone to get in. Um, you also don't use a ticket to get out to show your QR code to get out. So, it saves the earth too* ***(Grace, Association planner).***

In summary, the interview findings examined three types of digital enablers, namely, digital devices, digital applications, and digital interfaces, with a focus on digital applications. Meeting planners utilize a range of digital enablers to enhance their overall wellbeing. The next

section explains how psychological wellbeing factors are derived from these various enablers, contributing to the psychological wellbeing of meeting planners.

Table 5. 5 Samples of Interviewees' Comments on Digital Wellbeing

Categories	Sub-Categories	Sub-Theme	Count	Representative Comments
Digital Enablers	Digital devices		17	"So, if we are planning events, of course, we use several different laptops, several different monitors, an owl video conferencing device, and the cadmium system, which is cadmium CD, where we house all of our content and proposals everything." **(Cynthia, Independent planner)** "So, iPads, of course, tablets. I use more of an iPad and an Android tablet. But I also use a smartphone. Like your stream deck for those platforms where you can stream various content into it. I mean, from a visual standpoint, you have different cameras that you need to set up from a hardware perspective, whether it's just trying to supply a speaker kit that you can send out to a speaker with lighting. You've got a desktop camera that goes on their computer, so you'll have a good view of that. I have headphones; there are different types of headphones that you actually have to deal with on the professional production side. They always help me stay focused." **(Lisa, Independent planner)**
	Digital Applications		17	"…In addition to using Zoom webinars, I've also utilized Cvent extensively, along with their virtual attendee hub, and a company called Social 27. I have worked with Cadmium, Mobi, and several other platforms. Like Anchor, I have employed WebEx and Microsoft Teams, often using them together. Also, I have utilized tools like Asana for project management. I use a system called Notability, which allows me to mark up various pages and send floor plans to others. I also have a couple of white noise machines, so if I need to drown out music, I can use Spotify and Amazon Music, among other options." **(Doris, Independent planner)**
	Digital Interface		4	"Communicating via email helps, and I have been using it for ages. Another important aspect is parking. We usually receive tickets when entering parking garages and lots. Instead of tickets, you make reservations and show a QR code on your phone to gain entry. Also, there's no need for a ticket to exit; you simply show your QR code to get out. So, it helps save the earth too." **(Grace, Association planner).**

Table 5.5 Samples of Interviewees' Comments on the Digital Wellbeing Dimensions (Continued).				
Categories	**Sub-Categories**	**Sub-Theme**	**Count**	**Representative Comments**
Psychological Wellbeing	Positive Emotions	Happiness	13	"You know, before technology, we had to go on-site visits. I would come back and think, what was around that corner behind the escalator? Oh, I didn't check. Now, I have to reach out to the vendor to see if they can send a video or pictures instead of just being able to log on to our rendering. I mean, now I can just walk over that way and see what's there in a video. It makes me happy that I can get work done online." **(Mavis, Association planner).**
		Contentment	15	"The Calm app. When I'm feeling overwhelmed, it's helpful to have, like you know, when you're meditating by yourself, your mind tends to wander. But the Calm app is great for guided meditation; you can meditate for focus, anxiety, stillness, or whatever else you need. They offer different categories, and it definitely helps to calm me during those times moments." (**Rose, Independent planner)**
	Engagement	Interactions with people through digital applications.	8	"I love Instagram, Facebook, LinkedIn, and Twitter. They provide me with an outlet for social interaction. I am quite social. The fact that my social media accounts allow me to connect with friends and family, as well as meet new people, is very helpful. I appreciate being able to message people and receive instant replies, regardless of my location. You know, that piece is great." **(Sandra, Association planner).**
		Interactions directly with digital applications	7	"One of the things I use is Insider Timer to create some green noise or play meditation sounds. I also have a machine that produces sounds like raindrops or the beach, which helps create a soothing atmosphere. Now, they have different names for these sounds—do you want white noise, green noise, pink noise, or brown noise? Each of them is supposed to help with sleep in different ways. I find that using technology helps me establish my sleep routine and allows me to rest as well as I can" **(Grace, Association planner)**

Table 5.5 Samples of Interviewees' Comments on the Digital Wellbeing Dimensions (Continued).

Categories	Sub-Categories	Sub-Theme	Count	Representative Comments
	Relationships	Community building	12	"I have five different groups of people from my career spanning 15 years. We would check in for about 30 minutes every week, and we kept our team line open all day. During that time, we usually kept our cameras off. If I had a question, I could just hit the chat, and we would turn our cameras on to discuss it and get the work done. I devised this approach because it fosters the sense of community and bond we've created over the years. **(Nancy, Independent planner)**
		Virtual Social gatherings	9	"I think staying connected is important. Honestly, I have built some really great relationships. I've met people I wouldn't have otherwise met, and even those I already know, I enjoy engaging with. I've had Zoom dates, and I've made connections with some of the therapists I work with. There's one in Canada; we really hit it off and have a lot in common. So, we have regular Zoom get-togethers, helping each other with our businesses. Technology is a vehicle for creating connections, and it truly opens up your world to the people you can work with." **(Eve, Independent planner)**
		Relationships built through emails	3	"I've found quite a few clients through technology that I don't think I would have had the opportunity to find earlier, and emails have helped me stay connected for years now. This has allowed me to support myself by having actual customers and clients. So that's been a significant, a very important piece." **(Doris, Independent planner)**
		Digital Intrusion	2	"To some extent, it has helped build relationships, especially since we aren't in the office much. It's valuable to see what people look like in person so we can, you know, have conversations. However, one downside of technology is that people expect you to be available all the time. Now that it's much easier to work across time zones, they might call anytime without considering the time difference." **(Grace, Association planner)**
		Age and digitalization	1	"It makes me physically healthier when I get up, walk around, and talk to people. I believe it helps me maintain personal relationships with them. Talking to people in person makes me happier than simply typing at a screen all day. **(Issa, Association planner, 50 years and older)**

Table 5.5 Samples of Interviewees' Comments on the Digital Wellbeing Dimensions (Continued).				
Categories	**Sub-Categories**	**Sub-Theme**	**Count**	**Representative Comments**
	Achievement	Acquire certificates	8	"It has certainly been very helpful; for instance, I've taken several courses online. This flexibility really benefits my schedule as I work towards my certifications. Since I travel a lot for work, being required to be in a physical location for courses can sometimes be quite challenging. However, the virtual aspect has made it incredibly easy to attend classes anywhere." **(Rose, Independent planner)**
		Career development	4	"It has created new jobs and allowed me to collaborate with different teams. It has helped me advance my career during my time at PCMA and has enabled me to elevate my professional standing. I've utilized technology to generate ROI reports for digital events, all while working with databases. I can genuinely say that without technology, I wouldn't have my own consulting firm. Therefore, it has been instrumental in my career growth." **(Irene, Independent planner)**
		Achieve sustainability	6	"The advent of technology made me realize that I could help save the environment. For my organization, convincing them to go completely paperless was, to me, a significant achievement. They used to have these 400-page abstract books where we compiled all the information. You know, if you have a meeting with 2,500 people and distribute 2,000 books, and only 500 of them are taken, that leaves 1,500 books that end up in the trash. From a budget perspective, that's certainly not good for the environment, and the overall impact on the city is considerable. Therefore, convincing them to go paperless was my small way of contributing to environmental preservation." **(Erica, Association planner)**
	Meaning	Career growth	7	"Several platforms have been instrumental in my career success, including event apps such as LinkedIn and Facebook. I believe these have helped many people like me. I embraced these early in my career, and now they serve as vital tools that foster strong communities for networking recruit." **(Pat, Government planner)**

5.3.5 Psychological Wellbeing

The five psychological wellbeing dimensions, which mostly indicate the PERMA elements, reflected both hedonic and eudaimonic wellbeing elements. Hedonic in this study context refers to pleasure derived from utilizing various digital enablers to promote meeting planners' wellbeing. Hedonic wellbeing used in this context is usually pleasure experienced in the short term. Meeting planners achieved eudaimonic wellbeing through the use of digital enablers to realize their full human potential. Interview data fills the gap in the literature that calls for exploring digital wellbeing from the psychological perspective (hedonic and eudaimonic wellbeing) (Stankov & Gretzel, 2021) since wellbeing is a holistic concept that can only be achieved when individuals achieve both their hedonic and eudaimonic wellbeing (Filep & Laing, 2022; Filep et al., 2024). Hence, meeting planners experience their wellbeing through positive emotions, engagement, relationship, achievement, and meaning.

Based on the findings, Seligman's 2011 PERMA model (positive emotions, engagement, relationship, meaning, achievement) was confirmed as the psychological wellbeing of digital wellbeing. The PERMA model is a multifaceted wellbeing model that examines the holistic psychological wellbeing of individuals (Seligman, 2011); it has received increasing research attention and has been explored in the digital environment (Filep et al., 2022). Findings identified hedonic and eudaimonic wellbeing dimensions that align with the PERMA model. Therefore, five psychological wellbeing dimensions are discussed next.

5.3.5.1 Positive Emotions

Positive emotions in this study context represent hedonic emotions derived from the use of various digital enablers. The use of digital applications and devices elicited feelings of pleasure and instant gratification among meeting planners. Digital devices facilitate the utilization of digital applications, promoting an individual's positive emotions. This may imply that interfaces are less visible to informants, although they are considered more important. Meeting planners often convey their positive emotions through expressions such as excitement, joy, happiness, positive energy, calmness, awesomeness, fun, love, feeling good, focus, and pleasure. Frederickson (2001) argues that positive emotions are foundational for flourishing, assisting individuals in achieving satisfaction and fulfillment. Informants experienced their positive emotions through video conferencing applications, digital wellbeing apps (tracking apps), digital music applications, and social media platforms.

These applications served as tools for engaging in activities such as listening to music, virtual site selection, and self-care routines. Positive emotions emerged as the most frequently mentioned construct within the five psychological wellbeing dimensions, with nearly 82% of informants reporting that they derived their positive emotions from digital applications and devices. For example, most meeting planners used video conferencing applications for virtual site inspections and remote work. They expressed happiness about reducing their commute for site inspections or traditional work settings, as illustrated by the following statements.

> *You know, before technology, we had to go on-site visits. I would come back and think, what was around that corner behind the escalator? Oh, I didn't check. Now, I have to reach out to the vendor to see if they can send a video or pictures instead of just being able to log on to our rendering. I mean, now I can just walk over that way and see what's there in a video. It makes me happy that I can get work done online* ***(Mavis, Association planner).***

> *Even before COVID, I realized that the daily routine of commuting to and from an office was exactly that, a daily grind and quite exhausting. Therefore, the prospect of eliminating that daily back-and-forth was thrilling.* ***(Doris, Independent planner).***

Almost all meeting planners use digital applications (tracking apps) and smartwatches as reminder and notification tools to track their water intake, sleep, meetings, and breaks, leading to a sense of contentment to fulfill something for one's self. s revealed that:

> *The Apple Watch definitely promotes my wellbeing because, you know, it has rings for exercising, taking breaks, drinking water, and more. These features motivate me to close my rings every day. It's 30 minutes of exercise, 12 hours of standing each day, and a specific number of calories burned. I always feel satisfied when I close my rings, and I get really excited about it. So, that definitely helps with my overall wellbeing.* **(Rose, Independent planner).**

> *I've had a Samsung Galaxy Watch for a year or two, and what I really liked about it was the step tracking. More than that, even the sleep tracking intrigued me, as it showed the quality of my sleep, such as how long I spent in REM sleep, deep sleep, and light sleep. I found that really interesting, and I tracked it for a while.* ***(Irene, Independent planner).***

Meditation applications were also considered an effective tool that promotes people's positive emotions by calming them when they feel overwhelmed or exhausted. Rose stated that:

> *The Calm app. When I'm feeling overwhelmed, it's helpful to have, like you know, when you're meditating by yourself, your mind tends to wander. But the Calm app is great for guided meditation; you can meditate for focus, anxiety, stillness, or whatever else you need. They offer different categories, and it definitely helps to calm me during those times moments (**Rose, Independent planner)**.*

Informants also repeatedly mentioned the utilization of digital music applications; they emphasized that listening to music helps boost their emotions and keep them focused.

> *Music is a joyful escape for me, so I engage with it frequently. I enjoy all genres, from piano to upbeat tunes. Music brings joy, creating little moments of happiness throughout the day. I also do this during my walks to help me stay focused and avoid distractions.* ***(Linda, Corporate planner).***

> *I would say that music, like binaural beats, helps me focus. The daily devotional is also one of my favorites. It helps me regulate my emotions, my nervous system, and think more clearly.* ***(Eve, Independent planner).***

Meeting planners associated the degree to which they gained self-confidence with utilizing self-care videos on social media. Although social media platforms have been associated with cyberbullying which has adverse effects on people (Giumetti & Kowalski, 2022), the current study found that self-care videos on social media served as a medium for the creation of personal wellbeing awareness for meeting planners. Examples of self-care methods

used by informants included learning make-up tutorials or self-care routines to empower them to try new things. Erica an association meeting planner from Washington stated that:

> *What I found most positive on TikTok were the makeup tutorials. I used to think they weren't necessary since you hardly see people like me there. However, when I started watching, I found women who looked like me. I thought, "Oh, that's what that looks like. Let me try this." Over time, I gained more confidence in learning how to wear makeup.* ***(Erica, Association planner).***

The study also found a relationship between positive emotions and engagement. Most informants expressed satisfaction or happiness whenever there was a high engagement level. For instance, Issa, an association planner from Maryland, noted that:

> *I've noticed that people are eager to engage when I share my joyful moments with them. Whenever I post pictures of myself enjoying a conference or taking photos with attendees, people quickly respond in the comments section with questions or suggestions. It feels different when I share something negative. So, I believe people are more drawn to engage when I post happy moments.* ***(Pat, Association planner).***

In summary, findings showed that digital devices and applications strongly contribute to positive emotions (hedonic wellbeing), consistent with a current study by Filep et al. (2024).

5.3.5.2 Engagement

About half of the informants highlighted engagement as a key dimension of digital wellbeing. Meeting planners often described engagement in two major ways: 1) interactions with people through digital wellbeing applications and 2) direct interactions with digital wellbeing applications. The study suggests that engagement among employees extends beyond human-to-human interactions, indicating that the advent of digitalization includes human-to-digital interaction (Fan et al., 2017). According to O'Brien et al. (2018), engagement in human-technology interaction can be achieved through various dimensions. This study found that ease of use, aesthetic immersion, and immersive attention promote high levels of engagement. Despite the high levels of engagement among meeting planners, burnout was identified as a negative influence on their wellbeing.

Interviewees experienced high engagement with people through digital applications (Huang et al., 2019). Social media applications like Instagram, Twitter, and Facebook were

noted as tools that help them stay focused and interactive. The interactive nature of instant messaging and connections with others kept them relaxed and engaged. Sandra mentioned that:

> *I love Instagram, Facebook, LinkedIn, and Twitter. They provide me with an outlet for social interaction. I am quite social. The fact that my social media accounts allow me to connect with friends and family, as well as meet new people, is very helpful. I appreciate being able to message people and receive instant replies, regardless of my location. You know, that piece is great* ***(Sandra, Association planner).***

Others also suggested that storytelling on social media kept them engaged. Interviewees expressed that easily immersing themselves in people's stories helps them empathize with themselves and others. The ability to relate to people's stories on social media maintains their engagement and connection with other people's narratives. Portia, an independent planner from Illinois, stated that:

> *I love hearing other people's stories on social media. It's been nice to disconnect my mind from work, and I think it's really helped me engage with others online, especially in the comments section.* ***(Portia, Independent planner).***

According to meeting planners, applications such as Zoom have interactive features, including camera, audio, video, and a comment section, which enable participants to stay focused and engaged with one another. The ability to use additional options, such as emojis to express emotions and interact with others, leads meeting planners to appreciate the aesthetic features that video conferencing offers in engaging people in a digital environment. These interactive features bring them happiness and engagement. Issa commented that:

> *I think a Zoom call is more engaging than a regular phone call. Before COVID, we would typically just make regular dial-up calls. I think Zoom calls at least provide eye contact and help keep people more engaged. On a regular phone call, you could have the call running in the background while doing other things. In contrast, Zoom calls make you more accountable and interactive, especially now that emojis help us express our emotions to others…* ***(Issa, Association planner).***

Despite the benefits of high engagement through video conferencing, others raised the important issue of burnout caused by excessive use of this technology, which diminishes their sense of engagement. Rose stated that:

> *I think that, to some extent, it may have diminished my sense of engagement; it may have detracted from it, simply because of being burned out. I felt that Zoom burnout was a real issue; it felt like, oh,*

> *another call, another Zoom call that could have been an email or a phone call. I believe many people really depend on Zoom for instant gratification to connect with someone right away. Instead, they should consider other options like a phone call* ***(Rose, Independent planner).***

Additionally, interviewees mentioned that they become highly engaged with digital applications, like tracking apps (such as Fitbit), when they share digital challenge points with their colleagues on various platforms. This connection fosters a sense of belonging. Cynthia, an independent planner, revealed that:

> *We share and discuss our challenge points with one another. It keeps us engaged throughout the week. Throughout the day, in fact, it's kind of relaxing to know you're making progress (****Cynthia, Independent planner****).*

Engagement was also directly experienced with digital applications. Notifications and reminders from these applications acted as a daily conscious tool. Informants suggested that tracking their daily steps and achievements related to steps, sleep, and water intake helps them feel relaxed and happy to see their progress. For example, Lisa explained that:

> *Different techniques, such as the Pomodoro Technique app, remind you it's time to start the Sprint. You'll work for about 30 minutes, followed by a five-minute break. So, it's a 5–10-minute work period followed by a break. These applications are designed to help me track my activities, making me more conscious of how I use technology. And that covers the basics: running apps, breathing exercises, sleeping aids, and all those kinds of applications.* ***(Lisa, Independent planner).***

Timer features integrated into digital applications, like meditation apps, assisted respondents in relaxing and engaging directly. This can be achieved by listening to natural sounds such as the beach or rain, which helps them re-focus. Grace from Maryland remarked that:

> *One of the things I use is Insider Timer to create some green noise or play meditation sounds. I also have a machine that produces sounds like raindrops or the beach, which helps create a soothing atmosphere. Now, they have different names for these sounds—do you want white noise, green noise, pink noise, or brown noise? Each of them is supposed to help with sleep in different ways. I find that using technology helps me establish my sleep routine and allows me to rest as well as I can.* ***(Grace, Association planner).***

While there is extensive knowledge about engagement in human-to-human interaction (Chen et al., 2021; Hao, 2020; Rather, 2020; So et al., 2020), this study found that engagement

extends beyond human-to-human interaction and includes human-to-digital interactions (interactions with people through digital wellness applications and directly with digital applications). As a result, digital applications are commonly used to enhance engagement.

5.3.5.3 Relationships

Relationships with people were the second most frequently mentioned dimension of psychological wellbeing. About three-quarters of respondents indicated that digital applications and interfaces play a significant role in fostering strong and positive relationships. In this study's context, a relationship refers to the experience of individual bonding, community building, teamwork, social interactions, positive rapport, increased communication, social gatherings, easy connectivity with stakeholders, and the establishment of trust. This aligns with prior studies suggesting that individuals with high-quality relationships feel loved and satisfied and receive support from others (Butler & Kern, 2016).

Despite the positive aspects highlighted in this study, opposing views, such as concerns over privacy, were noted as negative impacts of relationship building. Individual traits, including age and personality, were also found to influence the development of relationships in a digital environment. Digital applications, such as video conferencing tools, were often identified as facilitating relationship-building and virtual communities through informed individual and social gatherings. Meeting planners cultivate quality relationships through virtual social events like virtual Happy Hours, virtual conferences, virtual dates, and virtual get-togethers. These digital tools have improved accessibility among stakeholders, fostering strong connections regardless of location, as the following statements illustrate.

> *I have five different groups of people I've worked with over the span of 15 years. We had check-ins ranging from one month to six weeks that lasted 30 minutes. We would keep our team line open all day long. My camera would often be off, or theirs would be off. But if I had a question, I would just send a message in the chat saying, "Hey, can we talk?" Then we would turn our cameras on and discuss whatever needed to be addressed, getting the work done. I developed this approach because it helps maintain the sense of community and bond we've created over the years.* ***(Nancy, Independent planner).***

> *We have several channels dedicated to team bonding and, quote unquote, watercooler conversation. This is beneficial because it fosters a work culture that can sometimes be lacking. Additionally, within Slack, we can communicate individually and among our teams, and we*

> *can create our distinct channels. I think it has allowed me to connect globally with many people, including Ellen (not her real name), who introduced us; I know her through MPI. This illustrates how technology has enabled us to communicate with people worldwide, which is truly powerful* ***(Mavis, Association planner).***

> *I think staying connected is important. Honestly, I've built some really great relationships. I've met people I wouldn't have otherwise, but even with those I already know, I enjoy engaging with them. I've had Zoom dates, you know. I've made some connections with therapists I work with. There's one in Canada; she and I hit it off, and we have a lot in common. So, we have Zoom get-togethers where we help each other with our businesses. Technology is a vehicle for creating connections, and again, it opens up your world to the people you can work with.* ***(Eve, Independent planner).***

While digital applications have promoted quality relationships among stakeholders, digital interfaces like emails have also established client and vendor bases for most meeting planners. Doris stated that:

> *I've actually found quite a few clients through technology that I don't think I would have had the opportunity to find early, and emails have helped to stay connected for years now. So, it's allowed me to support myself through actually having customers and clients. So that's been a big, a big piece* ***(Doris, Independent planner).***

Although digital enablers enhance accessibility, some interviewees indicated that they can also result in a lack of privacy. They expressed concerns that colleagues or friends often assume they are mostly available, leading to more frequent intrusions into their personal space, which causes them stress. Grace stated that:

> *To some extent, it has helped build relationships, especially since we don't go to the office much. It allows us to see what people look like in person, which helps us communicate better. However, one disadvantage of technology is that people expect you to be available all the time. Now, with remote work being easier across time zones, they can call at any hour without regard for the time difference.* ***(Grace, Association planner).***

Personal factors like age and personality traits can hinder the effectiveness of these digital tools in fostering strong friendships in physical spaces. For instance, an extroverted interviewee mentioned that she prefers meeting people in person rather than online.

> *I like people and enjoy being around them. I'm not an introvert. Introverts don't dislike people; they simply prefer not to make many*

> *friendships. For me, being social can feel like an obstacle to overcome. I believe it relates to one's personality. Maintaining relationships online isn't always easy.* ***(Erica, Independent planner).***

Another meeting planner supported this assertion, suggesting that since she is older, she prefers the traditional method of meeting people in person.

> *When I get up, walk around, and engage in conversation with others, I feel physically healthier. It also helps me maintain personal relationships. Talking to people face-to-face makes me happier than typing on a screen all day.* ***(Issa, Association planner, 50 years and older).***

5.3.5.4 Meaning

Meaning was one of the least mentioned dimensions of digital wellbeing. A quarter of meeting planners associated digital enablers with meaning, primarily described as self-discovery through their achievements and relationships. This is not surprising, as previous studies suggest that for individuals to find meaning in life, they must engage in purposeful activities and pursuits that hold value (Butler & Kern, 2016). Ortiz and Jaimes-Osma (2012) suggested that people derive meaning from destiny, suffering, love, careers, or work. Therefore, in this study, while interviewees derive other experiences such as positive emotions or engagement from digital enablers, the quest for meaning for most meeting planners involves a journey of self-discovery, achieved through career success, accomplishments, and relationships.

Informants indicated that using digital applications has played a significant role in their career success, attributed to self-awareness, long-term relationships, and achieving lasting success. The following statements suggest that experiences derived from digitalization are not only hedonic but also involve the pursuit of something valuable and purposeful in their lives and careers. Grace mentioned that she discovered herself through digital enablers. Watching self-care videos aided her journey of self-discovery and provided her life with meaning.

> *I think it helps me take better care of myself. Since I'm trying to be more intentional about self-care, these apps have assisted me with videos. These videos have supported me on my self-care journey and helped me discover who I am; it has truly been eye-opening. Because of this, I've been able to dedicate myself to taking care of both my wellbeing and my career while finding peace.* ***(Grace, Association planner).***

While others discovered themselves through self-care videos, some interviewees indicated that digital enablers (devices and applications) have helped them discover meaning by fostering strong connections with others and achieving career successes. Rose and Pat stated that:

> *I believe that using different devices and applications has certainly been beneficial. The ability to do everything has contributed to expanding the freedom and capability to create meaningful relationships that are very important to me.* ***(Rose, Independent planner).***

> *Several platforms have been instrumental in my career success, including event apps like LinkedIn and Facebook. I know these have helped people like me. I adopted these early in my career, and now they serve as significant tools that foster strong communities for me to network, recruit, share, and build strong bonds with people* ***(Pat, Government planner).***

Lisa's self-discovery journey highlights the significance of achieving long-term success, stemming from her early accomplishment in creating a digital registry for her organization. For her, this marked the start of uncovering a higher purpose in her career. She stated,

> *I introduced and helped lead the effort to purchase an online community back then for a long, long time. it took them a long time to use it and put it in place, but I was able to lead that particular effort. I actually helped them create and build the registration system. Because of our reunion, I did more like a trade show. So now we have full-on-blown registration counters, digital registration, where they could come in, and it interesting they're still using the same practices, they're still using registration, all the counters, so everything that I did is still in place and in use. I feel proud whenever I look back at it, and I look at it now. This initiative played a critical role in who I am now* ***(Lisa, Independent planner)***.

5.3.5.5 Achievement

Achievement in the study context refers to informants' abilities to obtain certifications, expand their businesses, and make a significant impact on the business events industry. About half of the interviewees indicated that digital enablers helped them achieve professional certifications and publications, enhance their businesses, and contribute to a broader impact on the business events industry. Interviewees noted that using digital applications, such as video conferencing tools, has enabled them to earn certificates virtually, regardless of their location. This has been extremely helpful in realizing their dreams or visions. Independent meeting planners revealed that:

> *It has definitely been extremely helpful; for example, I've taken several courses online. This flexibility is really beneficial for my schedule as I work to acquire my certifications. I travel a lot for work, so not having to be in a physical location to take a course can be quite challenging. However, the virtual aspect has made it very easy to attend classes from anywhere.* ***(Rose, Independent planner).***

> *It gave me courage; I got certified last year as a wellness, yoga, and social-emotional Learning Facilitator, which is beneficial as a planner. I'm currently working on a coaching certification. Everything is done through technology, but it's also about finding my voice.* ***(Eve, Independent planner).***

Abigail also suggested that through social media, she could collaborate with people worldwide, which resulted in the publication of important wellness articles related to the event business industry.

> *I wrote a paper in 2010, where we utilized Twitter as a platform for anyone, anywhere, to express a strong voice regarding their mental health. Additionally, there are many individuals in the industry who leverage that voice to either build or showcase a career that may not accurately reflect their true experiences. As a result, we collaborated to produce an article that has since made a significant impact in our industry.* ***(Abigail, Association planner).***

Other meeting planners also emphasized the importance of leveraging digital tools, which have enabled some planners to expand and develop their businesses. Irene, an independent planner, remarked that:

> *It has created new jobs and allowed me to work with different teams. It has helped me advance my career at PCMA and has enabled me to elevate my position. I've used technology for ROI reports for digital*

> *events, all relying on databases. I can confidently say that without technology, I wouldn't have my own consulting firm. Therefore, it has been instrumental in my professional growth.* ***(Irene, Independent planner).***

Doris from New Jersey mentioned that utilizing digital enablers has enabled her to work alongside vendors and planners globally to host over 1,000 virtual conferences.

> *When I started my business through Facebook, communicating with planners and vendors in different areas really allowed me to connect with other individuals I might not have known. This has aided me in conducting fully virtual conferences with custom platforms and hosting several thousand virtual attendees* ***(Doris, Independent planner).***

Although most planners emphasize achieving personal fulfillment in a virtual environment, one informant noted that the use of digital enablers has aided her in contributing to sustainable event practices, which are most advantageous to the industry and the world at large.

> *The advent of technology made me realize I could help save the environment, which I consider a significant accomplishment. For instance, convincing my organization to go completely paperless was a substantial achievement for me. They used to have these 400-page abstract books containing all the information, and if you have a meeting with 2,500 people and distribute 2,000 books, with only 500 actually being taken, that's 1,500 books that end up in the trash. That's not only a waste of resources, budget-wise, but it's also detrimental to the environment, impacting the city on a larger scale. Thus, convincing them to adopt a paperless approach was my small way of contributing to environmental conservation while promoting efficiency and awareness.* ***(Erica, Association planner).***

In the next section, digital initiatives and their effects on the relationship between digital and career wellbeing of meeting planners are discussed as potential moderators of the proposed conceptual model.

5.3.6 RQ4: What can moderate their effects on the relationship between digital and career wellbeing of meeting planners?

5.3.6.1 Digital Initiatives

While the type of digital enabler plays a critical role in determining the digital wellbeing of meeting planners, qualitative data revealed that digital initiatives, both personal and organizational, can moderate the relationship between digital wellbeing and career wellbeing. Interviewees noted that digital enablers provide diverse services that help improve psychological wellbeing. Respondents utilize these digital enablers to create various wellbeing initiatives. Although numerous digital initiatives were highlighted, some respondents stated that they also adopted non-digital wellbeing initiatives to minimize the negative impacts of enablers. These initiatives were identified as promoting the psychological wellbeing of meeting planners. Table 5.6 summarizes organizational digital initiatives, while Table 5.8 highlights personal digital initiatives. Additionally, Table 5.7 provides a summary of the categories, sub-categories, and representative comments on digital initiatives.

Respondents chose to utilize either digital or non-digital wellbeing initiatives based on their personal beliefs and values (such as making time for meditation and self-reflection), lifestyle choices (like reducing technology use), health needs (including relaxation and sleep), and social needs (such as connecting with colleagues, friends, and family).

For instance, Rose believes meditation is essential for maintaining tranquility and serenity. Thus, she uses digital applications like the Meditation Calm app on her smartwatch to stay focused and calm daily.

> *I believe that daily meditation is beneficial for one's wellbeing. Therefore, I use the Calm app on my Apple Watch for meditation. It helps me stay focused and calm after a long day at work.* ***(Rose, Independent planner).***

While some meeting planners consider using digital tools like meditation apps to remain calm and focused, others prefer to spend more time with less technology. Mavis mentioned that she employed the responsible time-out approach to maintain her mental strength. She stated that:

> *There will be days when I need a mental health break and prefer to be outside rather than staring at a screen. That's the idea behind my RTO strategy. So, on those days, I go offline after handling my responsibilities and taking a break for myself.* ***(Mavis, Association planner).***

Informants further asserted that digital enablers, like digital applications, enhanced their health. Issa suggested that meditation apps can foster a healthy nervous system by promoting calmness in the brain.

> *It helps calm my nervous system and gives my brain clarity. It allows me to be calmer while also enhancing my efficiency and productivity in both my professional and personal life. Additionally, it helps me to organize my body and mind, enabling me to be a productive and healthy person.* ***(Issa, Association planner).***

Connecting with close friends, colleagues, and family worldwide through digital platforms has been shown to strengthen relationships and overcome distance barriers. Linda mentioned that social media apps help her stay in touch with everyone in her life. She pointed out that:

> *Using social media apps helps me stay connected, no matter where I am. They have allowed me to work longer with the people I collaborate with. I'm also able to communicate with my friends and family who are far away.* ***(Linda, Corporate planner).***

Furthermore, it was discovered that personal and organizational wellbeing initiatives have some commonalities, such as digital wellbeing challenges, virtual wellness activities, and integrated digital applications for work scheduling. The informants' intent to utilize these wellbeing initiatives aimed to eliminate or diminish the negative impacts of digital enablers while also enhancing their wellbeing.

5.3.6.2 Organizational Initiatives

Organizational wellbeing initiatives are implemented by companies or employers. The study identified two types of initiatives: 1) organizational digital initiatives and 2) non-digital initiatives. About half of the interviewees indicated that their organization offered some wellbeing initiatives, while the other half reported that their organization had none in place. Three reasons could explain these differences. 1. Organizations tended to focus more on work rather than on employees' wellbeing. 2. The majority of informants were independent meeting planners who are not affiliated with any organization and, therefore, are more likely to prioritize their personal wellbeing. 3. Some organizations are unaware of how digitalization affects employees' wellbeing, which leads to a lack of understanding of digital wellbeing from the employee perspective.

Digital initiatives

Digital wellbeing initiatives involved virtual organizational team-building activities, virtual walk challenges, individual choice applications, virtual wellness activities, and usage of an integrated application for work.

Table 5. 6. Organizational initiatives and wellbeing dimensions

	Digital initiatives	**Wellbeing dimensions**
1	Virtual organizational team-building activities.	Relationship building
2	Virtual walk challenges	Engagement, relationship building
3	Individual choice/personalized applications	Engagement
4	Virtual wellness activities	Positive emotions
5	Integrated application for work	Engagement
	Non-digital wellbeing initiatives	**Wellbeing dimensions**
1	Social gatherings	Relationship building.
2	Responsible Time Out (RTO)	Positive emotions, engagement.

Virtual team-building initiatives were primarily organized through digital applications like Zoom and Slack for activities such as virtual coffee breaks, digital happy hours, and online parties. These events foster strong bonds and relationships in the workplace. Rose stated that:

> *We usually have monthly happy hours where they invite everyone. It's virtual, of course, but they might send snacks in the mail to participants. Then, everyone hops on Zoom for about 30 minutes to chat, or they might include some kind of entertainment on the call for a little while. They try to hold some sort of happy hour monthly.* ***(Rose, Independent planner).***

Interviewees also emphasized that their organizations organized virtual walking challenges using digital wellness applications (e.g., Fitbit, Samsung/Apple Watch, etc.). These activities were set up as a competition to keep people engaged and foster relationships,

regardless of their position. This initiative was created in response to the increase in remote work. Rose went on to say:

> *Then, we would also participate in challenges. They organized a digital walk challenge where we tracked our steps using our smartphones, watches, or other devices. We'd submit our totals, creating a company-wide competition for that month. They definitely introduced various activities to keep things fresh, especially while working remotely and trying to keep everyone connected (**Rose, Independent planner**).*

Personalized digital applications were also identified as choices made by employees based on their individual needs. Various organizations then finance these applications. Nancy explained that:

> *We would get reimbursed for the cost of the Calm application, and we would receive a stipend every year that was automatically deposited. So, whether it was $100 or $125, you needed to submit the receipt, and you could use anything you wanted. Zen master over here, whenever you liked, you could choose it and had this stipend to spend. For example, if mine were $100, I would just need to provide the receipt showing that purchasing Calm for a year cost me $100. Here you go.* ***(Nancy, Independent planner).***

Virtual wellness activities like yoga, coaching, and meditation sessions are organized through digital applications. For instance, Eve mentioned:

> *We hold wellness sessions, conduct coaching sessions, and engage in various wellness activities, including yoga, meditation, bodywork, and similar practices.* ***(Eve, Independent planner).***

While digital wellbeing initiatives are primarily associated with organizations that prioritize individual health, others interpret wellbeing as streamlining daily activities for efficiency. As a result, some organizations offer an all-in-one digital application that coordinates daily tasks and facilitates information sharing among employees. Doris revealed that,

> *Asana was something we could utilize. The department I was in heavily relied on the C-event and shared file networks, which made accessing information much easier. There was definitely an effort from my team to organize files. This way, if someone was out sick, another person could typically find what they needed without having to wait for the return of the absent individual.* ***(Doris, Independent planner).***

Non-digital Initiatives

The majority of organizations provided digital wellbeing initiatives. However, about 25% of organizations prefer to use non-digital wellbeing initiatives for physical bonding, believing that excessive technology use leads to stress and exhaustion. As a result, activities like social gatherings and Responsible Time Out (RTO) are utilized to promote relationship-building, positive emotions, and engagement.

Organizations arranged social gatherings, such as monthly lunches or dinners and dance classes. Pat expressed that:

> *My company is certainly a proponent of ensuring that staff socializes and gets to know each other outside of just virtual meetings. Because we have remote employees, I would say that once a quarter, we all gather and invite the remote employees to come into the office. We're already discussing our holiday party at the end of the year, so that happens quite a bit. Those in the local area come into the office on Tuesday, Wednesday, and Thursday, and there's lunch every Thursday.* ***(Pat, Association planner).***

Responsible Time Out (RTO) was initiated to ensure that employees do not respond to work emails on weekends or in the evenings, allowing them to take breaks from digital tools. Additionally, random breaks are provided during the workday to help employees revitalize before returning to their tasks. These measures aim to mitigate the adverse effects of stress and exhaustion from computer usage.

> *Once an hour, there's an initiative involving a checklist, and we have timers set up so that every hour, they need to get up, go out, and do some type of walkthrough. For those of us going into the office three or four days a week, we certainly get a lot of that interaction. However, sometimes a 10-minute walk can end up taking 30 minutes because you get pulled away. I believe that engagement is something many people are missing* ***(Cynthia, Independent Planner).***

> *I'm trying not to send any emails or notes at times, especially in the evenings or on weekends. If someone reaches out to me, I'll respond later, particularly after I'm back from my time out* ***(Peter, Corporate Planner).***

> *Our company has instituted something called RTO, which stands for Responsible Time Off. This essentially provides unlimited paid time off. The idea behind this is that you are all responsible adults, and we trust you to advocate for yourselves when you need time away without*

having to bank those days or work when you're not feeling your best ***(Mavis, Association Planner).***

Table 5. 7. Samples of Interviewees' Comments on Digital Initiatives

Categories	Sub-Categories	Sub-Theme	Count	Representative Comments
Digital Initiatives	Organizational Digital Initiatives	Virtual organizational team-building	9	"We usually have monthly happy hours where they invite everyone. It would be virtual, of course, but they might send snacks in the mail to everyone. Then everyone joins the Zoom call for 30 minutes to chat, or they'll bring in some entertainment for a little while just to keep things lively. They try to do this monthly, some happy hour." **(Rose, Independent planner)**
		Personalized digital applications	1	"We would get reimbursement for the Calm app, and every year we received a stipend that was automatically deposited. If it was $100 or $125, you would need to submit the receipt. You could choose anything you wanted. As the Zen master over here, you could select it whenever you liked, using the stipend. For instance, if mine was $100, I would need to provide the receipt showing that I purchased Calm for a year at a cost of $100. Here you go." **(Nancy, Independent planner)**
		Virtual walk challenges	4	"Then we would also do challenges, right? They organized a digital walk challenge. We tracked our steps with our smartphones or watches, and you would submit that. It would be a company-wide competition for that month. They definitely tried different things to keep it fresh, especially while working remotely and aiming to keep people connected." (**Rose, Independent planner)**
	Organizational non-digital initiatives	In-person social gatherings	2	"My company is certainly a proponent of ensuring that staff socializes and, you know, gets to know each other outside of just virtual meetings. And because we do have remote employees, I would say, probably, once a quarter, we probably all get together and invite all the remote employees to come into the office, like we're already talking about our holiday party at the end of the year." **(Pat, Association planner)**

Table 5.7 Samples of Interviewees' Comments on Digital Initiatives (Continued).				
Categories	**Sub-Categories**	**Sub-Theme**	**Count**	**Representative Comments**
	Personal Digital Initiatives	Digital music application	21	"Music is a happy place for me. I use apps such as YouTube and Spotify to play all kinds of music, from piano to upbeat tracks. Music, for me, focuses on joy and brings little moments of happiness throughout the day. I also use sleep music from those apps. It's not a dedicated sleep app, but even my son sometimes asks, 'Mommy, can you put on sleep music?'" **(Linda, corporate meeting planner)**
		Digital wellbeing devices	14	"Those trackers help me monitor my sleep, steps, nutrition, and overall health, which I find very useful. Fitness on demand offers great resources like yoga, meditation, or other mindfulness workshops, including YouTube videos and gym exercises." **(Irene, Independent planner)**
		Social media applications	4	"I use social media platforms like Facebook, LinkedIn, and Instagram. I also visit YouTube to connect with friends and family." **(Eve, Independent planner)**
	Personal non-digital initiatives	In-printing reading materials	2	"I ensure I receive my meeting magazines in print rather than online. This allows me to read on paper instead of staring at a screen. I find that reading something in print is far more relaxing than reading on a screen. Therefore, for me, reading those industry magazines is a leisure activity." **(Issa, Association planner)**
		Having outdoor lunch	1	"I make sure I don't keep food at my desk, so I have to get up and go somewhere else to eat with colleagues or friends. That way, I avoid skipping lunch, which at least forces me to get up and get food with others. I do love this." **(Issa, Association planner)**

5.3.6.3 Personal initiatives

Digital initiatives

Almost all informants (97%) utilized digital wellbeing applications (e.g., meditation apps, Zoom, digital music apps, etc.) and digital wellbeing devices (e.g., smartwatches like the Apple Watch, Samsung Watch, Peloton) to promote their digital wellbeing. However, 94% of meeting planners frequently mentioned digital wellbeing applications. Meditation apps (Ritual, Calm) were used to revitalize individuals and foster positive emotions. Tracking apps that monitor people's water intake, steps, and sleep are employed to enhance happiness and relaxation. Informants revealed that:

> *My Apple Watch tracks my steps, and on my phone, I have the Calm app, which is excellent for meditation and helps me relax. When I need a few minutes to disconnect or refocus, I use the app to get back into the swing of things.* ***(Rose, Independent planner).***

> *I love meditating with Chani, my astrologer. I enjoy the meditations she offers. I appreciate the daily horoscope as it serves as both a devotional and an intention for the day. Additionally, I like Insight Timer. I really value having access to a wide variety of spiritual teachers, meditation experts, and spiritual gurus.* ***(Eve, Independent planner).***

Nancy also reported that;

> *One of the things I invested in for myself was Spotify. I switched to the commercial-free version, and as a result, I can access and unlock many meditation resources and similar content. Every morning, I spend between five and ten minutes on a new guided meditation. I listen to it and do breathing exercises before I even get out of bed* ***(Nancy, Independent planner).***

About three-quarters of interviewees used some form of digital music application, with platforms like YouTube and Spotify enhancing their positive energy and helping them to regain focus and engage at work or home. Linda, a corporate meeting planner, stated that:

> *Music is a happy place for me, so I use apps such as YouTube and Spotify. I enjoy all kinds of music, from piano to upbeat tracks. For me, music is about focusing on joy and bringing little moments of happiness throughout the day. I use sleep music on these apps. It's not specifically a sleep app, but even my son will sometimes say, "Mommy, can you put on some sleep music?* ***(Linda, corporate meeting planner).***

Interviewees used social media applications such as Facebook, Twitter, and Instagram for relationship building (Estanyol, 2022), regardless of location. Meeting planners make an effort to connect with family and friends who are not nearby, aligning with previous studies that indicate most people connect, engage, and build relationships through social media platforms (He et al., 2022; Hudson et al., 2015; Tripathi & Verma, 2018). Informants expressed,

> *My friends and family often say, we haven't heard from you in two and a half weeks. It's very helpful that they reach out. They may FaceTime me or contact me on Facebook, Twitter, and other platforms to check in and ensure I'm still alive. That keeps us bonded* ***(Sandra, Association Planner).***

> *I use social media like Facebook, LinkedIn, and Instagram. I also go on YouTube to connect with friends and family* ***(Eve, Independent Planner).***

Besides digital applications, most informants mentioned devices such as tracking apps (Apple and Samsung watches), suggesting that these devices help link digital wellbeing applications to enhance their wellbeing, as demonstrated by the following statements.

> *I have Apple Fitness on my Apple Watch, which tracks my workouts, water intake, and sleep. However, tracking steps is particularly important to me, so that's been a major focus. By checking my apps, I can easily see if I'm doing well or not. I believe those are the most important metrics for me (****James, Corporate planner)****.*

> *I think I use many trackers to monitor my sleep, nutrition, and health. Fitness on demand, such as yoga, meditation, or other mindfulness workshops, YouTube videos, or exercise programs when I'm at the gym, is a phenomenal resource.* ***(Irene, Independent planner).***

The use of a Peloton bike was also noted as a way to promote positive emotions (Feels good).

> *I'm a big Peloton user. I love that I can take it with me, and all the music and songs help me relax. I always feel good after using it, and it has a positive impact on my mood* ***(Mavis, Association planner).***

About 25% of interviewees also relied on virtual wellbeing quotes of the day for their digital wellbeing; however, this initiative was the least mentioned. For instance, Pat said:

> *I enjoy reading my daily motivational quotes. They set the right mood for the day. It is something I truly cherish.* ***(Pat, Government planner).***

Non-digital Initiatives

Although more than 95% enjoyed using digital wellbeing initiatives, about three interviewees noted that they also relied on wellbeing initiatives that involved less or no digital technology, as shown by the following statements.

> *I ensure I receive my meeting magazines in print rather than online. This allows me to read the material on paper instead of looking at a screen. Reading something in print is much more relaxing than reading on a screen, so reading those industry magazines is recreational for me.* ***(Issa, Association planner).***

Issa also said,

> *I make sure not to keep food at my desk so I have to get up and go somewhere else to eat with colleagues or friends. I would skip lunch, but at least this forces me to get up and share a meal with others. I really love this.* ***(Issa, Association planner)***.

Table 5. 8 Personal initiatives and wellbeing dimensions

S/N	**Digital wellbeing initiatives**	**Wellbeing dimensions**
1	Digital Applications	Positive emotions.
2	Digital music Applications	Engagement.
3	Social media applications	Relationship building.
4	Digital Devices	Engagement.
5	Virtual wellbeing quotes	Meaning.
S/N	**Non-digital wellbeing initiatives**	**Wellbeing dimensions**
1	Social gatherings	Relationship building.
2	Print media	Engagement.

Consequently, it is acknowledged that the selection of digital initiatives by meeting planners, whether personal or organizational, can be influenced by digital enablers, and this choice may affect their psychological wellbeing and potentially their career wellbeing. Considering this is the first study to empirically explore digital wellbeing from a psychological

perspective, the subsequent measurement items (Table 5.9) were developed to create the DWB scale and the digital initiative scale.

Table 5. 9. Measurement Items for the Digital Wellbeing and Digital Initiatives.

DIGITAL DEVICES **The use of digital devices helps to…**	**DIGITAL INTERFACES** **Digital Interfaces such as…**	**ENGAGEMENT**
plan meetings (F2F, virtual & Hybrid).	emails help me to save reminders, calendar dates, and share important documents.	I become absorbed in social media.
streamline activities.	QR codes help in registration, hotel door access, and website access.	I feel happy when I connect and interact with people (friends, family, and work colleagues) on social media.
coordinate activities effectively.	QR codes promote a paperless environment.	I feel excited to connect and interact with work colleagues on video conferencing applications (e.g., Zoom).
promote a green environment.	**DIGITAL INITIATIVES**	I feel relaxed when I utilize wellness apps to join digital challenges with colleagues.
trace my wellbeing.	**Digital** devices I use are my personal ones rather than my organization's.	I feel absorbed in wellness applications (e.g., meditation apps).
DIGITAL APPLICATIONS **I use…**	**Digital** applications I use are my personal ones rather than my organization's.	My tracking applications keep me focused.
event-related applications (e.g., registration apps, video conference apps, social media, and meditation apps) to provide basic services in event organizations.	**Digital** interfaces I use are my personal ones rather than my organization's.	**RELATIONSHIPS**
social media applications (e.g., Facebook, LinkedIn, Instagram, etc.) to build connections and relationships with stakeholders in the business event industry (e.g., customers, employers, colleagues, etc.).	**POSITIVE EMOTIONS** **I feel…**	I use video conferencing applications to stay in touch with people across the globe.
digital applications to organize digital social gatherings (e.g., virtual coffee breaks, happy hours, meditation, and virtual happy hours) that help build relationships.	happy when I use video conferencing applications (e.g., Zoom, etc.) to communicate and connect with stakeholders (colleagues, vendors, clients).	I have built strong relationships with people through virtual connections.

all-integrated event management applications for greater ease and coordination of my daily work.	good when I use digital devices (Samsung/Apple watch) to track my daily activities (water, steps, food, and sleep).	I have built relationships through virtual gatherings (virtual conferences, happy hours, etc.).
digital wellbeing applications (meditation apps, music apps, etc.) to promote my wellbeing.	joyful when I use digital applications such as music apps or fitness apps to boost my energy.	I stay connected with my clients through emails.
I use video conferencing applications…	positive when I listen to meditation applications for calmness.	I stay connected with my vendors through emails.
to communicate with stakeholders (e.g., colleagues, employers, vendors, clients, etc.).	a sense of contentment when I watch empowering videos (e.g., self-care routines, etc.) on social media.	I am fulfilled with the personal relationships I have built through digital applications.
ACHIEVEMENT **Through the use of digital technologies…**	**MEANING**	
I have acquired certificates.	Being able to build positive relationships through digital technologies is valuable to me.	
I can collaborate with stakeholders (vendors and planners) to achieve successful events.	Being able to grow my career using digital technologies is worthwhile.	
I help save the environment by going paperless.	Using digital technologies to balance my work and life is meaningful.	
I have been able to grow my company's business.	My digital certificates give me a sense of direction in my career.	
I have been able to grow my career.		

5.4 Chapter Summary

Chapter 5 provides a detailed summary of the findings of Study 1, which sought to answer "What constitutes digital wellbeing?", "How does digitalization impact meeting planners' careers?" and "What can moderate their effects on the relationships between digital and career wellbeing of meeting planners?" According to the in-depth interviews, meeting planners have been utilizing digital enablers for a while, significantly impacting their wellbeing, particularly their careers. The study identified digital devices, applications, and interfaces as digital enablers, along with psychological wellbeing, such as positive emotions, engagement, relationships, achievement, and meaning. Furthermore, because meeting planners' lifestyles are in sync with their careers, they were able to identify digital initiatives set by organizations and their digital activities. Furthermore, topics such as remote workstyle and health benefits were also highlighted as potential factors that can influence meeting planners' digital wellbeing or careers.

Chapter 6 reports on the process of building on the qualitative study to empirically test the proposed relationships between digital wellbeing and career wellbeing factors. As a result, the next chapter presents the quantitative study (second study), which employed descriptive statistics, EFA, CFA, and SEM to test the proposed conceptual model in both the pilot study and the main study.

CHAPTER 6

STUDY 2 – QUANTITATIVE STUDY

6.1 Chapter Introduction

Chapter 5 of this thesis examined research methods utilized in Study 1, which involved qualitative research, and presented findings from the in-depth interviews. Interview results facilitated the development of the DWB scale, designed to investigate the relationships between digital enablers and psychological wellbeing. Additionally, it addresses the moderating role of digital initiatives' effects on digital and career wellbeing.

Chapter 6 discusses the research methodology used in Study 2 (quantitative study) and provides thorough information on the scale development processes that comprised a scale amendments process (pre-test), a pilot study (descriptive and exploratory factor analysis), and a main study (descriptive, EFA, CFA, and SEM analysis). The various analyses strive to validate and corroborate the relationships and hypotheses proposed in the conceptual model. The chapter concludes with a report of quantitative findings.

6.2 Methodology

The quantitative research used in this study followed Churchill's scale development approach, going through stages of Churchill's 1979 positivist approach to research. Specifically, the study involved four major stages of scale development: 1) generation of items. 2) items amendments by experts. 3) pilot study, and 4) main study. The amendments of items and pilot study were conducted to a) examine the instrument to identify potential problems regarding clarity and comprehension of items and vocabulary. b) evaluate the response pattern and the instructions provided on the questionnaire. c) evaluate the data collection technique and possible issues arising from data collection procedures. d) assess the measuring instrument by using EFA, and e) purify and validate the survey instrument.

Then, the main study was conducted to 1) develop a reliable scale for measuring digital wellbeing, 2) determine the effects of digital enablers on the psychological wellbeing of meeting planners, 3) explore the influence of digital wellbeing on the career wellbeing of meeting planners, and 4) examine the effects of digital initiatives on the relationships between digital and career wellbeing of meeting planners. Next, general research considerations, sampling, procedures, instruments, and data analysis are discussed.

6.2.1 General Consideration

According to Rahman et al. (2022), selecting a sample for research could be challenging but is also an important process in quantitative data collection. There are three important steps in sampling, namely, selecting 1) the target population (all groups involved), 2) the sampling frame (specific group), and 3) the sampling technique. Sampling for the target population is vital in deriving robust data, especially in selecting samples that are significant to the research objectives (Delice, 2010). Consequently, careful consideration was utilized in selecting the appropriate sampling method and identifying representatives with the desired characteristics.

Given that this study focused on the implications of digitalization in the business events industry, it was deemed appropriate to utilize meeting planners as they are engaged in the organization of events (Kim & Park, 2009); they are responsible for the selection of meeting sites/facilities, as well as planning and organizing various events and services (Lee et al., 2012) and serve as liaison between business travelers and the travel distribution system to organize successful meetings (Kim & Park, 2009). They are also likely to utilize digital enablers in the business events industry. Specifically, this study aims to examine the impact of digitalization on the career wellbeing of meeting planners. Thus, this study sampled the four major types of meeting planners - corporate, independent, association, and government meeting planners. The

aim of a diversified sample is to achieve generalization across the meeting planner populace within the business event industry.

Online data collection was considered appropriate for the following reasons. 1) The researcher can gather data from an international audience as the target population is in the USA and the interviewer is in Hong Kong. This helps to overcome geographical barriers while expanding the scope of the study across the USA. 2) An online company provides specialized services such as computer-based data collection and mobile data collection services to meet the demands of a wide audience irrespective of their location. (Loomis & Paterson, 2018). 3) Meet a tight timeline for the thesis. 4) Improve the quality and precision of the data. Professional data companies implement rigorous quality control measures such as validation checks and screening processes that aid in promoting the validity and reliability of the data. Despite the advantages of online data collection, researchers have raised critical issues such as data quality and efficiency related to the response rate of online data collection. Thus, to mitigate these issues, the following steps were implemented.

a) A careful professional data collection company was selected using a rigorous tendering process from a group of data collection companies, which resulted in the selection of a more qualified and affordable data company in Hong Kong, a global data-driven company with over 7 million professional panels and consumers stretching to 6000 market research companies with over 40 years of expertise in data collection, they are dedicated to ensuring the utmost quality of data.

b) Various quality control checks were implemented in the data collection process to mitigate errors and ensure quality data. Screening questions (e.g., age, gender, and years of work experience) were used to identify the appropriate sample for the study. The actual length of the response and pattern of response were also considered to help screen out respondents.

A purposive sampling method was utilized to identify potential respondents. It was suitable for this study because it only targeted meeting planners within the business event industry, which can be generalized to a similar context or sample with similar characteristics. This is similar to previous studies that suggest that homogeneous sampling focuses more on choosing samples based on their similar characteristics to achieve the aim of the research (Rai & Thapa, 2015).

6.2.2 Sample Frame

Developing a thorough sampling frame and targeting specific samples required several comprehensive methods and practical considerations. Choosing the appropriate survey method was a crucial consideration, considering the advantages and biases such as geographical restrictions, participants' response rate in answering questions, or anonymity concerns related to face-to-face data collection. While it is achievable to collect data in a face-to-face medium, the difficulty of conducting survey data collection in diverse and remote locations in the USA while maintaining anonymity in providing honest responses can be costly, time intensive, limited sample diversity, and data biases (Fowler, 2014; Johnny & Mendez, 2022). To address these challenges, an online data collection was employed.

The selection of the sample frame was facilitated through collaboration with a professional online market research company. The company was chosen based on cost considerations, reputation, accessibility of information regarding the target population, required timeframe for data collection, efficient quality control measures, and professionalism. These strategies proved beneficial as they expedited an effective and efficient approach to target participants, given the geographical limitations faced by the researcher.

A comprehensive briefing meeting was conducted between the researcher and the company representative research team allocated to this data collection. During these briefing sessions, study objectives, screening questions concerning the criteria for selecting the respondents, time frames for test runs of data collection, pilot data collection, main data collection, and all other inquiries were addressed. This process ensured that the research team and the company representatives were well-versed with the study objectives, the target population, survey questionnaires, and requirements regarding all other inquiries related to the data collection. Most importantly, the researcher was briefed about the laws of data collection in the USA to avoid flouting the rules regarding privacy concerns of individuals in the USA. Therefore, the USA's diversity standard categorization of gender was used to protect the privacy rights of individuals.

The selection of meeting planners followed the criteria below:

1. Meeting planners must be more than 25 years old and have at least 5 years of professional experience, as they are often considered more knowledgeable and have vast experience in their careers and the business events industry. Moreover, individuals 25 years old are considered to have engaged in various roles and

environments, allowing them to accumulate industry knowledge, establish relationships and skills acquisition, and adapt to a particular field (Scott et al., 2014).

2. Meeting planners must have utilized at least one form of digital enabler and should have organized online meetings (virtual or hybrid meetings). Considering that the study aims to investigate the psychological wellbeing of using digital enablers, respondents must have experience utilizing technology of any form to provide more knowledge on them. Moreover, professionals tend to exhibit sound judgment and reliable information when exposed to particular topics or environments (Edmondson, 2006).
3. The study considered only full-time independent, association, corporate, and government meeting planners within the business events industry. Full-time employees are considered more stable and have consistent work patterns than temporary workers because they provide reliable data that reflects true career performances, work trends, and HR policies and practices (McKinsey & Company, 2021).

Consistency in the criteria for selecting respondents was maintained in both studies 1 and 2.

6.2.3 Sample Size

When utilizing SEM to examine the relationship of constructs and test the model, the sample size is an important determinant of a robust analysis. According to previous studies, the sample size in an SEM analysis is influenced by the estimation technique, complexity of models, missing data, and amount of average error variance (Hair et al., 2006). Hair et al. (2006) indicated that utilizing a larger number of samples in structural equation modeling (SEM) can help mitigate unexpected challenges associated with missing data and variability in complex models. Additionally, it is advisable to increase the sample size when the model includes more than six factors with three or fewer items. Given that factor analysis and SEM are critical for this study, a larger sample was employed to address potential issues such as low communality and estimation convergence failure (Kyriazos, 2018). Consequently, in line with the recommendations from prior research, a total of 712 meeting planners were sampled for this study, alongside 102 participants for the pilot study.

6.2.4 Instrument

Since positivist studies rely on previous studies to develop measuring items, this study relied on both previous studies and themes developed from qualitative research (Johnson & Onwegbuzie, 2004). Instrument development in a quantitative study is vital to establishing a

reliable scale in yielding beneficial findings. Relying on previous research in developing constructs helps researchers to have an initial idea of approaching one's research questionnaires and developing a robust instrument (Bryman, 2008; Bryman, 2006; Chandler & Lyon, 2001). Therefore, this study's instrument development relied heavily on themes developed from qualitative findings and a few from previous studies. The following section will detail various constructs adapted for the survey instrument development.

6.2.4.1 Generations of Items and Data Purification

The survey questionnaire contained five (5) different parts: digital enablers, digital initiatives, psychological wellbeing, career wellbeing, and socio-demographic variables. The survey questionnaire included 14 digital and career wellbeing constructs, specifically digital devices, applications, interfaces, digital initiatives, positive emotions, engagement, relationships with digital enablers, achievement, meaning, relationships with stakeholders, sense of purpose, skill development, work performance, and work-life balance Screening questions started the questionnaires by removing all unqualified respondents. All variables were measured using a 7-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). The pre-test items, the pilot test, and the main study questionnaires can be found in Appendices B, C, and D, respectively.

Generation of Digital Wellbeing and Digital Initiative Items

Previous studies suggest that acquiring knowledge or information on new domains from experts is recommended (Churchill, 1979; DeVellis, 2021) to provide basic feedback on the various domains and items identified from in-depth interviews. They also provide recommendations on the readability and understanding of the items generated for the main survey. This approach helps evaluate and re-examine the available items generated and delete or merge specific items to establish final items for the main survey. The DWB scale went through two expert revisions drawing on 1) professors and industry professionals' experts from tourism, hospitality, and events and 2) doctoral students from tourism, hospitality, and events with experience in statistical analysis and publications were used for the items modification stage. As suggested by previous studies (Beaton et al., 2000; Reichenheim & Moraes, 2007), about 30 to 40 experts are deemed appropriate to pre-test a scale. Hence, doctoral students with knowledge in scale development were used to evaluate the career wellbeing scale.

After the initial items were generated, purposive (non-probability) sampling was utilized to identify individuals who were knowledgeable in the area of study and scale

development process. This process is justified by Churchill's (1979) study, which suggested that identifying experts on items generated helps amend and modify the instruments. Therefore, six experts, three academics and three meeting professionals, were employed to evaluate the initial pool of items.

An interview was conducted with professors on the applicability of values and items generated from the in-depth interviews. Meeting planners were also interviewed about their knowledge of digital wellbeing. Interviews were organized face-to-face and online between January and February 2024. Professors had vast knowledge of scale development and published widely on scale validity and reliability. Meeting planners had extensive practical knowledge of digitalization in the business event industry. Interview sessions lasted between 25 to 35 minutes. Table 6.1 presents the profile of the interviewees.

Table 6. 1. Profile of Experts

S/N	Gender	Occupation	Country of Residence	Length of Interview
1	Male	Associate Professor	Hong Kong	25 minutes
2	Male	Associate Professor	Hong Kong	35 minutes
3	Male	Senior Lecturer/Assistant Professor	Ghana	30 minutes
4	Female	Meeting Planner	USA	25 minutes
5	Female	Meeting Planner	USA	25 minutes
6	Female	Meeting Planner	USA	30 minutes

Author's Compilation

An initial survey questionnaire was sent to experts to review before further discussing the survey questionnaire. Based on the discussion, some of the items were reworded, while some items were merged since they had meanings similar to those of other items. A section was created for experts to rank items as 'Not Important (NI),' 'Somewhat Important (SWI),' Important (I), or Need Revision (NR) to help them comment and provide their suggestions on how items should be constructed or rephrased. Personal and organizational initiative items were also merged because they were repetitive and reflected items from digital devices, applications, and interfaces. A revised version of the items was sent to 45 doctoral students to evaluate the items for the survey; they had knowledge of the scale development process or extensive insights into data validity and reliability. After the evaluation, items were reduced, and tenses

were further revised. Subsequently, a column was provided to respondents to provide comments and recommendations for further improvements of items.

Using a Likert scale in the item amendment stage enabled respondents to evaluate each item accurately and ensure its reliability (Finstad, 2010; Reynolds et al., 1993). It also aided respondents' feedback on the wording and conciseness of tenses among items. Providing the revision column also allowed respondents to suggest a revised sentence or correct any grammatical errors. Questionnaires were either provided in person or emailed to experts directly. Table 6.2 provides a list of the final DWB and digital initiatives scale.

Table 6. 2. Purified Items Used for Study 2.

DIGITAL DEVICES
The use of digital devices helps to…
plan meetings (F2F, virtual & Hybrid).
streamline activities.
coordinate activities effectively.
promote a green environment.
trace my wellbeing.
DIGITAL APPLICATIONS
I use…
event-related applications (e.g., registration apps, video conference apps, social media, and meditation apps) to provide basic services in event organizations.
social media applications (e.g., Facebook, LinkedIn, Instagram, etc.) to build connections and relationships with stakeholders in the business event industry (e.g., customers, employers, colleagues, etc.).
digital applications to organize digital social gatherings (e.g., virtual coffee breaks, happy hours, meditation, and virtual happy hours) that help build relationships.
all-integrated event management applications for greater ease and coordination of my daily work.
digital wellbeing applications (meditation apps, music apps, etc.) to promote my wellbeing.
I use video conferencing applications…
to communicate with stakeholders (e.g., colleagues, employers, vendors, clients, etc.).
engage with stakeholders when I work remotely.
because they provide more inclusive features such as closed-captioned features, virtual host/MC features, etc.
DIGITAL INTERFACES
Digital Interfaces such as…
emails help me to connect and interact with stakeholders.
emails help me to save reminders, calendar dates, and share important documents.
QR codes help in registration, hotel door access, and website access.
QR codes promote a paperless environment.
POSITIVE EMOTIONS
I feel…
happy when I use video conferencing applications (e.g., Zoom, etc.) to communicate and connect with stakeholders (colleagues, vendors, clients).
good when I use digital devices (Samsung/Apple watch) to track my daily activities (water, steps, food, and sleep).
joyful when I use digital applications such as music apps or fitness apps to boost my energy.
positive when I listen to meditation applications for calmness.
a sense of contentment when I watch empowering videos (e.g., self-care routines, etc.) on social media.

Table 6. 2 Purified Items Used for Study 2 (Continued).
ENGAGEMENT
I become absorbed in social media.
I feel happy when I connect and interact with people (friends, family, and work colleagues) on social media.
I feel excited to connect and interact with work colleagues on video conferencing applications (e.g., Zoom).
I feel relaxed when I utilize wellness apps to join digital challenges with colleagues.
I feel absorbed in wellness applications (e.g., meditation apps).
My tracking applications keep me focused.
RELATIONSHIPS
I use video conferencing applications to stay in touch with people across the globe.
I have built strong relationships with people through virtual connections.
I have built relationships through virtual gatherings (virtual conferences, happy hours, etc.).
I stay connected with my clients through emails.
I stay connected with my vendors through emails.
I am fulfilled with the personal relationships I have built through digital applications.
ACHIEVEMENT
Through the use of digital technologies…
I have acquired certificates.
I can collaborate with stakeholders (vendors and planners) to achieve successful events.
I help save the environment by going paperless.
I have been able to grow my company's business.
I have been able to grow my career.
MEANING
Being able to build positive relationships through digital technologies is valuable to me.
Being able to grow my career using digital technologies is worthwhile.
Using digital technologies to balance my work and life is meaningful.
My digital certificates give me a sense of direction in my career.
DIGITAL INITIATIVES
Digital devices I use are my personal ones rather than my organization's.
Digital applications I use are my personal ones rather than my organization's.
Digital interfaces I use are my personal ones rather than my organization's.

Generation of Career Wellbeing Constructs.

Since this is the first study to examine the career wellbeing constructs in a digital environment, items were adapted from the career wellbeing literature and technology literature. There is no universal way of scale adaptation; however, scales can be adapted from studies to fit into other studies due to 1) different study contexts/settings, 2) different target populations, or 3) different languages (Beaton et al., 2000; Gjersing et al., 2010; Reichenheim & Moraes, 2007). In this situation, career wellbeing constructs were examined in a non-digital environment. Hence, items were adapted from the technology literature to complement the career wellbeing literature. A further expert review was conducted to ascertain the conciseness and correctness of items in the current study context. Considering digital wellbeing and digital initiative scale are exploratory, their scale development underwent two rounds of expert revisions. However, because the study's career wellbeing scale is grounded in the digital environment, items adapted from prior studies were modified to fit within the context of this study. Therefore, the modified career wellbeing scale was added to all the items at the second stage of the expert review for further modification. Table 6.3 presents a comparative summary of the original items utilized in the previous study and the modified items specifically tailored to the current research. This juxtaposition underscores the methodological adjustments made to enhance the relevance and applicability of the measurement tools in the context of the present study.

All items were in English, and following the review, the items were decreased, and the tenses were altered again. A four-point Likert scale assessed experts' responses to item precision and applicability. Subsequently, respondents were given a column to provide feedback and recommendations for improving the items. Therefore, the constructs used in the career wellbeing questionnaire utilized past scales and were modified based on expert review. So, the constructs used in the questionnaire are explained as follows

Relationships

The construct of "relationships" adapted its items from Chung & Cho (2017), Kidd (2008), Zhu & Chen (2015), and Utz (2015). Four (4) items were generated from these studies, namely, 'I receive help from my friends', 'I stay in touch with family and friends through Facebook', 'I take the initiative to approach my supervisor for advice and guidance', and 'I use social media to connect with family and friends'. These items were modified based on expert reviews to provide consistency among the items. According to experts, since the digital tools

used by meeting planners were enormous, it was advised to use digital technologies to represent a general term instead of being specific, such as social media or Facebook, which might limit participants' responses. One additional item was added because experts suggested that since meeting planners work closely with clients and vendors, including them in the "relationships" construct is crucial. Thus, the final items used are as follows: *Through the use of digital technologies (social media apps, video conferencing apps, etc.), I receive… 1) 'recognition from colleagues' 2) feedback from employers' 3) 'support from family and friends' 4) 'support from vendors or clients.*

Skill Development

Skill development items that seek to explore meeting planners' perspectives on their development through acquiring skills in a digital environment were obtained by Coetzee et al. (2021), Dong et al. (2017), Ren & Chadee (2017), and Yu & Yang (2022). Specifically, four (4) items were derived namely, 'this team member works hard to keep his/her skills up to date to work effectively', 'I purposely learn new skills through the personal development program', 'I actively engage in self-development programs to become more effective at work', and 'I participate in self-directed learning activities to gain new knowledge'. Experts suggested that the previous items lacked clarity and caused ambiguity within the meeting planners' context, making it difficult to comprehend. Based on these evaluations, all items were modified to improve clarity and precision. The final items used in the study are as follows: Through the use of digital technologies, *1) 'I have advanced my career', 2) 'learned important skills that have improved my career', 3) 'developed strategies to improve attendee experiences' and 4) 'acquired digital certifications that have aided my career development'.*

Sense of Purpose

A sense of purpose scale was adapted from the studies by Ryff (1989), Coetzee et al. (2021), and Yu & Yang (2022). Four items were adapted and modified to suit the current study, specifically in a digital environment. These items include, 'I have a sense of direction,' 'I have goals in life,' 'I feel like there is meaning,' and 'I make positive decisions and thoughts about the future.' Experts' reviews aided in revising various items related to the construct of "a sense of purpose" to suit the aim of the study. Expert reviews suggested that most items were vague and lacked a clear direction, especially toward the context of the study, which is meeting planners and the digital environment. Therefore, meeting planning and digital technologies were added to the sentences to improve comprehension of the items. Thus, amendments made

to the construct "sense of purpose are as follows: 1) '*I can see a clear future in my career utilizing digital technologies'* 2) '*Acquiring digital certifications gives me positive thoughts about the future of meeting planning'* 3) '*Building meaningful relationships via social media gives me a clear direction in my career'* 4*) Making important decisions through digital technologies gives me a sense of purpose'.*

Work Performance

The "Work performance" construct items were derived from Kidd (2008), Na-Nan et al. (2018), and Kim & Lee (2022), including, 'I work effectively', 'my responsibilities are performed effectively', 'I am able to carry my responsibilities effectively', and 'I manage my daily time effectively'. Experts perceived them as general. Hence, tenses were reconstructed to improve on meticulousness and conciseness. Items were amended as follows: *Through the use of digital technologies, I… 1) 'work effectively,' 2) 'am productive in my daily tasks,' 3) 'achieve daily tasks/goals effectively,' and 4) 'make effective decisions concerning my career and daily activities.'*

Work-Life Balance

Work-life items that measure employees' ability and attitude to achieve work-life balance were derived from O'Neill & Jepsen (2019) and Shukla & Srivastava (2016), namely 'I want work-life balance', 'I constantly arrange my work around my family needs', 'I feel that the job and other activities are currently balanced, and 'Overall, I believe that my work and other activities are balanced'. Based on expert reviews, the final items were: *Utilizing digital technology… 1) 'makes my life feel more integrated,' 2) 'makes me feel my best when I balance my work and non-work life,' 3) 'helps to balance my time for work and non-work,' 4) 'helps balance my work-life effectively.'*

6.2.5 Questionnaire Design

The questionnaire was designed in English since the sample for the study was meeting planners in the USA. Instrument design considered factors such as simplicity of language, the user-friendliness of the questionnaires, and their clarity. All questionnaires utilized a 7-point Likert scale. Using a 7-point Likert scale provides respondents with several options to accurately evaluate each item and ensure the item's reliability (Finstad, 2010; Reynolds et al., 1993). Consequently, a 7-point Likert scale offers more response options that accurately reflect respondents' opinions, possibly reducing the central tendency bias compared with a 5-point

Likert scale, where respondents are prone to select the middle option even if they have a preference towards one side.

The questionnaire was divided into the following) The screening questions area had about 4 questions (age, gender, years of work experience, and the use of digital technologies). 2) the digital enablers section had 3 constructs, namely digital enablers (digital devices, applications, and interfaces); 3) the 3rd section had the moderator digital initiatives; and 4) psychological wellbeing had 5 constructs, namely, positive emotions, engagement, relationships, achievements, and meaning; 5) career wellbeing dimensions included 5 constructs: relationships, skill development, sense of purpose, work performance, and work-life; 6) Socio-demographic questionnaires contained 7 questions: ethnicity, educational level, digital certifications, years of experience in the business events industry, type of meeting planner, state of residence, and personal income. Most questionnaires consist of closed-ended questions with 1 open-ended question. Consent was sought from all respondents at the beginning of the questionnaire.

Table 6. 3 Career Wellbeing Scale

Constructs	Original Items	Modified Items	References
Relationships	I receive help from my friends	Through the use of digital technologies (social media apps, video conferencing apps, etc.), I receive recognition from colleagues.	Chung & Cho (2017); Kidd (2008); Zhu & Chen (2015); Utz (2015)
	I stay in touch with family and friends through Facebook	Through the use of digital technologies (social media apps, video conferencing apps, etc.), I receive support from family and friends.	
	I take the initiative to approach my supervisor for advice and guidance	Through the use of digital technologies (social media apps, video conferencing apps, etc.), I receive feedback from employers.	
	I use social media to connect with family and friends	Through the use of digital technologies (social media apps, video conferencing apps, etc.), I receive support from vendors or clients.	
Skill Development	This team member works hard to keep his/her skills up to date to work effectively	Through the use of digital technologies, I developed strategies to improve attendee experiences	Coetzee et al. (2021); Dong et al. (2017); Ren & Chadee (2017); Yu & Yang (2022)
	I purposely learn new skills through the personal development program	Through the use of digital technologies, I learned important skills that have improved my career	
	I actively engage in self-development programs to become more effective at work	Through the use of digital technologies, I have advanced my career’	
	I participate in self-directed learning activities to gain new knowledge	Through the use of digital technologies, I acquired digital certifications that have aided my career development	
Sense of Purpose	I have a sense of direction	I can see a clear future in my career utilizing digital technologies.	Ryff (1989); Coetzee et al. (2021); Yu & Yang (2022)
	I have goals in life	Acquiring digital certifications gives me positive thoughts about the future of meeting planning.	

Table 6.3 Career Wellbeing Scale

Constructs	Original Item	Modified Item	References
	I feel like there is meaning	Building meaningful relationships via social media gives me a clear direction in my career.	
	I make positive decisions and thoughts about the future	Making important decisions through digital technologies gives me a sense of purpose.	
Work Performance	I work effectively	Through the use of digital technologies, I work effectively.	Kidd (2008); Na-Nan et al. (2018); Kim & Lee (2022)
	My responsibilities are performed effectively	am productive in my daily tasks	
	I am able to carry my responsibilities effectively	Through the use of digital technologies, I achieve daily tasks/goals effectively	
	I manage my daily time effectively	Through the use of digital technologies, I make effective decisions concerning my career and daily activities	
Work-life	I want work-life balance	Utilizing digital technology, makes my life feel more integrated	O'Neill & Jepsen (2019); Shukla & Srivastava (2016)
	I constantly arrange my work around my family needs	Utilizing digital technology, helps to balance my time for work and non-work	
	I feel that the job and other activities are currently balanced	Utilizing digital technology, makes me feel my best when I balance my work and non-work life	
	Overall, I believe that my work and other activities are balanced	Utilizing digital technology, helps balance my work-life effectively	

6.2.6 Data Analysis

Data was analyzed using SPSS software 29.0 and Amos Graphics version 29.0. Prior to data analyses, an initial investigation was performed using SPSS version 29. Specifically, a box plot and descriptive analysis were used to examine normality, missing values, outliers, and other potential issues with the data (Chekri et al., 2023; Erul et al., 2023; Mishra et al., 2019; Musselman et al., 2024; Sheng et al., 2024; Young & Wessnitzer, 2016). Validity and reliability of the data were also assessed. Relevant statistical analyses such as Exploratory Factor Analysis, Confirmatory Factor Analysis, Structural Equation Modeling, and descriptive statistics were used in Study 2.

6.2.6.1 Coding and Missing Values

The data was screened to ascertain its quality for further analysis. The data was precisely analyzed to check for missing values and outliers and determine the normality of data (Erul et al., 2023; Musselman et al., 2024). The data screening process was executed in two major ways. First, quality control measures were implemented to detect and remove cases that could jeopardize the integrity of responses. Respondents who demonstrated any of the following scenarios were eliminated from further analysis:

1) The actual response length was considered, so if a respondent completes the survey too fast, e.g., less than 1/3 of the median length, we define them as speedsters; hence, the completed response was disqualified.
2) The response pattern was taken into account. For instance, if the response provides consecutively (5 or more) the same answers in rating scale questions, we disqualify the responses based on the straight-line answers.
3) Responses that exhibited high levels of inconsistency throughout the survey were also removed.
4) Responses that failed attention-checking questions were also removed.

These measures resulted in 102 valid responses for the pilot test and 712 valid responses for the main survey analysis.

Second, to further confirm the validity of the data, three crucial phases- 1) addressing missing data, 2) identifying outliers, and 3) assessing normality- were addressed before the start of the data analysis. 1) Addressing missing data: The online survey was designed to ensure

forced responses on every column. Consequently, no missing data was found. 2) Identifying outliers: A thorough investigation was used to check for outliers. This comprehensive examination provided insights into different responses and confirmed no outliers. 3) Next, the data was tested using the normality analysis. Normality checks are important in structural equation modeling analysis (Hair et al., 2012), involving the assessment of skewness and kurtosis. According to Yap and Sim (2011), skewness and kurtosis start from -infinity to +infinity. However, several scholars have proposed thresholds for them. For example, Brown (2006) suggests that thresholds for skewness should be from -3 to +3 and kurtosis should be -10 to +10, especially during Structural Equation Modeling (SEM). When a data skewness is negative, mode values are higher than the mean; conversely, a positive kurtosis means mode values are lower than the mean.

In this study, tables 6.4 and 6.12 showed that skewness scores of -3 to +3 and kurtosis scores of -10 to +10 were maintained based on the threshold proposed by Brown (2006). Most kurtosis variations showed positive values, meaning a normal distribution of data. Although most skewness scores were negative, this is not considered a concern as they are within an acceptable range based on Kline (2011).

6.2.6.2 Reliability and Validity

According to previous studies (Cohen et al., 2017; Kimberlin & Winterstein, 2008), it is crucial to determine the validity and reliability of the data. The study employed Cronbach's alpha to check the data's reliability and used discriminate and convergent validity for the validity testing. Specifically, in confirmatory factor analysis, discriminate validity and convergent validity were tested, and as recommended by earlier studies (Kyriazos, 2018; Mash, 2009), the AVE indicates convergent validity and also determines discriminate validity, the values of the coefficient of the squared correlation by the average scores. According to Hair et al. (2011), the AVE is supposed to be ≥5. Therefore, if the average variance extracted is higher, then discriminate validity is supported. Additionally, if α is > 0.7, it has reached the recommended threshold of reliability (Cronbach, 1951; Hussey et al., 2023). Thus, each construct was examined individually to test reliability. Based on the results, Tables 6.6 to 6.16 showed that constructs exceeded the threshold of Cronbach alpha greater than 0.7 (≥0.7), and the AVE was ≥5.

6.2.6.3 Exploratory Factor Analysis.

Prior studies (Hooper, 2012; Kyriazos, 2018) suggest that the scale development process should incorporate the effective utilization and examination of Exploratory Factor Analysis and Confirmatory Factor Analysis. In this thesis, both EFA and CFA were utilized to ascertain the robustness of the scale structure developed.

The study utilized EFA to explore the finalized items generated from the pilot study. Kaiser-Mayer-Olkin and Bartlett's Test of Sphericity were tested to test for the validity of each construct. Field (2005) suggests several thresholds for KMO, namely, that KMO scores between 0.7 and 0.8 are considered good, while values between 0.8 and 0.9 are deemed great. Based on previous studies, to ensure data validity in this study, KMO values ranging between 0.8 and 0.9 were considered. Cronbach Alpha tested the reliability of the dataset to ensure the quality of instrument measurements. To ensure reliability, each construct was examined independently. As suggested by Cronbach (1951), an α of 0.7 is considered acceptable; thus, constructs with an α greater than 7 were deemed fit for the study.

Varimax rotation was deemed suitable because it enhances the interpretation of the factors (Field, 2005). Therefore, an α of more than 0.7 was maintained. Items with communality and factor loadings greater than 0.4 were retained, while those below 0.4 (Blunch, 2008; Hair et al., 2010) were excluded. All eigenvalues recorded in the factor loadings with values greater than 1 (>1) were retained for further analysis. As recommended by previous studies (Howard, 2016; Kline, 2016), splitting the dataset ensures reliable and generalized results. Thus, the dataset (712) was initially combined and later divided into two equal parts (N=356) to ensure that datasets used for exploratory factor analysis are not used for confirmatory factor analysis models.

6.2.6.4 Confirmatory Factor Analysis

Following exploratory factor analysis, where items with factor loadings of less than 0.4 were removed, the remaining items were retained for the confirmatory factor analysis. CFA was conducted to test for the model fit of the influence of digital wellbeing on career wellbeing by using SPSS Amos graphics version 29. CFA was used to corroborate the fundamental factor solutions produced by EFA and as a benchmark for reconfiguring the model (Kyriazos, 2018; Mash, 2009). A CFA covariance-based analysis technique was utilized. This was considered suitable due to its robustness in validating a model and given the dataset size (712).

For a robust CFA analysis, the variance explained, the residual error variance, the estimate of the parameters, and the covariance of the generated measurements were assessed. Indices of goodness fit, such as root mean square error of approximation (RMSEA), comparative fit index (CFI), goodness of fit index (GFI), Tucker-Lewis index (TLI), and normed chi-square (χ^2/df) were used to determine the model fit for further testing and examination. As suggested by previous studies (Farrell, 2010; Fornell & Larcker, 1981; Hair, 2009; Hamid et al., 2017), RMSEA's threshold should be ≤.8, CFI's threshold should be ≥.8, GFI's threshold should be >.8, TLI should be ≥.8 (Beauducel & Wittmann, 2005; Cheung & Rensvold, 2005; Hu & Bentler, 1998). Also, the threshold for CR should be ≥.6, the AVE should be ≥.5, for the DV, the expected average (AVE) should be greater than the inter-factor correlation, and the standardized factor loadings should be ≥.5.

6.2.6.5 Model Fit Indices - Structural Equation Modeling (SEM)

In the Structural Equation Modeling analysis, the testing of model fit indices such as RMSEA, CFI, GFI, TLI, χ^2, and χ^2/df is important to determine the model fit. Thus, in both CFA and SEM, the root mean square error of approximation, comparative fit index, goodness of fit index, Tucker-Lewis index, chi-square, and normed chi-square were assessed to evaluate how the proposed model fits the observed data.

Structural Equation Modelling (SEM) analysis was deemed suitable for assessing the relationships between digital enablers, psychological wellbeing, and career wellbeing because SEM effectively investigates complex models and relationships (Kyriazos, 2018). SEM analysis consists of multiple regression and factor analysis, which helps test the relationships among the multivariate data (Hair et al., 2012). Based on the strengths of the method, structural equation modeling was considered for the assessment of the hypotheses, namely digital enablers (devices, applications, interfaces) have positive relationships with psychological wellbeing (positive emotions, engagement, relationships, achievement, and meaning) and digital wellbeing has a positive relationship with career wellbeing (relationships, skill development, sense of purpose, work performance and work-life balance). Additionally, the moderating variable of digital initiatives was hypothesized to moderate the relationship between digital wellbeing and career wellbeing constructs.

6.2.7 Ethical Consideration Procedures

The study considered several ethical considerations in its mixed methods approach: 1) informed consent, 2) privacy, and 3) confidentiality. These ethical guidelines were implemented to ensure trust and safeguard participants' privacy.

Informed consent is a crucial element of research, as it ensures that participants are fully aware of the study and their right to choose whether to participate (Leary, 2004). Consequently, participants were asked for their consent at the onset of the survey, allowing them the opportunity to make an informed decision about their involvement. Should a respondent decline, the survey would terminate immediately; if they consented, it would continue. The permission also outlined the ethical privacy guidelines that would be adhered to throughout the study. By obtaining consent, researchers foster trust and respect towards participants (Saunders, 2012), which was emphasized prior to the commencement of the research.

This study strictly followed ethical privacy standards, particularly in safeguarding participants' personal information (Saunders et al., 2012). Participants' data was kept confidential and not disclosed externally. Privacy, anonymity, and confidentiality were ensured by not revealing or sharing the identities or information of participants (Babbie, 2007; Sarantakos, 2005).

6.3 Pilot Study

After the experts' revisions to the original items, a pilot study was conducted. The pilot study aimed to validate and confirm the survey instrument and identify potential problems with its design, respondents' ability to understand items, and the viability of the data collection method. A purposive sampling method was used for the pilot study; specifically, 102 respondents were recruited for the pilot study. To identify suitable respondents for the pilot study, four screening questions were asked, ascertaining respondents' 1) age (25 years or above) 2) affiliation and experience (association, independent, corporate, or government meeting planner with experience in utilizing digital technology in organizing in-person, virtual, and hybrid meetings) and 3) experience (more than 5 years of experience as meeting planners). The pilot was conducted in the USA business events setting.

6.3.1 Profile of Respondents – Pilot Study

Table 6.4 presents the demographic and professional profiles of 102 meeting planners who engaged in the pilot study. This dataset serves as a vital foundation for comprehensively understanding the diverse backgrounds and experiences of the study respondents, facilitating a nuanced analysis of the factors influencing their perspectives in the research. About three-quarters of respondents were female meeting planners, with the remainder being male, consistent with the meeting planner population at large (DataUSA, 2024). Most respondents were aged between 41 to 45 years, followed by those aged between 36 to 40; less than 10% were 50 years and older. The sample was dominated by Caucasians or White meeting planners (67%), followed by African Americans/Blacks (17%). A significant number of respondents hold bachelor's degrees (56%), while only 3% hold doctorate degrees. Half the meeting planners had event certifications in Meetings Management (CMM), 33% in Certified Planner of Professional Meetings (CPPM), 30% in Certified Meeting Planner (CMP), and 28% in Digital Event Certification. Furthermore, most respondents earn an annual income of US$100,000 and above, with the least earning below US$ 20,000. Generally, the sample was evenly distributed among association meeting planners (37%), corporate meeting planners (30%), and independent meeting planners (29%). However, government meeting planners recorded the lowest statistics at 4%.

Table 6. 4. Profile of Respondent - Pilot Study

Constructs	Category	Frequency	Percentage (%)
Gender	Male	27	26
	Female	75	74
Age	25 – 30 years old	15	15.0
	31 – 35 years old	17	17.0
	36 – 40 years old	21	21.0
	41 – 45 years old	23	22.0
	46 – 50 years old	18	17.0
	51 years and older	8	8.0
Ethnicity	African American / Black	17	17.0
	Asian / Asian American	8	8.0
	Caucasian / White	69	67.0
	Native Hawaiian / Pacific Islander	1	1.0
	Others	5	5.0
	Prefer not to say	2	2.0
Educational Level	High school or below	19	19.0
	Bachelor's Degree	58	56.0
	Master's Degree	22	22.0
	Doctoral Degree	3	3.0
Event Certifications	Digital Event Certification (DES)	29	28.0
	Certified Meeting Professional (CMP)	31	30.0
	Certifications in Meeting Management (CMM)	52	50.0
	Certified Planner of Professional Meetings (CPPM)	34	33.0
Years of Business Events Industry Experience	5 - 10 years	47	46.0
	11 -15 years	32	31.0
	16 –20 years	13	13.0
	21 and above	10	10.0
Type of Meeting Planner	Independent Meeting Planner	29	29.0
	Association Meeting Planner	38	37.0
	Corporate Meeting Planner	31	30.0
	Government Meeting Planner	4	4.0
Annual Personal Income	Less than US$ 20,000	1	1.0
	US$ 20, 000 - 39,999	13	13.0
	US$ 40, 000 - 59,999	21	20.0
	US$ 60, 000 - 79, 999	26	25.0
	US$ 80, 000 – 99,999	14	14.0
	US$ 100, 000 and above	27	27.0

Note: N=102.

6.3.2 Descriptive Statistics

Results showed a normal distribution per the threshold of previous studies (Kline, 2016), suggesting that the data's normality falls between ±3. The majority of measurements for all three constructs for digital enablers were rated above 5.0, indicating the high use of digital devices, applications, and interfaces among meeting planners. Descriptive statistics for the pilot study dataset, including mean, standard deviation, skewness, and kurtosis values, are depicted in Appendix E.

Regarding items measuring digital enablers, the highest rated items were 'plan meetings (F2F, virtual & Hybrid)' (DEV_1), 'to communicate with stakeholders (e.g., colleagues, employers, vendors, clients, etc.' (DA_6), and 'emails help me to save reminders, calendar dates, and share important documents' (DIF_1), with mean values of 6.11, 6.02 and 6.17 respectively. These items measured the utilization of digital devices, applications, and interfaces of meeting planners. Results suggest that respondents find using digital enablers critical in planning their daily activities and meetings and connecting with stakeholders regardless of location. The lowest rated items were 'trace my wellbeing (DEV_5)', 'digital applications to organize digital social gatherings (e.g., virtual coffee breaks, happy hours, meditation, and virtual happy hours) that help build relationships' (DA_3), 'all-integrated event management applications for greater ease and coordination of my daily work' (DA_4) and 'QR codes promote a paperless environment' (DIF) with mean values of 5.17, 5.67, 5.67 and 5.71 respectively. Despite these items rating lower among the digital enablers items, they all rated higher considering that the Likert scale used in the questionnaire was a 7-point Likert scale. Items measuring digital initiatives were generally lower than those measuring digital enablers. All items were rated above the mid-point of 4.0 with mean values of 4.73, 4.67, and 4.77, demonstrating that most digital interfaces and digital devices are owned by meeting planners compared with digital applications.

Regarding the psychological wellbeing constructs, measurement items ranged from 5.61 to 5.81, indicating a high ranking considering the items were measured on a 7-point Likert scale. However, the item "I feel absorbed in wellness applications (e.g., meditation apps)" (mean = 5.32) received the lowest rating within the engagement construct, indicating that simply using wellness applications does not imply a higher level of engagement. However, respondents agreed to use additional digital enablers, such as social media, video conferencing, and tracking apps, to boost their participation. Overall, the measurement item 'I stay connected with my vendors through emails' from the relationship construct had a higher mean value of 5.98 than the other items. This implies that digital enablers such as emails can build relationships between meeting planners and stakeholders, particularly for meeting planners who operate remotely and collaborate with other stakeholders.

Generally, the items of the career wellbeing constructs showed high mean values ranging from 5.57 to 6.13. Most respondents ranked the work performance construct with a high score of 5.98 to 6.13, indicating a positive relationship between digital enablers and work performance. The work-life balance construct was ranked higher than the other three constructs. With mean values ranging from 5.69 to 5.88, it appears that the high use of digital enablers assists in meeting planners' balance of work and life activities. Essentially, the mean values shown among the career wellbeing constructs indicate positive effects of digital enablers on the career wellbeing of meeting planners.

6.3.3 Exploratory Factor Analysis- Pilot Study.

To determine the fundamental dimensions of the digital and career wellbeing of meeting planners, an exploratory factor analysis (EFA) was employed. According to Hair et al. (2010), EFA is a data reduction technique that targets basic components and variables in the data. Based on recommendations from previous studies (Blunch, 2008), items with factor loadings above 0.4 were maintained, and items below 0.4 were removed. Hence, 7 items were removed from the 65 initial items analyzed, and 58 items were retained for further data collection in the main study. Table 6.5 provides a table of removed items from the survey instrument. Appendix F presents the EFA results for the digital enablers, digital initiatives, psychological wellbeing, and career wellbeing.

Table 6. 5. Items removed after the first EFA.

No.	Items removed from the digital and career wellbeing instrument.
1	(DA_7) I use video conferencing applications to engage with stakeholders when I work remotely.
2	(DA_8) I use video conferencing applications because they provide more inclusive features such as closed-captioned features, virtual host/MC features, etc.
3	(DIF_1) Digital Interfaces such as emails help me to connect and interact with stakeholders.
4	(PSY_RT_4) I stay connected with my clients through emails.
5	(PSY_RT_6) I am fulfilled with the personal relationships I have built through digital applications.
6	(CWT_RT_1) Through the use of digital technologies (social media apps, video conferencing apps, etc.), I receive recognition from colleagues.
7	(CWT_WL_1) Utilizing digital technology makes my work-life feel more integrated.

6.3.3.1 Digital Enablers

After removing items from the dataset, the EFA analysis revealed that Bartlett's Test of Sphericity for digital enablers (1272.430) was significant at $p<0.01$. Likewise, the KMO measured 0.85, suggesting the data's appropriateness for further EFA analysis (Tabachnick & Fidell, 2019). Communalities of each variable varied between 0.53 to 0.85, accounting for 53% to 85% of the factor loadings. A 3-factor solution explains 56.6% of the total variance of the dataset. The reliability of the items was calculated, showing an internal consistency with Cronbach alpha of 0.84, which achieves the required threshold for reliability. The eigenvalue for all three constructs was >1.

Items proposed to measure digital devices loaded onto one causal factor. The same held accurate for items purported for digital applications and interfaces. However, two items, namely, (DA_7) 'I use video conferencing applications engage with stakeholders when I work remotely' and (DA_8) 'I use video conferencing applications because they provide more inclusive features such as closed-captioned features, virtual host/MC features, etc.' for digital applications were removed because they had low factor loadings. The low factor loadings for DA_7 could result from several factors, such as limited opportunities for feedback between stakeholders or time zone differences. According to prior studies, video conferencing applications can hinder effective collaboration due to information overload (Haines et al., 2022) and fatigue due to scheduling complexities (Gajendran & Harrison, 2020). Similarly, one item (DIF_1), 'emails help me to connect and interact with stakeholders' for the digital interface, was also excluded from further analysis because of low factor loadings below 0.4.

Thus, based on the EFA results for the pilot study, no changes were made to the digital device construct. However, two items were removed from digital applications and one from the digital interface construct.

6.3.3.2 Digital Initiatives

The EFA results for the digital initiatives illustrated Bartlett's Test of Sphericity for digital initiatives (437.349) was significant at $p<0.01$. Likewise, the Kaiser-Meyer-Oikine measured at 0.710, suggesting the data's appropriateness for further EFA analysis (Tabachnick & Fidell, 2019). Communalities of each variable ranged between 0.83 to 0.90, accounting for 83% to 90% of the factor loadings. The factor solution explains 82.89% of the total variance

of the dataset. Internal consistency was evident with an α of 0.90, achieving the required reliability threshold.

6.3.3.3 Psychological Wellbeing

The EFA results for the psychological wellbeing construct showed that Bartlett's Test of Sphericity for psychological wellbeing (3943.108) was identified to be significant at $p<0.01$. The KMO measured 0.92, suggesting the data's appropriateness for further EFA analysis (Tabachnick & Fidell, 2019). The 5-factor solution showed an internal consistency with Cronbach alpha of 0.84, achieving the required threshold for reliability. Factors accounted for 67.04% of the variance. The five factors labeled as positive emotions, engagement, relationships, achievement, and meaning were loaded onto five underlying factors. However, two items (PSY_RT_4), 'I stay connected with my clients through emails' and (PSY_RT_6), 'I am fulfilled with the personal relationships I have built through digital applications', were removed because of low factor loadings below 0.4. These loadings lack a theoretical foundation. Nevertheless, it could be attributed to the fact that most meeting planners utilize emails for business transactions and only connect with clients when they engage in business-related activities, hence the low rating.

Based on the EFA results for the pilot study, no changes were made to positive emotions, engagement, relationships, achievement, and meaning. However, two items were removed from the relationship construct and amended from further analysis.

6.3.3.4 Career Wellbeing

The EFA of career wellbeing factors generated five factors: relationships, skill development, sense of purpose, work-life balance, and work performance. Factors accounted for 67.93% of the variance. The factors showed an internal consistency with $\alpha = 0.91$, achieving the required reliability threshold. The Bartlett's Test of Sphericity for career wellbeing dimensions (2868.180) was identified to be significant at ($p<0.01$). Likewise, the KMO measured at 0.91, suggesting the data's appropriateness for further EFA analysis (Tabachnick & Fidell, 2019). Three items aim to assess relationships between meeting planners, and stakeholders developed online: 'feedback from employers', 'support from vendors or clients,' and 'support from family and friends' loaded together with factor loadings ranging between 0.73 to 0.80. However, item CWT_RT_1 'recognition from colleagues' exhibited factor loadings of 0.38. Considering the recommended threshold from the previous study (Blunch, 2008), CWT_RT_1 was removed because it contained the lowest factor loading and appeared misplaced among the items. Similarly, one item from work-life balance, CWT_WL_1 'makes my work-life feel more integrated', was removed because it recorded the lowest factor loading of below 0.4. Nonetheless, items from the other three factors were retained for further analysis.

To conclude, EFA for the pilot study test resulted in a three-factor solution for digital enablers, a five-factor solution for psychological wellbeing, and a five-factor solution for the career wellbeing constructs. Digital devices, digital applications, and digital interfaces represent digital enablers. Positive emotions, engagement, relationships, achievement, and meaning represented psychological wellbeing. Career wellbeing was represented by relationships, skill development, a sense of purpose, work-life balance, and work performance. Results revealed some inconsistencies among the factor loadings, which led to removing 7 items with the lowest factor loadings. The rest of the items were adjusted for further analysis.

6.3.4 Revision of Questionnaire for Main Survey.

The instrument was revised and amended accordingly after a pre-test involving experts (doctoral students) and a pilot study (using 102 US-based meeting planners). Based on the robust validation and scale development process, 58 items were left to examine in the main study. Table 6.6 presents the final main survey items for the main study.

Table 6. 6 Main Survey Items

	DIGITAL DEVICES
	The use of digital devices helps to…
1	plan meetings (F2F, virtual & Hybrid).
2	streamline activities.
3	coordinate activities effectively.
4	promote a green environment.
5	trace my wellbeing.
	DIGITAL APPLICATIONS
	I use…
6	event-related applications (e.g., registration apps, video conference apps, social media, and meditation apps) to provide basic services in event organizations.
7	social media applications (e.g., Facebook, LinkedIn, Instagram, etc.) to build connections and relationships with stakeholders in the business event industry (e.g., customers, employers, colleagues, etc.).
8	digital applications to organize digital social gatherings (e.g., virtual coffee breaks, happy hours, meditation, and virtual happy hours) that help build relationships.
9	all-integrated event management applications for greater ease and coordination of my daily work.
10	digital wellbeing applications (meditation apps, music apps, etc.) to promote my wellbeing.
	I use video conferencing applications…
11	to communicate with stakeholders (e.g., colleagues, employers, vendors, clients, etc.).
	DIGITAL INTERFACES
	Digital Interfaces such as…
12	emails help me to save reminders, calendar dates, and share important documents.
13	QR codes help in registration, hotel door access, and website access.
14	QR codes promote a paperless environment.

Table 6. 6 Main Survey Items (Continued)

	DIGITAL INITIATIVES
15	**Digital** devices I use are my personal ones rather than my organization's.
16	**Digital** applications I use are my personal ones rather than my organization's.
17	**Digital** interfaces I use are my personal ones rather than my organization's.
	POSITIVE EMOTIONS
	I feel…
1	happy when I use video conferencing applications (e.g., Zoom, etc.) to communicate and connect with stakeholders (colleagues, vendors, clients).
2	good when I use digital devices (Samsung/Apple watch) to track my daily activities (water, steps, food, and sleep).
3	joyful when I use digital applications such as music apps or fitness apps to boost my energy.
4	positive when I listen to meditation applications for calmness.
5	a sense of contentment when I watch empowering videos (e.g., self-care routines, etc.) on social media.
	ENGAGEMENT
6	I become absorbed in social media.
7	I feel happy when I connect and interact with people (friends, family, and work colleagues) on social media.
8	I feel excited to connect and interact with work colleagues on video conferencing applications (e.g., Zoom).
9	I feel relaxed when I utilize wellness apps to join digital challenges with colleagues.
10	I feel absorbed in wellness applications (e.g., meditation apps).
11	My tracking applications keep me focused.
	RELATIONSHIPS
12	I use video conferencing applications to stay in touch with people across the globe.
13	I have built strong relationships with people through virtual connections.
14	I have built relationships through virtual gatherings (virtual conferences, happy hours, etc.).
15	I stay connected with my vendors through emails.
	ACHIEVEMENT
	Through the use of digital technologies…
16	I have acquired certificates.
17	I can collaborate with stakeholders (vendors and planners) to achieve successful events.
18	I help save the environment by going paperless.
19	I have been able to grow my company's business.
20	I have been able to grow my career.
	MEANING
21	Being able to build positive relationships through digital technologies is valuable to me.
22	Being able to grow my career using digital technologies is worthwhile.
23	Using digital technologies to balance my work and life is meaningful.

	Table 6. 6 Main Survey Items (Continued)
24	My digital certificates give me a sense of direction in my career.
	RELATIONSHIPS
	Through the use of digital technologies (social media apps, video conferencing apps, etc.), I receive …
1	feedback from employers.
2	support from vendors or clients.
3	support from family and friends.
	SKILL DEVELOPMENT
	Through the use of digital technologies, I have…
4	advanced my career.
5	learned important skills that have improved my career.
6	developed strategies to improve attendee experiences.
7	acquired digital certifications that have aided my career development.
	SENSE OF PURPOSE
8	I can see a clear future in my career utilizing digital technologies.
9	Acquiring digital certifications gives me positive thoughts about the future of meeting planning.
10	Building meaningful relationships via social media gives me a clear direction in my career.
11	Making important decisions through digital technologies gives me a sense of purpose.
	WORK PERFORMANCE
	Through the use of digital technologies, I…
12	work effectively.
13	am productive in my daily tasks.
14	achieve daily tasks/goals effectively.
15	make effective decisions concerning my career and daily activities.
	WORK-LIFE
	Utilizing digital technology…
16	makes me feel my best when I balance my work and non-work life.
17	helps to balance my time for work and non-work.
18	helps balance my work-life effectively.

6.4 Main Study

6.4.1 Profile of Respondents

Table 6.7 provides a profile of meeting planners who participated in the main study. About three-quarter of respondents were female meeting planners, with the remainder being male, consistent with the meeting planner population at large (DataUSA, 2024). The majority of respondents were aged between 31 to 45 years, and the lowest age group was 51 years and older. Caucasians or White meeting planners (71%) dominated the sample, followed by African Americans/Blacks (17%). A significant number of respondents are bachelor's degree holders (55%), while only 5% possess doctorate degrees, indicating that doctoral degree holders represent the lowest educational achievement among the meeting planners. 25% of meeting planners had event certifications in Meetings Management, 16% were Certified Planners of Professional Meetings, 35% were Certified Meeting Planners, and 30% had Digital Event Certification. Furthermore, most respondents earn an annual personal income of US$100,000 and above, with the least earning below US$ 20,000. Generally, the sample was evenly distributed among association meeting planners (25%), corporate meeting planners (35%), and independent meeting planners (33%). However, government meeting planners reported the lowest statistics of 7%. The main study collected data from 712 respondents.

Table 6. 7. Profile of Respondent- Main Study.

Constructs	Category	Frequency	Percentage (%)
Gender	Male	179	25
	Female	533	75
Age	25 – 30 years old	108	15.0
	31 – 35 years old	143	20.0
	36 – 40 years old	142	20.0
	41 – 45 years old	141	20.0
	46 – 50 years old	106	15.0
	51 years and older	72	10.0
Ethnicity	African American / Black	119	17.0
	Asian / Asian American	42	6.0
	Caucasian / White	507	71.0
	Native American, Inuit, or Aleut	7	1.0
	Native Hawaiian / Pacific Islander	7	1.0
	Others	30	4.0
Educational level	High school or below	130	18.0
	Bachelor's Degree	394	55.0
	Master's Degree	156	22.0
	Doctoral Degree	32	5.0
Event Certifications	Digital Event Certification (DES).	214	30.0
	Certified Meeting Professional (CMP)	252	35.0
	Certifications in Meeting Management (CMM)	184	25.0
	Certified Planner of Professional Meetings (CPPM)	115	16.0
Years of Business Events Industry Experience	5 - 10 years	387	54.0
	11 -15 years	189	26.0
	16 –20 years	96	14.0
	21 and above	40	6.0
Type of Meeting Planner	Independent Meeting Planner	237	33.0
	Association Meeting Planner	177	25.0
	Corporate Meeting Planner	252	35.0
	Government Meeting Planner	46	7.0
Annual Personal Income	Less than US$ 20,000	23	3.0
	US$ 20, 000 - 39,999	70	10.0
	US$ 40, 000 - 59,999	144	20.0
	US$ 60, 000 - 79, 999	170	24.0
	US$ 80, 000 – 99,999	129	18.0
	US$ 100, 000 and above	176	25.0

Note: N=712.

6.4.2 Descriptive Statistics- Main Study

Table 6.8 shows the number of samples, various means, standard deviation, skewness, and kurtosis of the main study dataset. The descriptive statistics present fundamental information on the data's level of agreement and normality. This was done by testing the skewness and kurtosis of the various variables.

Among the variables relating to digital and career wellbeing constructs, digital enablers had the highest rankings. The items ranged between 5.01 to 6.15. Regarding the digital enablers' constructs, digital interface items: 'emails help me to save reminders, calendar dates, and share important documents' (DIF_1), 'QR codes help in registration, hotel door access, and website access (DIF_2)', and 'QR codes promote a paperless environment' contribute significantly to their career (DIF_3) were the highest-ranking variables with mean values of 5.93, 6.15 and 5.71. This was proceeded by three items measuring digital applications with mean values of 6.01, 5.86, and 5.94. The mean values are high, considering that the Likert scale used to measure the above items ranged between 1 and 7. Four of the lowest rated items were 'trace my wellbeing (DEV_5)', 'digital applications to organize digital social gatherings (e.g., virtual coffee breaks, happy hours, meditation, and virtual happy hours) that help build relationships' (DA_3), 'all-integrated event management applications for greater ease and coordination of my daily work' (DA_4) and 'QR codes promote a paperless environment' (DIF) with mean values of 5.01, 5.22, 5.54, and 5.71 respectively. These results are similar to the pilot study, as digital interfaces received higher rankings than digital applications and devices. In general, digital enablers have been shown to assist in organizing meetings and connecting with stakeholders.

Items measuring digital initiatives were mostly lower than those measuring digital enablers. All items were rated above the mid-point of 4.0, with mean values of 4.84, 4.71, and 4.64, indicating that most digital interfaces and devices are owned by meeting planners, compared to digital applications. These results are similar to the pilot study, as digital interfaces received higher rankings than digital applications and devices. Regarding the psychological wellbeing dimensions, 22 items had mean values higher than 5.0, with only 2 items ranging from 4.0 to 5.0. This suggests that respondents rated psychological wellbeing constructs favourably. The three items that were rated the highest were 'joyful when I use digital applications such as music apps or fitness apps to boost my energy (PSY_PE_3)', 'I stay connected with my vendors through emails'(PSY_RT_4) 'I can collaborate with stakeholders (vendors and planners) to achieve successful events' (PSY_ACH_2), and 'Being able to grow

my career using digital technologies is worthwhile' (PSY_MN_2) with mean values of 5.82, 5.83, 5.82 and 5.87 respectively. However, the two items (PSY_EG_1), 'I become absorbed in social media' and (PSY_EG_5), 'I feel absorbed in wellness applications (e.g., meditation apps)' that recorded the lowest rated items with mean values of 4.96 and 4.84 were from the engagement construct. This indicates that although they use wellness applications, they do not necessarily have a higher engagement level. Nevertheless, respondents agreed that other digital enablers, such as wellness, social media, video conferencing, and tracking apps, increase their engagement level.

Overall, respondents agreed positively with the career wellbeing constructs, with mean values ranging from 5.27 to 6.02. Items of work performance construct had the highest mean values of 5.81, 6.00, and 6.02. It indicates that digital enablers enhance meeting planners' work performance. Items of the work-life balance construct: 'Utilizing digital technology makes me feel my best when I balance my work and non-work life' (CW_WL_1), 'Utilizing digital technology helps to balance my time for work and non-work'(CW_WL_2), and 'Utilizing digital technology helps balance my work-life effectively' (CW_WL_3) were also ranked higher than relationships, skill development and sense of purpose. With mean values of 5.65, 5.65, and 5.78, the results indicate that using digital enablers assists respondents in better balancing their work and life activities. Next, the results of exploratory factor analysis are presented, followed by the CFA of the digital and career wellbeing constructs.

Table 6. 8 Descriptive Statistics – Main Survey.

	Measures	Mean	SD	Skewness		Kurtosis	
					SE		SE
Digital Enablers							
	The use of digital devices helps to…						
[DEV_1]	plan meetings (F2F, virtual & Hybrid).	6.01	0.98	-1.39	0.09	3.35	0.18
[DEV_2]	streamline activities.	5.86	0.99	-1.18	0.09	2.41	0.18
[DEV_3]	coordinate activities effectively.	5.94	0.99	-1.24	0.09	2.59	0.18
[DEV_4]	promote a green environment.	5.35	1.27	-0.74	0.09	0.40	0.18
[DEV_5]	trace my wellbeing.	5.01	1.32	-0.43	0.09	-0.29	0.18
	I use…						
[DA_1]	event-related applications (e.g., registration apps, video conference apps, social media, and meditation apps) to provide basic services in event organizations.	5.73	1.10	-1.22	0.09	2.28	0.18
[DA_2]	social media applications (e.g., Facebook, LinkedIn, Instagram, etc.) to build connections and relationships with stakeholders in the business event industry (e.g., customers, employers, colleagues, etc.).	5.54	1.39	-1.29	0.09	1.51	0.18
[DA_3]	digital applications to organize digital social gatherings (e.g., virtual coffee breaks, happy hours, meditation, and virtual happy hours) that help build relationships.	5.22	1.52	-0.93	0.09	0.21	0.18
[DA_4]	all-integrated event management applications for greater ease and coordination of my daily work.	5.54	1.14	-1.02	0.09	1.56	0.18
[DA_5]	digital wellbeing applications (meditation apps, music apps, etc.) to promote my wellbeing.	5.45	1.38	-1.17	0.09	1.18	0.18
	I use video conferencing applications…						

Table 6. 8 Descriptive Statistics – Main Survey. (Continued)							
	Measures	**Mean**	**SD**	**Skewness**	**SE**	**Kurtosis**	**SE**
[DA_6]	to communicate with stakeholders (e.g., colleagues, employers, vendors, clients, etc.).	6.05	1.06	-1.59	0.09	3.48	0.18
	Digital Interfaces such as…						
[DIF_1]	emails help me to save reminders, calendar dates, and share important documents.	5.93	1.06	-1.25	0.09	1.87	0.18
[DIF_2]	QR codes help in registration, hotel door access, and website access.	6.15	0.98	-1.40	0.09	2.81	0.18
[DIF_3]	QR codes promote a paperless environment.	5.71	1.22	-1.14	0.09	1.45	0.18
[DI_1]	**Digital** devices I use are my personal ones rather than my organization's.	4.84	1.64	-0.55	0.09	-0.62	0.18
[DI_2]	**Digital** applications I use are my personal ones rather than my organization's.	4.71	1.61	-0.43	0.09	-0.71	0.18
[DI_3]	**Digital** interfaces I use are my personal ones rather than my organization's.	4.64	1.61	-0.34	0.09	-0.86	0.18
	I feel…						
Psychological Wellbeing							
[PSY_PE_1]	happy when I use video conferencing applications (e.g., Zoom, etc.) to communicate and connect with stakeholders (colleagues, vendors, clients).	5.45	1.22	-0.83	0.09	0.66	0.18
[PSY_PE_2]	good when I use digital devices (Samsung/Apple watch) to track my daily activities (water, steps, food, and sleep).	5.65	1.17	-1.13	0.09	1.91	0.18
[PSY_PE_3]	joyful when I use digital applications such as music apps or fitness apps to boost my energy.	5.82	1.13	-1.17	0.09	1.80	0.18
[PSY_PE_4]	positive when I listen to meditation applications for calmness.	5.56	1.29	-1.01	0.09	1.03	0.18
[PSY_PE_5]	a sense of contentment when I watch empowering videos (e.g., self-care routines, etc.) on social media.	5.45	1.31	-1.07	0.09	1.19	0.18
[PSY_EG_1]	I become absorbed in social media.	4.96	1.61	-0.70	0.09	-0.28	0.18

Table 6. 8 Descriptive Statistics – Main Survey. (Continued)							
	Measures	**Mean**	**SD**	**Skewness**	**SE**	**Kurtosis**	**SE**
[PSY_EG_2]	I feel happy when I connect and interact with people (friends, family, and work colleagues) on social media.	5.69	1.17	-1.18	0.09	2.05	0.18
[PSY_EG_]	I feel excited to connect and interact with work colleagues on video conferencing applications (e.g., Zoom).	5.38	1.30	-0.77	0.09	0.19	0.18
[PSY_EG_3]	I feel relaxed when I utilize wellness apps to join digital challenges with colleagues.	5.20	1.37	-0.87	0.09	0.57	0.18
[PSY_EG_4]	I feel absorbed in wellness applications (e.g., meditation apps).	4.84	1.55	-0.53	0.09	-0.45	0.18
[PSY_EG_5]	My tracking applications keep me focused.	5.42	1.28	-0.96	0.09	0.79	0.18
[PSY_RT_1]	I use video conferencing applications to stay in touch with people across the globe.	5.54	1.30	-1.17	0.09	1.40	0.18
[PSY_RT_2]	I have built strong relationships with people through virtual connections.	5.43	1.34	-1.02	0.09	1.02	0.18
[PSY_RT_3]	I have built relationships through virtual gatherings (virtual conferences, happy hours, etc.).	5.33	1.42	-0.98	0.09	0.68	0.18
[PSY_RT_4]	I stay connected with my vendors through emails.	5.83	1.10	-1.19	0.09	1.82	0.18
	Through the use of digital technologies…						
[PSY_ACH_1]	I have acquired certificates.	5.35	1.47	-0.96	0.09	0.41	0.18
[PSY_ACH_2]	I can collaborate with stakeholders (vendors and planners) to achieve successful events.	5.82	1.04	-1.33	0.09	3.17	0.18
[PSY_ACH_3]	I help save the environment by going paperless.	5.73	1.22	-1.10	0.09	1.32	0.18
[PSY_ACH_4]	I have been able to grow my company’s business.	5.63	1.09	-0.82	0.09	1.08	0.18
[PSY_ACH_5]	I have been able to grow my career.	5.71	1.15	-1.10	0.09	1.65	0.18
[PSY_MN_1]	Being able to build positive relationships through digital technologies is valuable to me.	5.73	1.09	-1.13	0.09	1.95	0.18

	Table 6. 8 Descriptive Statistics – Main Survey. (Continued)						
	Measures	**Mean**	**SD**	**Skewness**	**SE**	**Kurtosis**	**SE**
[PSY_MN_2]	Being able to grow my career using digital technologies is worthwhile.	5.87	1.01	-0.94	0.09	1.37	0.18
[PSY_MN_3]	Using digital technologies to balance my work and life is meaningful.	5.73	1.10	-1.06	0.09	1.57	0.18
[PSY_MN_4]	My digital certificates give me a sense of direction in my career.	5.37	1.30	-0.90	0.09	0.92	0.18
Career Wellbeing							
	Through the use of digital technologies (social media apps, video conferencing apps, etc.), I receive …						
[CW_RT_1]	feedback from employers.	5.49	1.27	-1.05	0.09	1.20	0.18
[CW_RT_2]	support from vendors or clients.	5.59	1.18	-1.22	0.09	2.11	0.18
[CW_RT_3]	support from family and friends.	5.53	1.27	-1.04	0.09	1.20	0.18
	Through the use of digital technologies, I have…						
[CW_SD_1]	advanced my career.	5.62	1.18	-1.07	0.09	1.67	0.18
[CW_SD_2]	learned important skills that have improved my career.	5.86	1.04	-1.09	0.09	1.79	0.18
[CW_SD_3]	developed strategies to improve attendee experiences.	5.60	1.17	-1.12	0.09	1.75	0.18
[CW_SD_4]	acquired digital certifications that have aided my career development.	5.35	1.48	-1.07	0.09	0.80	0.18
[CW_SP_1]	I can see a clear future in my career utilizing digital technologies.	5.71	1.15	-1.05	0.09	1.52	0.18

Table 6. 8 Descriptive Statistics – Main Survey. (Continued)

	Measures	Mean	SD	Skewness	SE	Kurtosis	SE
[CW_SP_2]	Acquiring digital certifications gives me positive thoughts about the future of meeting planning.	5.43	1.33	-1.06	0.09	1.26	0.18
[CW_SP_3]	Building meaningful relationships via social media gives me a clear direction in my career.	5.27	1.44	-0.96	0.09	0.72	0.18
[CW_SP_4]	Making important decisions through digital technologies gives me a sense of purpose.	5.44	1.23	-0.85	0.09	0.71	0.18
	Through the use of digital technologies, I…						
[CW_WP_1]	work effectively.	6.02	0.99	-1.38	0.09	3.08	0.18
[CW_WP_2]	am productive in my daily tasks.	6.00	1.02	-1.33	0.09	2.58	0.18
[CW_WP_3]	achieve daily tasks/goals effectively.	6.00	0.99	-1.22	0.09	2.06	0.18
[CW_WP_4]	make effective decisions concerning my career and daily activities.	5.81	1.03	-1.04	0.09	1.79	0.18
	Utilizing digital technology…						
[CW_WL_1]	makes me feel my best when I balance my work and non-work life.	5.78	1.12	-1.17	0.09	1.83	0.18
[CW_WL_2]	helps to balance my time for work and non-work.	5.65	1.20	-1.28	0.09	2.02	0.18
[CW_WL_3]	helps balance my work-life effectively.	5.72	1.16	-1.12	0.09	1.44	0.18

N=712.

The results of the main study's exploratory and confirmatory factor analysis are outlined and explained next. EFA results are reported first, followed by the first-order CFA, which involves 356 case validation samples, and the second-order CFA results, which represent the full validation sample cases of 712.

6.4.3 Cross-Validation of Dataset.

Based on previous studies (Howard, 2016; Kline, 2016) recommendations on cross-validation, the same dataset should not be utilized for EFA and CFA analysis. Therefore, different datasets consisting of two equal parts of 712 samples were used to confirm that the dataset used for exploratory factor analysis is not used for confirmatory factor analysis and, ultimately, to ensure reliable and generalized results (Howard, 2016; Lorenzo-Seva, 2022). Using the SPSS software, a function of a "random sample of cases" was used to split the dataset into two equal parts, whereby dataset 1 was used for EFA and dataset 2 for CFA.

6.4.3.1 Exploratory Factor Analysis of Digital Enablers

A principal axis factor analysis using a Varimax rotation matrix was conducted to determine the primary items of the digital enablers. These types of analyses have been suggested for large samples and identifying factors with common variance (Richman, 1986; Thompson, 2004). Although several studies suggest diverse thresholds for communalities, based on recommendations from Blunch (2008) and Hall et al. (2010), factor loadings above 0.4 were deemed appropriate for further analysis. All eigenvalues were greater than 1 (>1). Based on the results from a 3-factor solution, Bartlett's Test of Sphericity (2998.225) was significant at $p<0.001$. Likewise, the KMO of 0.896 suggests the data's appropriateness for further EFA analysis (Tabachnick & Fidell, 2019). Communalities of each item ranged between 0.52 and 0.73, accounting for 52% to 73% of factor loadings. A 3-factor solution explains 50.81% of the total variance of the dataset, achieving the required threshold for reliability.

The EFA for these results and the pilot share some similarities. First, similar to the EFA for the pilot test, items proposed for digital devices were loaded onto one factor. Second, variables loading onto digital applications were nearly equal to those of the EFA in the pilot study, while digital interfaces were loaded onto one factor. The reliability coefficient values of the three digital enabler factors were digital devices (0.71), digital applications (0.76), and digital interfaces (0.77), indicating the internal consistency of the constructs (Field, 2005). Factor loadings for all variables were higher than 0.4 (Blunch, 2008). Thus, all digital enabler variables were maintained for CFA validation. Table 6.9 depicts the EFA results of digital enablers.

Table 6. 9. Exploratory Factor Analysis Results of Digital Enablers.

Factors and Items	Communalities	Factor loadings	Eigen-Value	Variance Explained	Grand Mean	Cronbach's Alpha
DIGITAL DEVICES						
The use of digital devices helps to…						
plan meetings (F2F, virtual & Hybrid).	0.55	0.71				
coordinate activities effectively.	0.51	0.63	4.62	32.8	5.63	0.71
trace my wellbeing.	0.49	0.51				
DIGITAL APPLICATIONS						
I use…						
digital wellbeing applications (meditation apps, music apps, etc.) to promote my wellbeing.	0.61	0.76				
social media applications (e.g., Facebook, LinkedIn, Instagram, etc.) to build connections and relationships with stakeholders in the business event industry (e.g., customers, employers, colleagues, etc.).	0.59	0.75				
event-related applications (e.g., registration apps, video conference apps, social media, and meditation apps) to provide basic services in event organizations.	0.58	0.69				
I use video conferencing applications…			1.37	10.18	5.59	0.76
to communicate with stakeholders (e.g., colleagues, employers, vendors, clients, etc.).	0.58	0.63				
all-integrated event management applications for greater ease and coordination of my daily work.	0.58	0.61				
digital applications to organize digital social gatherings (e.g., virtual coffee breaks, happy hours, meditation, and virtual happy hours) that help build relationships.	0.54	0.55				
DIGITAL INTERFACES						
Digital Interfaces such as…						
QR codes promote a paperless environment.	0.73	0.72				

Table 6. 9 Exploratory Factor Analysis Results of Digital Enablers. (Continued)

Factors and Items	Communalities	Factor loadings	Eigen-Value	Variance Explained	Grand Mean	Cronbach's Alpha
QR codes help in registration, hotel door access, and website access.	0.60	0.70	1.10	7.81	5.88	0.77
emails help me to save reminders, calendar dates, and share important documents.	0.52	0.55				
N=356 Total Variance explained = 50.81% KMO=0.90						

6.4.3.2 Exploratory Factor Analysis of Digital Initiatives.

Table 6.10 presents the EFA results for the digital initiative factor. Items of digital initiatives with factor loadings and communalities of more than 0.4 were kept, per Blunch's (2008) suggestion that factor loadings above 0.4 were deemed appropriate for further analysis. Furthermore, all eigenvalues noted in the factor loadings were greater than one (>1). Bartlett's Test of Sphericity (972.773) was significant at $p<0.001$, based on the factor loadings results. Similarly, the KMO coefficient of 0.725 indicates that the data are suitable for additional EFA analysis (Tabachnick & Fidell, 2019). Communalities of each variable ranged from 0.69 to 0.80, accounting for 69% to 80% of factor loadings. The factor solution explains 77.66% of the total variance of the dataset. All factor loadings achieved the required threshold for reliability (Field, 2005).

Table 6. 10. Exploratory Factor Analysis Results of Digital Initiatives.

Factors and Items	Communalities	Factor loadings	Eigen-Value	Variance Explained	Grand Mean	Cronbach's Alpha
Factor 1: Digital Initiatives						
Digital interfaces I use are my personal ones rather than my organization's.	0.80	0.90				
Digital applications I use are my personal ones rather than my organization's.	0.77	0.88	2.27	77.66	4.73	0.86
Digital devices I use are my personal ones rather than my organization's.	0.69	0.83				
N=356 Total Variance explained=77.66% KMO=0.73						

6.4.3.3 Exploratory Factor Analysis of Psychological Wellbeing.

Table 6.11 presents the EFA results for the psychological wellbeing. Equivalent to the pilot test, the EFA results for psychological wellbeing resulted in five factors: positive emotions, engagement, relationships, achievement, and meaning. These five factors explain 59.05% of the total variance of the dataset. Also, all eigenvalues recorded in the factor loadings were greater than 1 (>1). Based on the five-factor loading results, Bartlett's Test of Sphericity (3345.531) was significant at $p<0.001$. Likewise, the KMO measure was 0.92, indicating the data's appropriateness for further EFA analysis (Tabachnick & Fidell, 2019). Communalities of each variable ranged from 0.47 to 0.74, accounting for 47% to 74% of the factor loadings. All factor loadings achieved the required threshold of 0.4 (Hall et al., 2010). Reliability alpha for all factors exceeded 0.7: Positive emotions (0.76), engagement (0.80), relationships (0.76), achievement (0.74), and meaning (0.76).

Table 6. 11. Exploratory Factor Analysis Results of Psychological Wellbeing.

Factors and Items	Communalities	Factor loadings	Eigen-Value	Variance Explained	Grand Mean	Cronbach's Alpha
Positive Emotions						
I feel…						
positive when I listen to meditation applications for calmness.	0.63	0.70				
happy when I use video conferencing applications (e.g., Zoom, etc.) to communicate and connect with stakeholders (colleagues, vendors, clients).	0.63	0.67				
joyful when I use digital applications such as music apps or fitness apps to boost my energy.	0.58	0.66	9.38	34.75	5.59	0.76
a sense of contentment when I watch empowering videos (e.g., self-care routines, etc.) on social media.	0.58	0.65				
good when I use digital devices (Samsung/Apple watch) to track my daily activities (water, steps, food, and sleep).	0.58	0.54				
Engagement						
I feel excited to connect and interact with work colleagues on video conferencing applications (e.g., Zoom).	0.74	0.67				
I feel absorbed in wellness applications (e.g., meditation apps).	0.67	0.62				
I feel relaxed when I utilize wellness apps to join digital challenges with colleagues.	0.61	0.62	1.88	6.95	5.25	0.80
I feel happy when I connect and interact with people (friends, family, and work colleagues) on social media.	0.50	0.60				
My tracking applications keep me focused.	0.47	0.57				
Relationships						
I have built strong relationships with people through virtual connections.	0.67	0.69				
I use video conferencing applications to stay in touch with people across the globe.	0.66	0.64	1.43	5.31	5.53	0.76
	0.63	0.48				

Table 6. 11 Exploratory Factor Analysis Results of Psychological Wellbeing. (Continued)

Factors and Items	Communalities	Factor loadings	Eigen-Value	Variance Explained	Grand Mean	Cronbach's Alpha
I have built relationships through virtual gatherings (virtual conferences, happy hours, etc.).						
Achievement						
Through the use of digital technologies…						
I have acquired certificates.	0.70	0.79				
I have been able to grow my career.	0.58	0.65				
I can collaborate with stakeholders (vendors and planners) to achieve successful events.	0.58	0.60	1.17	4.33	5.65	0.74
I have been able to grow my company's business.	0.54	0.58				
I help save the environment by going paperless.	0.50	0.57				
Meaning						
My digital certificates give me a sense of direction in my career.	0.66	0.68				
Using digital technologies to balance my work and life is meaningful.	0.65	0.65	1.06	3.91	5.68	0.76
Being able to build positive relationships through digital technologies is valuable to me.	0.57	0.64				
Being able to grow my career using digital technologies is worthwhile.	0.53	0.63				
N=356 Total Variance explained=59.05% KMO=0.92						

6.4.3.4 Exploratory Factor Analysis of Career Wellbeing.

Table 6.12 presents the EFA results for career wellbeing. Subsequent to the EFA results for the digital enablers, digital initiatives, and psychological wellbeing constructs, exploratory factor analysis was conducted on the career wellbeing factors. Based on the results from the career wellbeing factor solutions, the EFA resulted in five factors for career wellbeing. All factor loadings of relationships (0.72), skill development (0.77), work performance (0.83), sense of purpose (0.83), and work-life balance (0.82) exceeded 0.7 (Hall et al., 2010). Bartlett's Test of Sphericity (5952.251) was significant at $p<0.001$. Likewise, the KMO measured 0.93, which suggests the data is appropriate for further EFA analysis (Tabachnick & Fidell, 2019). The five factors of career wellbeing describe 66.45% of the total variance of the dataset. The communalities of each variable, which ranged between 0.48 to 0.71, also accounted for 48% to 71% of the factor loadings. So, all the required thresholds for reliability for factors were achieved. Therefore, all the required thresholds for reliability for EFA analysis were achieved for further analysis.

Table 6. 12 Exploratory Factor Analysis Results of Career Wellbeing.

Factors and Items	Communalities	Factor loadings	Eigen-Value	Variance Explained	Grand Mean	Cronbach's Alpha
RELATIONSHIPS						
Through the use of digital technologies (social media apps, video conferencing apps, etc.), I receive …						
feedback from employers.	0.67	0.82				
support from vendors or clients.	0.66	0.81	7.28	40.43	5.54	0.72
support from family and friends.	0.59	0.77				
SKILL DEVELOPMENT						
Through the use of digital technologies, I have…						
advanced my career.	0.64	0.80				
acquired digital certifications that have aided my career development.	0.60	0.77				
learned important skills that have improved my career.	0.59	0.77	1.77	9.82	5.61	0.77
developed strategies to improve attendee experiences.	0.59	0.77				
SENSE OF PURPOSE						
Acquiring digital certifications gives me positive thoughts about the future of meeting planning.	0.64	0.82				
Building meaningful relationships via social media gives me a clear direction in my career.	0.60	0.82	1.14	6.35	5.46	0.83
Making important decisions through digital technologies gives me a sense of purpose.	0.54	0.78				
I can see a clear future in my career utilizing digital technologies.	0.48	0.73				

Table 6. 12 Exploratory Factor Analysis Results of Career Wellbeing. (Continued)

Factors and Items	Communalities	Factor loadings	Eigen-Value	Variance Explained	Grand Mean	Cronbach's Alpha
WORK PERFORMANCE **Through the use of digital technologies, I…**						
work effectively.	0.68	0.83				
am productive in my daily tasks.	0.65	0.83	1.05	5.34	6.00	0.83
achieve daily tasks/goals effectively.	0.64	0.82				
make effective decisions concerning my career and daily activities.	0.60	0.78				
WORK-LIFE **Utilizing digital technology…**						
helps balance my work-life effectively.	0.71	0.79				
helps to balance my time for work and non-work.	0.70	0.78	1.02	4.16	5.72	0.82
makes me feel my best when I balance my work and non-work life.	0.65	0.73				

Table 6. 12 Exploratory Factor Analysis Results of Career Wellbeing. (Continued)

N=356 Total Variance explained=66.45% KMO=0.93

6.5 Confirmatory Factor Analysis (Model Fit).

To determine a robust structural equation model, the hypotheses needed to be validated and tested. To ensure the validity of the various hypotheses, a theoretical confirmation is crucial in testing the relationships among hypotheses. A Confirmatory Factor Analysis was conducted to test the model fit of the career wellbeing model using IBM SPSS Amos 29. Testing the composite reliability, average variance, and discriminate validity is also essential.

Subsequently, the application of the root mean square error (RMSEA), comparative fit index (CFI), goodness of fit index (GFI), Tucker-Lewis index (TLI), and normed chi-square (χ^2/df) helps to determine if the model is fit for further testing and examination. Previous studies have proposed several thresholds for the above indices; for instance, RMSEA's threshold should be ≤.8, CFI's threshold should be ≥.8 GFI's threshold should be >.8, TLI should be ≥.8 (Beauducel & Wittmann, 2005; Cheung & Rensvold, 2002; Hu & Bentler, 1998). Also, the threshold for composite reliability (CR) should be ≥.6, the average variance extracted (AVE) should be ≥.5, for the discriminate validity (DV), the expected average (AVE) should be greater than the inter-factor correlation and the standardized factor loadings should be ≥.5 (Farrell, 2010; Fornell & Larcker, 1981; Hair, 2009; Hamid et al., 2017).

6.5.1 Confirmatory Factor Analysis results for the model (N=356)

The second dataset, consisting of 356 sample cases, was utilized in the CFA. The RMSEA was 0.05, CFI was 0.90, TLI 0.91, GFI was 0.89, χ^2 was 2985.01 (p >0.001), df was 1448, χ^2/df was 2.06. Based on the standardized factor loadings, items ranged between 0.65 and 0.89, showing statistical significance according to previous studies recommending a threshold for standardized factor loadings greater than 0.5 (≥.5) (Hair, 2009). All standardized factor loadings are above 0.60, which crosses the threshold. The model is deemed fit for further analysis based on the fit indices displayed.

The Composite Reliability surpassed the recommended threshold of 0.7 (Hair et al., 2010), as evidenced by the statistics presented in Table 6.13. Composite reliability ranged between 0.76 and 0.94, showing that all CR for the factor loadings exceeded 0.7. Additionally, Table 6.18 displays the Correlation Matrix which consists of the square root AVE, mean and standard deviations**.** It was found that the expected average (AVE) values surpassed the recommended threshold ≥.5 (0.53 to 0.63), indicating acceptable convergence (Hair, 2009; Hamid et al., 2017). The measurement model demonstrated discriminate validity, as AVE values exceeded the squared inter-factor correlation coefficients (Table 6.14). This confirms that each construct is empirically distinct supporting the measurement model's discriminant validity.

Table 6. 13 CFA Results of the Model Fit (N=356)

Constructs	**Items**	**Estimate**	**Standard Error**	***t*-Value**	***P-v*alue**	**Standardized factor Loading**	**AVE**	**C.R.**
Digital Devices	DEV1	0.84	0.08	10.80	***	0.79		
	DEV2	0.97	0.08	11.55	***	0.74	0.55	0.78
	DEV3	1.00				0.69		
Digital Applications	DA1	1.25	0.11	11.78	***	0.81		
	DA2	1.47	0.13	11.29	***	0.77		
	DA3	1.83	0.15	12.19	***	0.65	0.58	0.89
	DA4	1.31	0.11	11.87	***	0.82		
	DA5	1.54	0.13	11.65	***	0.80		
	DA6	1.00				0.71		
Digital Interface	DIF1	0.50	0.04	11.61	***	0.69		
	DIF2	0.92	0.06	16.27	***	0.73	0.53	0.77
	DIF3	1.00				0.77		
Positive Emotions	PE1	1.00				0.79		
	PE2	0.86	0.06	13.85	***	0.89		
	PE3	0.79	0.06	13.36	***	0.76	0.63	0.89
	PE4	0.94	0.07	13.81	***	0.79		
	PE5	1.17	0.07	16.44	***	0.72		
Engagement	EG1	0.92	0.07	13.74	***	0.71		
	EG2	1.15	0.08	15.02	***	0.70	0.50	0.83
	EG3	1.33	0.08	16.11	***	0.76		
	EG4	1.29	0.09	14.43	***	0.65		
	EG5	1.00				0.71		
Relationships	RT1	1.00				0.73		
	RT2	1.21	0.08	15.63	***	0.75	0.59	0.81
	RT3	1.41	0.09	16.45	***	0.82		
Achievement	ACH1	1.01	0.08	13.55	***	0.75		
	ACH2	0.79	0.05	14.85	***	0.69		

Table 6. 13 CFA Results of the Model Fit (N=356) (Continued)

	ACH3	0.94	0.06	15.13	***	0.71	0.53	0.85
	ACH4	0.80	0.06	14.47	***	0.79		
	ACH5	1.00				0.70		
Meaning	MN1	0.83	0.05	16.07	***	0.76		
	MN2	0.81	0.05	16.69	***	0.79	0.59	0.85
	MN3	0.85	0.05	16.11	***	0.76		
	MN4	1.00				0.76		
Relationships (Career wellbeing)	CRT1	1.00				0.70		
	CRT2	0.91	0.06	16.10	***	0.79	0.51	0.76
	CRT3	0.92	0.06	15.21	***	0.65		
Skill Development	SD1	1.00				0.70		
	SD2	0.85	0.05	16.84	***	0.78		
	SD3	0.93	0.06	16.37	***	0.76	0.54	0.82
	SD4	1.24	0.07	17.27	***	0.70		
Sense of Purpose	SP1	1.00				0.79		
	SP2	1.27	0.07	18.22	***	0.75	0.59	0.94
	SP3	1.39	0.08	18.44	***	0.76		
	SP4	1.18	0.07	18.28	***	0.76		
Work Performance	WP1	1.00				0.76		
	WP2	1.04	0.052	19.91	***	0.76	0.56	0.83
	WP3	1.00	0.051	19.77	***	0.76		
	WP4	0.96	0.053	18.28	***	0.70		
Work-Life	WL1	1.00				0.70		
	WL2	1.28	0.067	19.16	***	0.83	0.62	0.83
	WL3	1.23	0.065	19.12	***	0.83		
χ^2= 2985.01, df= 1448, χ^2/df = (2.06), p = (0.000), RMSEA (0.05), CFI= (0.90), TLI (0.91), GFI= (0.89).								

Table 6. 14 Correlation Matrix (square root AVE, mean and standard deviations).

	DEV	DA	DIF	PE	EG	RT	ACH	MN	CRT	SD	SP	WP	WL
DEV	**0.741**												
DA	.675**	**0.762**											
DIF	.462**	.553**	**0.731**										
PE	.524**	.656**	.458**	**0.792**									
EG	.465**	.591**	.290**	.713**	**0.707**								
RT	.438**	.521**	.273**	.471**	.599**	**0.768**							
ACH	.464**	.486**	.400**	.527**	.472**	.487**	**0.729**						
MN	.549**	.597**	.362**	.616**	.616**	.558**	.695**	**0.768**					
CRT	.532**	.575**	.404**	.511**	.571**	.525**	.567**	.632**	**0.716**				
SD	.555**	.557**	.369**	.514**	.528**	.531**	.717**	.678**	.633**	**0.736**			
SP	.456**	.534**	.277**	.596**	.707**	.599**	.629**	.708**	.645**	.697**	**0.765**		
WP	.565**	.426**	.453**	.509**	.384**	.371**	.630**	.568**	.529**	.587**	.505**	**0.745**	
WL	.473**	.432**	.349**	.532**	.568**	.452**	.568**	.644**	.533**	.494**	.583**	.552**	**0.789**
Mean	5.597	5.520	5.778	5.571	5.250	5.342	5.589	5.631	5.473	5.559	5.388	5.939	5.644
Std Dev	0.854	0.948	0.989	0.903	1.038	1.188	0.874	0.859	1.034	0.989	1.074	0.837	1.04

1. ** Correlation is significant at the 0.01 level (2 tailed).
2. **Note**: DEV= Digital Devices, DA= Digital Applications, DIF=Digital Interface, PE= Positive Emotions, EG= Engagement, RT= Relationships, ACH= Achievement, MN= Meaning, CRT= Relationships (career wellbeing), SD= Skill Development, SP= Sense of Purpose, WP= Work Performance, and WL= Work-life Balance.
3. N=356.

6.5.2 Confirmatory Factor Analysis results for the career wellbeing model (N=712)

This CFA utilized the full data of 712 sample cases. The RMSEA was 0.05, CFI was 0.90, TLI 0.91, GFI was 0.88, χ^2 was 3350.01 (p >0.001), df was 1339, χ^2/df was 2.50. Given that the chi-square was identified to be 3350.01, it is congruent with previous studies that suggested that the chi-square is a sensitive index to sample size (Balakrishnan et al., 2013; Yadama & Pandey, 1995), and this is evident in the CFA analysis involving a sample size of 712 data. This notwithstanding, the Goodness-of-fit indices show enough assessment to evaluate the model. Based on the standardized factor loadings, the items ranged between 0.65 and 0.89, showing statistical significance and exceeding the threshold for standardized factor loadings (Hair, 2009). The results illustrate that all standardized factor loadings are above 0.60, which crosses the threshold.

Likewise, the Composite Reliability (CR), which states that the threshold should be ≥.6, was achieved based on statistics displayed in Table 6.15. It was discovered that the composite reliability ranged between 0.76 and 0.94. Which shows that all CR for the factor loadings exceeded 0.7. Also, Table 6.20 displays the Correlation Matrix, which consists of the square root AVE, mean, and standard deviations**.** Based on the results, it was identified that the expected average (AVE) values surpassed the recommended threshold ≥.5, which shows an acceptable convergence. The result exhibited discriminant validity, as the AVE values surpassed squared inter-factor correlations (Table 6.16), validating those constructs share more variance with their indicators than other constructs. Confirming the measurement discriminant validity.

Table 6. 15. CFA Results of Model Fit for Career Wellbeing (N=712)

Constructs	Items	Estimate	Standard Error	*t*-Value	*P-v*alue	Standardized factor Loading	AVE	C.R.
Digital Devices	DEV3	1.00				0.76		
	DEV2	0.97	0.08	11.547	***	0.74	0.57	0.80
	DEV1	0.84	0.08	10.795	***	0.77		
Digital Applications	DA6	1.00				0.71		
	DA5	1.54	0.13	11.65	***	0.70		
	DA4	1.31	0.11	11.865	***	0.72	0.51	0.86
	DA3	1.83	0.15	12.189	***	0.65		
	DA2	1.47	0.13	11.289	***	0.67		
	DA1	1.25	0.11	11.778	***	0.81		
Digital Interface	DIF3	1.00				0.77		
	DIF2	0.92	0.06	16.269	***	0.73	0.53	0.77
	DIF1	0.50	0.04	11.609	***	0.69		
Positive Emotions	PE1	1.00				0.76		
	PE2	0.86	0.06	13.851	***	0.79		
	PE3	0.79	0.06	13.359	***	0.66	0.56	0.86
	PE4	0.94	0.07	13.811	***	0.79		
	PE5	1.17	0.07	16.44	***	0.72		
Engagement	EG5	1.00				0.72		
	EG4	1.29	0.01	14.431	***	0.75	0.56	0.86
	EG3	1.33	0.08	16.112	***	0.76		
	EG2	1.15	0.08	15.015	***	0.79		
	EG1	0.92	0.07	13.742	***	0.71		
Relationships	RT3	1.16	0.06	19.549	***	0.82		
	RT2	1.00				0.75	0.59	0.87
	RT1	0.83	0.05	15.63	***	0.73		
Achievement	ACH5	1.00				0.70		
	ACH4	0.80	0.06	14.466	***	0.79		

Table 6. 15 CFA Results of Model Fit for Career Wellbeing (N=712). (Continued)

Constructs	Items	Estimate	Standard Error	*t*-Value	*P-v*alue	Standardized factor Loading	AVE	C.R.
	ACH3	0.94	0.06	15.131	***	0.82	0.56	0.85
	ACH2	0.79	0.05	14.852	***	0.71		
	ACH1	1.01	0.08	13.55	***	0.75		
Meaning	MN4	1.00				0.67		
	MN3	0.85	0.05	16.113	***	0.70	0.50	0.80
	MN2	0.81	0.05	16.688	***	0.69		
	MN1	0.83	0.05	16.074	***	0.76		
Relationships (Career wellbeing)	CRT1	1.00				0.70		
	CRT2	0.91	0.06	16.103	***	0.71	0.52	0.76
	CRT3	0.92	0.06	15.213	***	0.75		
Skill Development	SD1	1.00				0.70		
	SD2	0.85	0.05	16.844	***	0.78		
	SD3	0.93	0.06	16.368	***	0.69	0.52	0.81
	SD4	1.24	0.07	17.267	***	0.70		
Sense of Purpose	SP1	1.00				0.69		
	SP2	1.27	0.07	18.216	***	0.75	0.55	0.94
	SP3	1.39	0.08	18.443	***	0.76		
	SP4	1.18	0.07	18.279	***	0.76		
Work Performance	WP1	1.00				0.76		
	WP2	1.04	0.05	19.909	***	0.76	0.56	0.83
	WP3	1.00	0.05	19.772	***	0.76		
	WP4	0.96	0.05	18.284	***	0.70		
Work-Life	WL1	1.00				0.70		
	WL2	1.28	0.07	19.163	***	0.83	0.62	0.83
	WL3	1.23	0.07	19.106	***	0.83		

χ^2= 3350.01, p = (0.000), df=1339, χ^2/df was 2.50, RMSEA (0.05), CFI= (0.94), TLI (0.93), GFI= (0.88).

Note: ***p<0.001.

1. AVE= (Σ Standardized factor loading^2)/ [(Σ Standardized factor loading^2) + Σ measurement error].
2. Composite construct reliability= (Σ Standardized factor loading)^2/ [(Σ Standardized factor loading)^2 + Σ measurement error]

Table 6. 16. Correlation Matrix (square root AVE, mean, and standard deviations).

	DEV	DA	DIF	PE	EG	RT	ACH	MN	CRT	SD	SP	WP	WL
DEV	**0.757**												
DA	.479**	**0.712**											
DIF	.479**	1.00**	**0.731**										
PE	.525**	.463**	.463**	**0.746**									
EG	.485**	.323**	.323**	.689**	**0.747**								
RT	.452**	.303**	.303**	.475**	.589**	**0.768**							
ACH	.508**	.462**	.462**	.545**	.524**	.519**	**0.751**						
MN	.539**	.428**	.428**	.609**	.628**	.574**	.679**	**0.706**					
CRT	.491**	.383**	.383**	.490**	.552**	.542**	.603**	.604**	**0.720**				
SD	.535**	.418**	.418**	.532**	.533**	.532**	.697**	.691**	.609**	**0.718**			
SP	.476**	.316**	.316**	.578**	.678**	.610**	.620**	.705**	.632**	.699**	**0.741**		
WP	.492**	.446**	.446**	.502**	.394**	.379**	.555**	.572**	.489**	.563**	.529**	**0.745**	
WL	.443**	.319**	.319**	.475**	.543**	.402**	.496**	.575**	.477**	.432**	.527**	.552**	**0.789**
Mean	5.652	5.851	5.851	5.587	5.305	5.434	5.647	5.675	5.538	5.608	5.462	5.958	5.718
Std Dev	0.798	0.905	0.905	0.880	0.994	1.125	0.842	0.863	0.989	0.947	1.047	0.821	0.999

1. **Note:** ** Correlation is significant at the 0.01 level (2 tailed).
2. DEV= Digital Devices, DA= Digital Applications, DIF=Digital Interface, PE= Positive Emotions, EG= Engagement, RT= Relationships, ACH= Achievement, MN= Meaning, CRT= Relationships (career wellbeing), SD= Skill Development, SP= Sense of Purpose, WP= Work Performance, and WL= Work-life Balance.
3. N=712.

6.6 Structural Equation Modeling (SEM)

Following the EFA and CFA, the goodness-of-fit indices suggest that the digital and career wellbeing model is fit for further analysis. As a result, the proposed hypotheses were tested using Structural Equation Modeling. Specifically, SEM was performed on the digital and career wellbeing conceptual model. Figure 6.1 shows the exogenous variables and the endogenous variables. The exogenous variables were stated to allow a relationship with each other. The proposed paths of the relationships were: a) from digital enablers to psychological wellbeing; b) from psychological wellbeing to career wellbeing.

Based on the results, the model fit indices indicate that the hypothesized model fits the data based on the evaluation of significant criteria like RMSEA=0.048, CFI=0.920, TLI= 0.913, GFI = 0.89, χ^2= 4020.01 (p >0.001), df= 1410, and χ^2/df =2.85. Subsequently, other goodness of fit indices also supported the conceptual model.

6.6.1 Hypotheses Testing

There were 15 hypotheses to test the conceptual model. Table 6.17 and Figure 6.1 outline the results of the hypotheses, testing the conceptual model. The digital application constructs have 5 different semi-hypotheses (2a-2e) connecting to all factors of the psychological wellbeing constructs. Next, the results of the 15 direct hypotheses are presented.

Table 6. 17. Results of the direct path for the Structural Model (712).

Hypothesis	Path			Std. Co-efficient β	*t*-value	*P*-value	Decision
H1-a	Digital Devices	>	Positive emotions	0.58	3.60***	0.000	**Accept**
H1-b	Digital Devices	>	Meaning	0.74	0.23	0.821	Reject
H2-a	Digital Applications	>	Positive emotions	0.96	4.25***	0.000	**Accept**
H2-b	Digital Applications	>	Engagement	0.83	11.02***	0.000	**Accept**
H2-c	Digital Applications	>	Relationship	0.40	10.28***	0.000	**Accept**
H2-d	Digital Applications	>	Achievement	0.90	11.81***	0.000	**Accept**
H2-e	Digital Applications	>	Meaning	0.81	0.21	0.834	Reject
H3	Digital Interface	>	Relationship	0.25	4.77***	0.000	**Accept**
H4	Positive emotions	>	Work performance	0.17	11.52***	0.000	**Accept**
H5	Engagement	>	Work performance	0.48	5.69***	0.000	**Accept**
H6-a	Relationships	>	Relationships	0.88	13.16***	0.000	**Accept**
H6-b	Relationships	>	Sense of purpose	0.59	7.76***	0.000	**Accept**
H7	Achievement	>	Skill development	0.95	16.33***	0.000	**Accept**
H8	Meaning	>	Work-life	0.71	13.06***	0.000	**Accept**
H9	Achievement	>	Sense of Purpose	0.44	6.31***	0.000	**Accept**
χ^2= 4020.01, *p* = (0.000), *df*=1410, χ^2/df =2.85, RMSEA (0.048), CFI= (0.92), TLI (0.91), GFI= (0.89ΔΔ).							

1. **Note** *** = 0.000
2. *p<0.05, and **p<0.01 and ***p<0.001.

6.6.2 Results of the Direct Impacts.

Based on the direct regression analyzed among the 13 constructs, 13 hypotheses were significant at 0.05, 0.001, and 0.01 levels, and 2 hypotheses were rejected.

Hypotheses 1-a hypothesizes that digital devices have a positive effect on positive emotions. Results showed that $\beta = 0.58$, $t=3.60$, and $p<0.001$. Thus, the hypothesis was accepted because the co-efficient was statistically significant. This suggests that digital devices positively influence meeting planners' positive emotions. Therefore, hypothesis 1-a was statistically accepted.

Hypothesis 1-b proposes that digital devices have a positive effect on meaning. The outcome of the path coefficient of "digital devices" to "meaning" depicted that the hypothesis was rejected as the co-efficient was not statistically significant ($\beta = 0.74$, $t=.23$, and $p>0.05$). This implies that digital devices do not influence meeting planners' meaning in life. Thus, hypothesis 1-b was statistically rejected.

Hypothesis 2-a postulates that the use of digital applications has a positive effect on positive emotions. This was tested by examining "digital applications" and "positive emotions". Results showed that the path coefficient was statistically significant ($\beta = 0.96$, $t=4.25$, $p<0.001$). This suggests that digital applications positively influence meeting planners' positive emotions. Therefore, hypothesis 2-a was statistically accepted.

Hypothesis 2-b states that using digital applications has a positive effect on engagement. This hypothesis was examined between the "use of digital applications" and "engagement". Based on the results, the hypothesis was accepted because the coefficient was statistically significant ($\beta = 0.83$, $t=11.02$, and $p<0.001$). Consequently, digital applications such as social media, registration, video conference, music, and meditation apps positively impact meeting planners' engagement levels. Therefore, hypothesis 2-b was statistically supported.

Hypothesis 2-c posits that the use of digital applications has a positive effect on relationships. This was done by examining the coefficient between "digital applications" and "relationships". The results discovered the path coefficient was significant ($\beta = 0.40$, $t=10.28$, $p<0.001$). This insinuates that digital applications have a higher tendency to exhibit a positive influence on meeting planners' relationships. Therefore, hypothesis 2-c was statistically supported.

Hypothesis 2-d theorizes that the use of digital applications has a positive effect on achievement. Results showed a significant relationship among the constructs ($\beta = 0.90$, t=11.81, and $p<0.001$). As a result, digital applications have a positive relationship with meeting planners' achievement. Therefore, hypothesis 2-d was accepted.

Hypothesis 2-e suggests that digital applications have a positive effect on meaning. This hypothesis was examined between "digital applications" and "meaning." The path coefficient results between the two constructs were not statistically significant ($\beta = 0.81$, t=0.21, $p>0.05$). This indicates that digital applications do not necessarily influence their meeting planners' meaning in life. Thus, hypothesis 2-e was statistically rejected.

Hypothesis 3 states that digital interfaces have a positive effect on relationships. This hypothesis was confirmed between "digital interface" and "relationships". The path coefficient from digital interfaces to relationships was significant ($\beta = 0.25$, $t = 4.77$, $p < 0.001$). Thus, digital interfaces such as emails, QR codes, and WI-FI, among others, positively influence meeting planners' relationships. Accordingly, hypothesis 3 was supported.

Hypothesis 4 proposes that positive emotions resulting from the use of digital enablers have a positive relationship with work performance. This hypothesis was tested in relation to "positive emotions" and "work performance." Based on the results, the hypothesis was accepted because the coefficient was statistically significant ($\beta = 0.17$, t=11.52, and $p<0.001$). This alludes to positive emotions, such as joy or pleasure, derived from digital enablers that positively impact work performance. Therefore, hypothesis 2-f was statistically accepted.

Hypothesis 5 suggests that engagement resulting from the use of digital enablers has a positive relationship with work performance. This hypothesis was confirmed by testing the path coefficient of "engagement" and "work performance". A statistically significant result was found between these constructs ($\beta = 0.48$, t=5.69, and $p<0.001$). Thus, meeting planners with a high level of engagement are likely to have a high level of work performance. Accordingly, hypothesis 5 was supported.

Hypothesis 6-a postulates that relationships resulting from the use of digital enablers have a positive correlation with relationships with stakeholders. This hypothesis was verified between "relationships with digital enablers" and "relationships with stakeholders". The results showed a significant relationship between the two constructs ($\beta = 0.88$, t=13.16, $p<0.001$). Consequently, the relationships meeting planners form through digital enablers have a positive

impact on their relationships with stakeholders, including family, friends, employers, clients, and vendors. Therefore, hypothesis 6-a was statistically accepted.

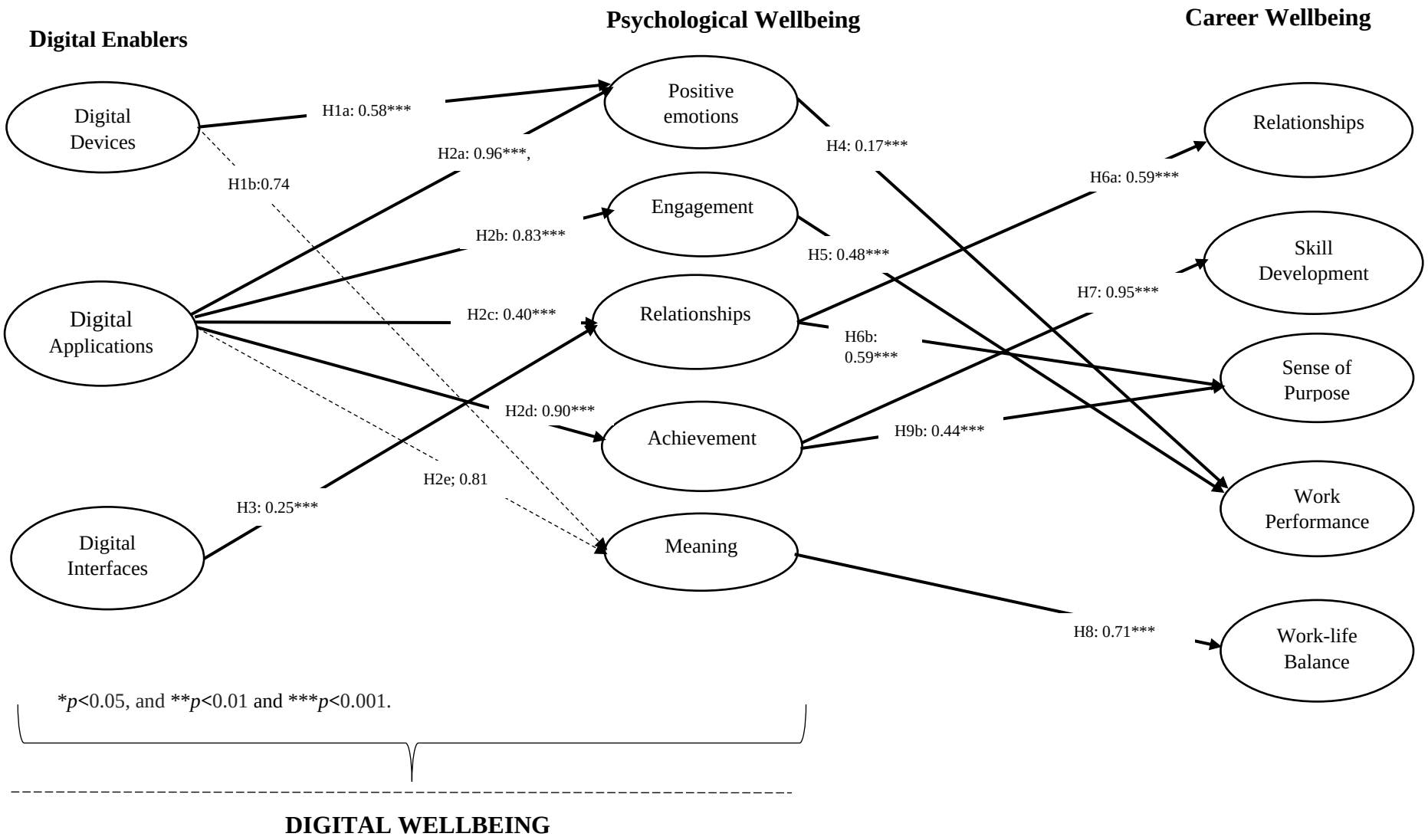
Hypothesis 6-b states that relationships resulting from the use of digital enablers have a positive correlation with a sense of purpose. This hypothesis was examined between "relationships" and "a sense of purpose." Based on the results, the hypothesis was accepted because the coefficient was statistically significant ($\beta = 0.59$, $t=7.76$, and $p<0.001$). This implies that the relationships meeting planners form through the use of digital enablers tend to positively impact their sense of purpose. Therefore, hypothesis 6-b was statistically supported.

Hypothesis 7 hypothesizes that achievement resulting from the use of digital enablers has a positive relationship with skill development. Results showed that $\beta = 0.95$, $t=16.33$, and $p<0.001$. Therefore, the hypothesis was accepted because the coefficient was statistically significant. This indicates that meeting planners' achievements derived from digital enablers positively influence their skill development. Therefore, hypothesis 7 was statistically accepted.

Hypothesis 8 theorizes that meaning resulting from the use of digital enablers has a positive relationship with work-life balance. This hypothesis was assessed by exploring the path coefficient between "meaning" and "sense of purpose." The results demonstrated a statistically significant relationship between the two constructs ($\beta = 0.71$, $t=13.06$, and $p<0.001$). Thus, meeting planners who derive meaning through digital enablers will likely balance their work and life. Accordingly, hypothesis 8 was statistically supported.

Hypothesis 9 proposes that achievement resulting from the use of digital enablers has a positive relationship with a sense of purpose. The hypothesis was assessed on the path coefficient between "achievement" and "a sense of purpose." Based on the results, the hypothesis was accepted because the coefficient was statistically significant ($\beta = 0.44$, $t=6.31$, $p<0.001$). This suggests that the achievements of meeting planners, facilitated by digital enablers, positively impact their sense of purpose. Therefore, hypothesis 9 was statistically accepted.

Figure 6. 1. Results of the direct path for the Structural Model (N=712).



6.7 Moderating Effect

Given that the proposed conceptual model has a moderating variable, it is crucial to examine how it influences the digital and career wellbeing model. Specifically, the digital initiative has two variables such as personal and organizational digital initiatives. After testing the various hypotheses, the study explores whether personal and organizational digital initiatives have a major influence on meeting planners' digital and career wellbeing. Therefore, the data was split into two different datasets. The full data was computed using SPSS mean split to divide the datasets into two main groups. Values that fell below 4.0 were categorized as an organizational digital initiative group (N=329), and values that fell above 4.0 were categorized as a personal digital initiative group (N=383).

6.7.1 Measurement Invariance for the model

Before testing the moderating variables of the proposed model, the measurement invariance was tested to establish the measurement model among the two groups of datasets (personal and organizational). Corresponding to Steenkamp and Baumgartner (1998), measurement invariance helps determine if an instrument is inferred similarly across two groups. To determine the measurement invariance, the chi-square difference was tested. Based on recommendations from previous literature (Hans et al., 2009; Steenkamp & Baumgartner, 1998), non-restricted CFA was conducted, and then a full-metric invariance. CFA was conducted using the two datasets (personal and organizational digital initiatives datasets). Table 6.18 presents the results of measurement invariance of both datasets (personal and organizational initiatives).

The goodness-of-fit indices indicated that both groups exhibited a satisfactory model fit. Specifically, the non-restricted indices were as follows: RMSEA= 0.043, CFI = 0.89, GFI= 0.88, TLI= 0.90 while the full-metric indices were RMSEA= 0.043, CFI = 0.91, GFI= 0.89, and Tucker-Lewis index (TLI)= 0.89. Additionally, the full-metric measurement invariance was utilized as the baseline in assessing the structural evaluation from the chi-square (χ^2) differences between the non-restricted model and the full metric model. The full metric invariance results showed that ($\Delta\chi^2$ (*df*)= 59.18< $\chi^2_{.01\,(}$41) =64.950. This implies that the two groups (personal and organizational) are invariant, suggesting that the groups displayed consistency among the relationships in the proposed model.

Table 6. 18 Measurement Invariance for personal digital initiative group (N=383) and organizational digital initiative group (N=329).

Models		**Personal VS Organizational**	**CFI (RMSEA)**
	χ^2/df	$\Delta\chi^2$/df	
Non-restricted	6160.55/ 2678		0.918 (0.043)
Full metric invariance of CFA (L(X)Y=IN*)	6219.730/2719	59.18/41	0.916 (0.043)

a. A chi-square difference test: χ^2 (df)< $\chi^2_{.01\ (}$41) =64.950. Therefore, the full metric invariance was confirmed.

Note: IN*=Invariance

a. Chi-square difference test: ($\Delta\chi^2$ (df)= 59.18< $\chi^2_{.01\ (}$41) =64.950; therefore, the full metric invariance was supported.

6.7.2 SEM results of Personal digital initiatives group (N=383) Versus Organizational digital initiative group (N=329)

SEM was performed on the moderating variable groups (personal and organizational digital initiatives). Some relationships and differences between the two groups were identified, as shown in Tables 6.19 and 6.20 and Figure 6.2. Regarding the personal digital initiatives group dataset, the goodness-of-fit indices suggested that χ^2= 3268.19, p = (0.000), df=1410, and was χ^2/df =2.31. This suggests that the model fit and other goodness-of-fit indices met the threshold and are acceptable at RMSEA= 0.04, CFI = 0.89, GFI= 0.88, and TLI= 0.91).

Figure 6.2 reports on the significance of the direct paths of the structural model for personal and organizational digital initiative groups. As shown in Table 6.19, the results for invariance analysis suggest that all coefficient values for the personal digital initiative group were statistically significant at 0.001, 0.01, and 0.05. Thus, personal digital initiatives greatly influence meeting planners' digital and career wellbeing. Whereas, with the organizational digital initiatives group, the chi-square value was χ^2= 3928.98, p = (0.000), df=1410, and the χ^2/df =2.78, suggesting that the model fit and other model indices are standard and satisfactory. Precisely, RMSEA= 0.05, CFI = 0.88, GFI= 0.87, TLI= 0.90. As exhibited in Table 6.20, the invariance test indicates that 12 out of 15 coefficient values were statistically significant at 0.001, 0.01, and 0.05. This implies that organizational digital initiatives have a partial influence on meeting planners' digital and career wellbeing.

Table 6. 19 Results of SEM for Personal Digital Initiative (383).

Hypothesis		**Path**		**Standard Co-efficient β**	***t*-value**	***P*-value**
H1a	Digital Devices	>	Positive emotions	0.28	6.08***	0.000
H1b	Digital Devices	>	Meaning	0.45	2.20*	0.028
H2a	Digital Applications	>	Positive emotions	0.83	7.98***	0.000
H2b	Digital Applications	>	Engagement	0.13	7.97***	0.000
H2c	Digital Applications	>	Relationships	0.91	8.68***	0.000
H2d	Digital Applications	>	Achievement	0.36	5.62***	0.000
H2e	Digital Applications	>	Meaning	0.99	8.48***	0.000
H3	Digital Interface	>	Relationships	0.34	1.99*	0.046
H4	Positive emotions	>	Work performance	0.14	8.17***	0.000
H5	Engagement	>	Work performance	0.44	3.82***	0.000
H6a	Relationships	>	Relationships	0.88	10.84***	0.000
H6b	Relationships	>	Sense of purpose	0.44	3.19***	0.001
H7	Achievement	>	Skill development	0.99	10.90***	0.000
H8	Meaning	>	Work-life	0.73	9.23***	0.000
H9	Achievement	>	Sense of Purpose	0.35	2.69**	0.007

χ^2= 3268.19, p = (0.000), df=1410, χ^2/df =2.31, RMSEA (0.04), CFI= (0.89), TLI (0.91), GFI= (0.88).

1. **Note** *** = 0.000
2. *p<0.05, and **p<0.01 and ***p<0.001.

Given that all connecting paths of the coefficient values of personal digital initiatives were significant and only 12 out of the 15 connecting paths' coefficient values for organizational digital initiatives were statistically significant, this suggests that meeting planners' digital and career wellbeing is mainly influenced by their personal digital initiatives. Organizational digital initiatives seem to be less effective than personal digital initiatives.

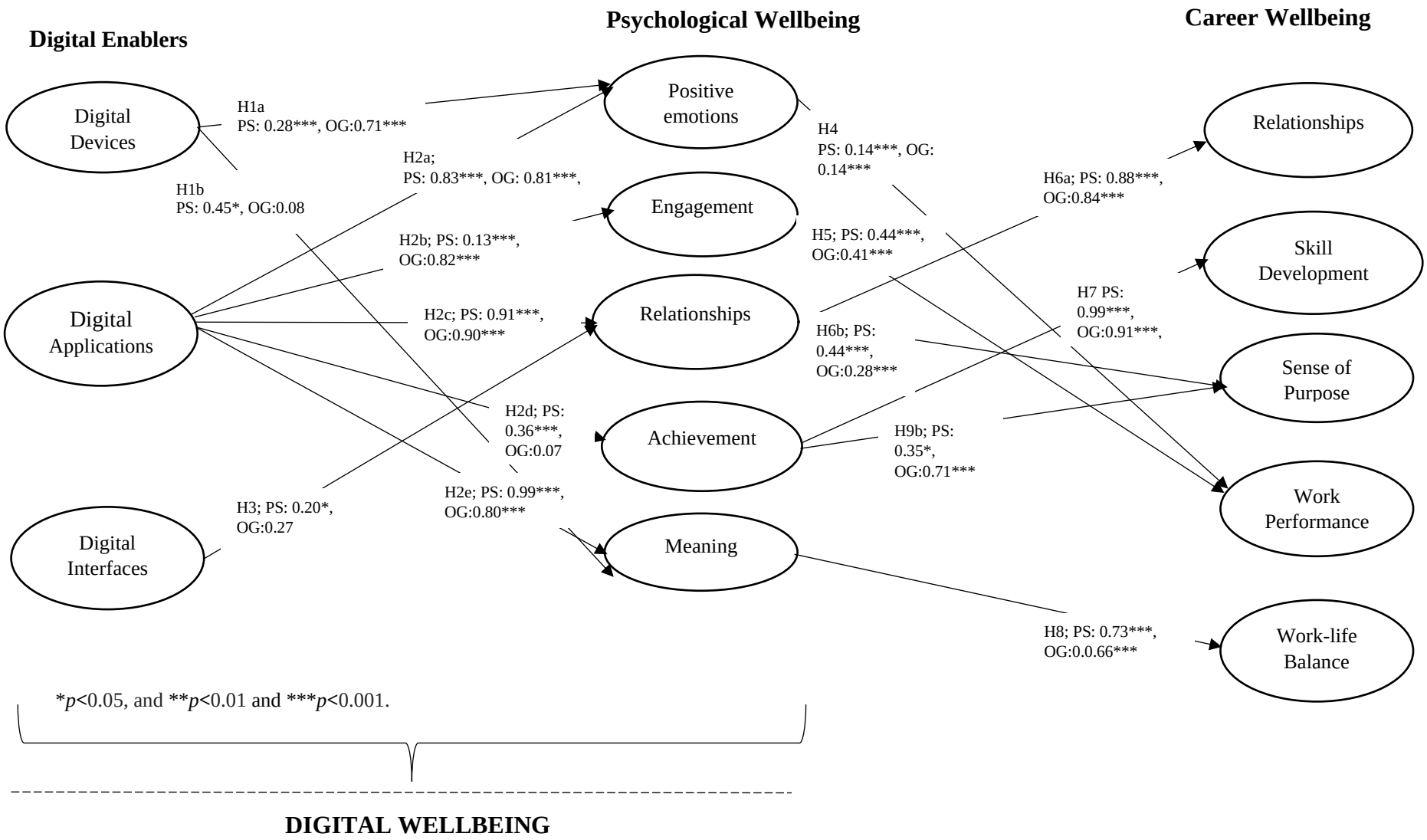
Table 6. 20 Results of SEM for Organizational Digital Initiative (329).

Hypothesis	**Hypothesis Direction**			**Standard Co-efficient B**	***t*-value**	***P*-value**
H1a	Digital Devices	>	Positive emotions	0.71	3.74***	0.000
H1b	Digital Devices	>	Meaning	0.08	0.26	0.798
H2a	Digital Applications	>	Positive emotions	0.81	7.61***	0.000
H2b	Digital Applications	>	Engagement	0.82	6.66***	0.000
H2c	Digital Applications	>	Relationship	0.90	8.50***	0.000
H2d	Digital Applications	>	Achievement	0.07	0.23	0.815
H2e	Digital Applications	>	Meaning	0.80	8.20***	0.000
H3	Digital Interface	>	Relationship	0.27	1.51	0.13
H4	Positive emotions	>	Work performance	0.14	8.15***	0.000
H5	Engagement	>	Work performance	0.41	3.66***	0.000
H6a	Relationships	>	Relationships	0.84	8.08***	0.000
H6b	Relationships	>	Sense of purpose	0.28	4.02***	0.000
H7	Achievement	>	Skill development	0.91	11.58***	0.000
H8	Meaning	>	Work-life	0.66	8.34***	0.000
H9	Achievement	>	Sense of Purpose	0.71	6.94***	0.000

χ^2= 3928.98, p = (0.000), df=1410, χ^2/df =2.78, RMSEA (0.05), CFI= (0.88), TLI (0.90), GFI= (0.87).

1. **Note** *** = 0.000.
2. *p<0.05, and **p<0.01 and ***p<0.001.

Figure 6. 2. Results of the direct path for the structural model (Personal Versus Organizational Digital Initiatives)



6.7.3 Structural Invariance for the Model

A structural invariance was assessed to determine if the proposed structural model is equal across the two groups (personal and organizational). Based on Yoo (2002), the chi-square difference was tested and used as a baseline model (Full metric invariance) and the full path invariance model (invariance model among the two groups). Results from the structural invariance showed that the chi-square (χ^2) difference between the full path invariance model and the baseline model was significant, suggesting that the full path invariance model was not supported among the personal and organizational initiative groups. This implies that the path connecting meeting planners who chose personal digital initiatives and organizational digital initiatives was different. Specifically, results shows that χ^2 (df)=88.61< $\chi^2_{.01\ (}$18) =32.346. Table 6.21 displays the full results of the structural invariance across the personal and organizational groups.

Table 6. 21 Structural Invariance Model for personal (383) digital initiative group and organizational (329) digital initiative group.

Models	Models	χ^2	df	$\Delta\chi^2$/df	CFI	TLI	RMSEA
Personal	Full metric invariance model (L(X)Y=IN*)	7269.184	2861		0.90	0.89	0.047
and Organizational digital initiative group	Full path invariance model (L(X)Y=IN, GA=IN, BE=IN) [a]	7357.794	2879	88.61/18	0.90	0.88	0.047

Note: chi-square difference test: χ^2 (df)=88.61< $\chi^2_{.01\ (}$18) =32.346. Thus, the full structural invariance was not supported. Therefore, the paths across the two groups are not equal.

6.7.4 Invariance Tests for the Connecting Paths

Table 6.22 provides the results of the invariance tests across the connecting paths of the two groups (personal and organizational). Invariances of each connecting path were tested independently. For instance, the coefficient of a particular connecting path (e.g., H1-a; digital devices and positive emotions) was tested and compared across the baseline model and restricted model among the personal and organizational digital initiatives groups. The remainder of the connecting paths were subsequently tested and assessed individually across the personal and organizational digital initiative groups.

Invariance tests across all connecting paths indicate disparities among the personal and organizational groups. Basically, 7 connecting paths exhibited significant differences. Specifically, the coefficient values of the connecting paths of digital devices and positive emotions were identified to be greater among the organizational digital initiative group than the personal initiative group. The path coefficient from digital devices and meaning was significantly greater among the personal digital initiative group than the organizational initiative groups. Examining the path coefficient of digital applications and positive emotions insinuates that the personal digital initiative group has a greater influence on meeting planners' digital and career wellbeing than the organizational initiative group. Similarly, the paths coefficient from digital applications and the meaning of meeting planners exhibited that personal digital initiative was more significant than organizational digital initiative groups.

Additionally, the coefficient values of the paths from relationships with digital enablers and relationships with stakeholders were significantly greater across the personal and organizational digital initiative groups. Likewise, examining the connecting paths of relationships and sense of purpose, it was concluded that the coefficients of the personal digital initiative group have an enormous impact compared to those of the organizational initiative group. Further assessment of the path coefficient of achievement towards a sense of purpose was found to be significantly greater among the organizational digital initiative group than the personal initiative groups. Therefore, the moderating role of digital initiatives has been partially supported and confirmed, suggesting that hypotheses 10 were partially supported.

Table 6. 22 Structural Invariance of Personal and Organizational Digital Initiative Groups.

Hypothesis	Connecting Paths	Personal VS Organizational Digital Initiative Group	
		χ^2/df	$\Delta\chi^2$/df
	Free Model	7269.184/2861	
H1-a	Digital and Positive Emotions.	7273.214/2862	4.03/1**
H1-b	Digital Device and Meaning.	7296.793/2862	27.609/1***
H2-a	Digital Application and Positive Emotions.	7272.177/2862	2.993/1*
H2-b	Digital Application and Engagement.	7269.371/2862	0.187/1
H2-c	Digital Application and Relationships.	7271.047/2862	1.863/1
H2-d	Digital Application and Achievement.	7269.312/2862	0.128/1
H2-e	Digital Application and Meaning.	7277.250/2862	8.066/1***
H3	Digital Interface and Relationships.	7269.182/2862	-0.002/1
H4	Positive emotions and Work performance.	7269.371/2862	0.187/1
H5	Engagement and Work performance.	7269.298/2862	0.114/1
H6-a	Relationships and Relationships.	7279.186/2862	10.002/1***
H6-b	Relationships and a Sense of Purpose.	7314.663/2862	45.479/1***
H7	Achievement and Skill development.	7269.657/2862	0.473/1
H8	Meaning mediates and Work-life balance.	7269.199/2862	0.015/1
H9	Achievement and a Sense of purpose.	7273.440/2862	4.256/1**

Note: *the foundation of significant differences ($\Delta\chi^2$/df >$\Delta\chi^2_{0.1}$ (1) =2.701).
**the foundation of significant differences ($\Delta\chi^2$/df >$\Delta\chi^2_{0.05}$ (1) =3.842).
***the foundation of significant differences ($\Delta\chi^2$/df >$\Delta\chi^2_{0.01}$ (1) =6.635).

6.8 Chapter Summary

Chapter 6 deliberated on the methodology and results of the pilot test and the main study. SPSS was utilized to analyze the proposed conceptual model. The validity and reliability of measurement models were verified. Results of the structural model were tested to progress the hypotheses. The SEM assessed the model with three paths: 1) from digital enablers to the psychological wellbeing constructs, 2) the psychological wellbeing constructs to the career wellbeing constructs, and 3) the moderating influence of digital initiatives on digital and career wellbeing. The analysis results exhibited varying differences and similarities, with most relationships confirmed.

Chapter 7 examines the findings in response to the research hypotheses and questions and concludes with the thesis's theoretical and practical implications.

CHAPTER 7- DISCUSSION AND CONCLUSION

7.1 Chapter Introduction

This research was intended to address the following research objectives: 1) develop a reliable and valid scale for measuring digital wellbeing, 2) assess the effects of digital enablers on the psychological wellbeing of meeting planners, 3) explore the influence of digital wellbeing dimensions on the career wellbeing of meeting planners, and 4) ascertain possible moderators and examine their effects on the relationship between digital and career wellbeing of meeting planners.

Chapter 1 of the thesis introduced the research background, identified research problems, and presented justifications for the significance of this research. Chapter 2 evaluated the business events literature to provide an understanding of the setting for the study- business events in the United States. Chapter 3 presented the digital and career wellbeing literature, which guided the development of a model to test the relationships between digital enablers, psychological wellbeing, and career wellbeing (Figure 3.4). Chapter 4 reported the research paradigm and methodology (mixed methods) that guides the entire thesis. Chapter 5 presented the method and findings of the qualitative research (Study 1) that explored the composition of digital wellbeing, including 1) digital enablers, 2) psychological wellbeing, and 3) digital initiatives that emerged as a moderator of the relationship between digital wellbeing and career wellbeing. It concludes with the initial development of digital wellbeing and digital initiatives items.

Chapter 6 discussed the methods and results of the pilot test and the main study. Using SEM, the results were tested to advance the study. Chapter 7 thoroughly discusses the study's findings in relation to the research objectives identified in the first chapter. First, findings are provided regarding each research objective and compared with previous literature to determine the contribution made to knowledge by this thesis. Recommendations are then presented for future research. The thesis concludes by explaining the theoretical and practical implications, and suggestions are provided based on the study's limitations.

7.2 Research Objective 1: Reliable and valid scale of digital wellbeing.

Developing a reliable and valid scale for measuring digital wellbeing required a thorough literature review. The aim was to investigate digital wellbeing factors, specifically digital enablers and psychological wellbeing. This review aimed to establish an understanding of a digital wellbeing scale. Table 7.1 summarizes the research objectives, hypotheses, and findings.

The current thesis developed the DWB scale for reasons such as 1) digital wellbeing, although an emerging concept, has become a widespread phenomenon that has been investigated in several disciplines and contexts; however, it has lost its robust structure because of its ambiguity in defining the appropriate composition of digital wellbeing. Hence, there was a need to empirically investigate it to ascertain the accurate dimensions of digital wellbeing. 2) The examination of the psychological wellbeing of meeting planners has received limited attention. Thus, there was a need to develop a scale that can be used to measure digital wellbeing from the perspective of business events. 3) Given that digital wellbeing is exploratory and no studies at the time of this thesis have empirically explored digital wellbeing from a meeting planner perspective, it was crucial to investigate it using a mixed-method approach. Prior studies have primarily recommended that utilizing multiple methods to validate an exploratory concept is necessary to propose theoretical evidence to support the suitability and appropriateness of the dimensions (Flatten et al., 2011; Zhou, 2019).

Since this study aims to contribute theoretically to positive psychology and vocational literature and provide practical solutions to decision-makers such as meeting planners, organizations, and the business event industry, developing a comprehensive scale for measuring digital wellbeing was crucial. Thus, eight major digital wellbeing factors, comprising digital enablers (digital devices, digital applications, and digital interfaces) and psychological wellbeing (positive emotions, engagement, relationships, achievement, and meaning), were identified through the qualitative study. This finding aligned with a study by Filep et al. (2024) that examined digital wellbeing dimensions using the PERMA model as a critical psychological wellbeing concept. Following Churchill's (1979) scale development process, initial digital wellbeing items were developed from the qualitative findings. The digital wellbeing scale progressed through a thorough scale development process of item modification, pilot test, EFA, and CFA.

Grounded on the scale development process of digital wellbeing, the first factor of digital enablers, “digital devices,” included three items. The second factor “digital applications, had six items. The third factor, “digital interface,” contained three items. The psychological wellbeing construct includes “positive emotions” (5 items), “engagement” (5 items), “relationships” (3 items), “accomplishment” (5 items), “meaning” (4 items). The following section independently explains the various factors.

Table 7. 1. Summary of research objectives, hypotheses, and findings.

Research Objectives	Research Hypotheses	Findings	Hypotheses Decision
1. Develop a reliable scale for measuring digital wellbeing.	---	Digital devices, applications, and interfaces, were identified as digital enablers. Positive emotions, engagement, relationships, achievement, and meaning were identified as psychological wellbeing.	N/A
2. Determine the effects of digital enablers on the psychological wellbeing of meeting planners.	H1a: The use of digital devices has positive effects on positive emotions.	Results showed a positive relationship between digital devices and positive emotions.	Accepted
	H1b: The use of digital devices has positive effects on meaning.	Results showed no relationship between digital devices and meaning.	Rejected
	H2a: The use of digital applications has positive effects on positive emotions.	Results showed a positive correlation between digital applications and positive emotions.	Accepted
	H2b: The use of digital applications has positive effects on engagement.	Results showed a positive relationship between digital applications and engagement.	Accepted
	H2c: The use of digital applications has positive effects on relationships	Results showed a positive relationship between digital applications and relationships.	Accepted
	H2d: The use of digital applications has positive effects on achievement.	Results showed a positive relationship between digital applications and achievement.	Accepted
	H2e: The use of digital applications has positive effects on meaning.	Results showed no relationship between digital applications and meaning.	Rejected

Table 7. 1 Summary of research objectives, hypotheses, and findings. (Continued)

Research Objectives	Research Hypotheses	Findings	Hypotheses Decision
	H3: The use of digital Interfaces has positive effects on relationships.	Results showed a positive relationship between digital interface and engagement.	Accepted
3. Explore the relationship between digital wellbeing and the career wellbeing of meeting planners.	H4: Positive emotions resulting from the use of digital enablers have a positive relationship with work performance.	Results showed a positive relationship between positive emotions resulting from the use of digital enablers and work performance.	Accepted
	H5: Engagement resulting from the use of digital enablers has a positive relationship with work performance	Results showed a positive relationship between engagement resulting from the use of digital enablers and work performance.	Accepted
	H6a: Relationships resulting from the use of digital enablers have a positive correlation with stakeholder relationships.	Results showed a positive correlation between relationships resulting from the use of digital enablers and relationships with stakeholders.	Accepted
	H6b: Relationships resulting from the use of digital enablers have a positive correlation with a sense of purpose.	Results showed a positive correlation between relationships resulting from the use of digital enablers and a sense of purpose.	Accepted
	H7: Achievement resulting from the use of digital enablers has a positive relationship with skill development.	Results showed a positive relationship between achievement resulting from the use of digital enablers and skill development.	Accepted
	H8: Meaning resulting from the use of digital enablers has a positive relationship with work-life balance.	Results showed a positive relationship between meaning resulting from the use of digital enablers and work-life balance.	Accepted
	H9: Achievement resulting from the use of digital enablers has a positive relationship with a sense of purpose	Results showed a positive relationship between achievement resulting from the use of digital enablers and a sense of purpose.	Accepted

Table 7. 1 Summary of research objectives, hypotheses, and findings. (Continued)			
Research Objectives	**Research Hypotheses**	**Findings**	**Hypotheses Decision**
4. Ascertain possible moderators and examine their effects on the relationship between digital and career wellbeing of meeting planners.	H10: Digital initiatives moderate the relationships between digital wellbeing and career wellbeing.	Results showed that digital initiatives differ depending on digital enablers' personal or organizational use. However, personal enablers had more significant effects on meeting planners' digital and career wellbeing.	Partially accepted

Digital enablers were identified as digital devices, applications, or interfaces used by meeting planners. This assertion confirms previous studies, which suggest that digital enablers can broadly be categorized into digital devices, applications, and interfaces (Filep et al., 2024; Stankov et al., 2019). Consistent with the findings, digital devices were classified as stationary or mobile, encompassing computers (laptops, desktops), tablets, smartphones, keyless door locks, and smartwatches (e.g., Apple watches, Samsung watches). The findings also recognized additional digital devices such as smart watches, Google Glass Explorer, Owl 360 video conferencing devices, cadmium CD, noise-canceling headphones, cameras, and Peloton bikes. However, it is essential to note that existing literature on digital wellbeing (Burr et al., 2020; Nansen et al., 2012; Vanden Abeele, 2020) partially highlights the daily utilization of devices such as computers, tablets, and smartphones from a demand perspective.

Additionally, the study identified digital applications as software programs designed to facilitate basic daily activities and enhance wellbeing. This perspective aligns with digital wellbeing studies (Burr et al., 2020; Monge Rofarello & De Russis, 2019), which propose digital applications such as social media apps (Facebook, Instagram, Twitter), video conferencing applications, and messaging applications are effective in this regard. Nonetheless, the findings posit that investments in additional digital enablers are essential to effectively monitor key metrics involving heart rate, sleep patterns, and physical activities. Furthermore, the results are congruent with earlier research that characterized digital interfaces as computer systems facilitating relationships between individuals and other digital devices (Filep et al., 2024). Within this context, the study emphasizes the significance of digital enablers as pivotal contributors to individual psychological wellbeing.

First, the findings empirically confirmed that digital devices are a crucial enabler of positive emotions, consistent with Vanden Abeele (2021), who argues that pleasure is induced when people utilize digital devices. Moreover, digital devices such as smartphones promote hedonic emotions such as happiness, joy, satisfaction, and excitement. Second, in alignment with recent studies, digital applications build strong relationships (Wang et al., 2024), induce positive emotions (Filep et al., 2024: Simmons et al., 2024), and promote engagement (Sun, 2019). Thus, the thesis findings confirm that digital applications promote psychological wellbeing. Furthermore, digital interfaces such as emails are significant to employees due to their function of communicating with other people (e.g., employees, employers, and clients) and email marketing to connect with clients or attendees. Hence, the conscious use of digital enablers was confirmed to promote individual wellbeing.

Second, the PERMA model was corroborated to be significant in the digital wellbeing scale. Findings confirmed that positive emotions depict psychological tendencies of joy, interest, happiness, and a sense of contentment from digital enablers (Hill et al., 2020). In this current study, positive emotions scale suggests that pleasure and happiness can be derived through digital enablers. Positive emotions increase meeting planners' engagement levels and work performance. The findings shed more light on engagement being a significant factor of the digital wellbeing scale. Engagement illustrates the willingness among meeting planners to interact and effectively communicate with other stakeholders. Effective engagement happens when employees are open to participating with stakeholders. Consistent with previous studies (Estanyol, 2022), sharing stories on social media apps has been recognized as an effective platform for enhancing employee engagement.

Aligned with the PERMA model, relationships were recognized as significant to meeting planners' psychological wellbeing. Relationships function effectively when digital enablers can drive effective conversations, share pieces of information, and build online communities among stakeholders internally and externally (Aydin, 2020). Furthermore, given the growing contemporary job positions that require soft skills in the modern workplace, achievement in certifications, corporate growth, and outstanding accomplishments using digital enablers have increased among meeting planners. The dynamic nature of today's workplace necessitated responses from meeting planners to acquire vital skills through diverse usages of digital enablers. As a result, findings illuminate achievement as an important element of digital wellbeing factors.

The study provides critical insights into meaning as part of the digital wellbeing factors. Engaging in purposeful activities and things worth pursuing were classified as obtaining meaning in life. Congruent with previous studies, meeting planners find meaning in life when they engage in self-discovery activities, such as realizing remarkable achievements and building meaningful relationships (Butler & Kern, 2016; Ortiz & Jaimes-Osma, 2012; Steger, 2018). However, it is also worth noting that anxiety and addictive behaviours resulting from excessive use of digital enablers could heighten meeting planners' sense of meaning in life (Abhari & Vaghefi, 2022; Boreham & Schutte, 2023; Crego et al., 2021). While this study developed the digital wellbeing scale by focusing on digital enablers and the PERMA model, future studies can investigate how different remote work styles, health benefits, and autonomy contribute to the digital wellbeing scale. It is suggested that these factors can impact the digital wellbeing scale differently.

7.3. Research Objective 2: Effects of Digital Enablers on Psychological Wellbeing

The second objective of this thesis was to determine the effects of digital enablers on the psychological wellbeing of meeting planners.

RQ2: What constitutes digital wellbeing?

2.1. To what extent do digital devices influence the psychological wellbeing of meeting planners?

2.2. To what extent do digital applications influence the psychological wellbeing of meeting planners?

2.3. To what extent do digital interfaces influence the psychological wellbeing of meeting planners?

To address RQ2, a thorough literature review was conducted, and the qualitative findings confirmed that digital enablers (digital devices, applications, and interfaces) and psychological wellbeing (positive emotions, engagement, relationships, achievement, and meaning) characterized digital wellbeing. To understand these effects, one main question with three sub-questions and eight hypotheses were created to provide further insights into understanding components of digital wellbeing and further authenticate the DWB scale. The subsequent sections discuss the findings for each research sub-question.

7.3.1 Research Question 2.1- Digital Devices and Psychological Wellbeing

RQ2.1 was framed to examine the influence of digital devices on the psychological wellbeing of meeting planners, and hypotheses 1a and 1b were advanced as follows:

H1a: The use of digital devices has positive effects on positive emotions.

H1b: The use of digital devices has positive effects on meaning.

Hypotheses 1a and 1b were advanced to explore the influence of digital devices on the digital wellbeing of meeting planners. Hypothesis 1a was statistically confirmed ($\beta = 0.58$, $t=3.60$, and $p<0.001$), alluding to the fact that digital devices play a significant role in meeting planners' psychological wellbeing. This finding confirms previous studies that posit the positive impact of digital devices on positive emotions (Vanden Abeele, 2021).

Meeting planners find joy, happiness, love, and a sense of contentment when using digital devices. For instance, digital devices have the potential to trigger people's emotional responses to the functionality of digital devices (Vanden Abeele, 2021). In the same way, digital devices such as smartphones, laptops, and smartwatches (Apple and Samsung) are

acknowledged to evoke immediate emotions such as excitement, joy, and happiness. This was also found in study 1 (interviews), where meeting planners had a high preference for mobile digital devices such as laptops, tablets, and smartphones over stationary devices due to their ease of use when planning meetings and working remotely; they also bring them joy anytime they contribute to promoting a green environment when they go paperless.

While the digital wellbeing literature (Büchi, 2021**;** Filep et al., 2024; Gui et al., 2017; Parry et al., 2023) did not explore how practicing sustainability can influence hedonic emotions, findings suggest that utilizing digital devices aids in eliminating excessive use of print media such as attendee flyers, magazines, pamphlet, books, among others. This finding contributes to the digital wellbeing and sustainability literature, suggesting that encouraging green initiatives promotes employees' quality of life (Stonebraker, 2020). The finding also contradicts popular studies that focus more on devices as distractions and make people lose focus on their jobs (Monge Raffarello & De Russis, 2021). Instead, this study suggests that despite the few negative impacts of digital devices, digital devices can lead to hedonic emotions (i.e., positive emotions).

While Hypothesis 1a was supported, hypothesis 1b was not statistically supported (β = 0.74, t=.23, p>0.05). Results contrast prior findings that propose that digital devices such as smartphones and computers enable people to achieve their personal goals, leading to meaningful experiences (Vanden Abeele, 2021).

Possible grounds for rejecting the relationship between digital devices and meaning include the following. While digital devices facilitate positive emotions and communication, their contribution to a meaningful life has been questionable for their propensity to nurture addiction, decrease attention to real-life experiences, and promote superficial interactions that lead to mental health crises like depression. Although digital devices have the potential to induce pleasure, their difficulty in ease of use and consistent use could lead to frustration and depression and hence can trigger negative emotions (Vanden Abeele, 2021). According to several studies, a negative relationship between depression and meaning in life has been recognized. This is because experiencing negative emotions such as depression could lead people to have less interest in pursuing life goals and meaning in life (Abhari & Vaghefi, 2022; Boreham & Schutte, 2023; Crego et al., 2021; Onyekachi et al., 2024). In addition, the constant use of screen time on digital devices such as smartphones could lead to compulsive behaviours or disorders (Ma & Huo, 2024). This destruction of attention inhibits individuals from

immersing themselves in experiences such as building meaningful conversations, appreciating nature, or pursuing life goals (Abhari & Vaghefi, 2022; Drouin et al., 2023; Raines & McAuley, 2023).

Moreover, these harmful behaviours have been attributed to smartphone addictions, and addictions of any kind can lead people to develop mental health conditions, which, when prolonged, can result in a low quality of life (purpose in life). Most digital devices integrate gamification, notifications, and unlimited scrolling to capture users' attention (Alter, 2017). If digital lives are not properly managed, individuals are less likely to pursue activities that foster purpose, which can detract from and weaken their capacity to introspect and self-reflect on meaningful things. It is probable that most meeting planners perceived digital devices to provide them with short-term positive emotions but considered their continuous use an addiction and form of distraction. Therefore, they may not contribute to their sense of meaning in life. Consistent with the findings of Study 1, some respondents reported multitasking when using digital devices. Instead of being focused and present, they are mostly disconnected from their surroundings, which suggests that despite digital devices enhancing human emotions, they may also contribute to human detachment and emptiness (Primack et al., 2021; Rosen et al., 2020). Thus, the findings propose responsible time out (RTO) for meeting planners to avoid using their phones. Further examination of the connection between the use of digital applications and the pursuit of meaning in life is necessary.

7.3.2 Research Question 2.2- Digital Applications and Psychological Wellbeing

Research question 2.2 examined the influence of digital applications on the psychological wellbeing of meeting planners and advanced hypotheses 2a to 2e as follows:

H2a: The use of digital applications has positive effects on positive emotions.

H2b: The use of digital applications has positive effects on engagement.

H2c: The use of digital applications has positive effects on relationships.

H2d: The use of digital applications has positive effects on achievement.

H2e: The use of digital applications has positive effects on meaning.

Results show positive effects of digital applications on positive emotions ($\beta = 0.96$, $t=4.25$, and $p<0.001$), engagement ($\beta = 0.83$, $t=11.02$, and $p<0.001$), relationships ($\beta = 0.40$, $t=10.28$, $p<0.001$), and achievement ($\beta = 0.90$, $t=11.81$, and $p<0.001$), suggesting that

hypothesis 2a to 2d were statistically supported. Findings from the present study provide direct support for previous studies that suggested that digital applications have a positive relationship with psychological wellbeing (Filep et al., 2024).

Despite being the first digital wellbeing scale examining the relationship between digital applications and positive emotions, the findings resonate with prior studies that suggest that digital applications induce positive emotions (Filep et al., 2023; Simmons et al., 2024). Recently, organizations have developed a wide range of mood-altering applications that track people's emotions; they found that these applications promote and stimulate instant hedonic gratifications such as pleasure and positive emotions (Baños et al., 2017; Eisenstadt et al., 2021; Perez-Aranda et al., 2024). Most applications contain sensors that track physiological activities such as emotions, facial expressions, body movement, and sleep patterns. These sensoring applications are software that regulates meeting planners' positive emotions. Moreover, digital applications such as music applications boost meeting planners' emotions, meditation applications enhance calmness, and empowering videos on social media induce a sense of contentment when they share their stories. Additionally, video conferencing applications were also noted to bring them happiness, knowing they can connect and interact with people across the globe.

The study's findings confirm Hypothesis 2b: The use of digital applications increases meeting planners' engagement levels. Numerous digital applications developed by tech companies aim to provide essential services to promote and increase people's engagement. Most individuals are motivated to engage in a digital environment based on intrinsic (pleasure, personal satisfaction, curiosity, etc.) and extrinsic factors (reward, recognition, etc.). The present study substantiates previous studies and suggests that increased engagement in human-to-technology interaction can be achieved through ease of use, aesthetic immersion, and immersive attention (O'Brien et al., 2018). For instance, storytelling through social media increased meeting planners' immersion levels. Storytelling goes beyond sharing stories; instead, it is an avenue where people immerse in people's stories, especially during a crisis, to seek significant emotional support for their wellbeing. The Technology Acceptance Model (TAM) posits that users' acceptance of technology is predominantly shaped by two critical factors: perceived usefulness and ease of use. As Davis (1989) articulated, this model underscores the importance of these dimensions in determining user engagement with technological innovations. Users are more likely to adopt a new technology if they believe it will enhance their performance (perceived usefulness) and if they find it straightforward to operate (simplicity of use). This framework provides valuable insights into the dynamics of

technology adoption across various fields. High engagement levels in a digital environment among meeting planners have been noted to be effective in utilizing applications such as social media apps, video conferencing apps, wellness or meditation apps, tracking apps (sensoring apps), and music apps.

Results also confirm that digital applications have a significant potential to promote relationships. Social media and video conferencing applications, as established platforms, enable people to develop strong personal and business relationships (Parasian & Yuliatin, 2020; Wang et al., 2024). This finding validates the present study and underscores the promising future of digital technology in relationship building. Meeting planners, for instance, are increasingly participating in virtual social gatherings such as Virtual Happy Hours, Virtual conferences, Virtual dates, and Virtual get-togethers, all facilitated by digital applications. The easy accessibility of stakeholders through digital enablers further facilitates building positive relationships among stakeholders in a digital environment.

According to hypothesis 2d, digital applications are crucial in promoting achievement. This study not only corroborates previous findings that digital enablers, such as digital applications, aid employees in growing in their prospective careers (Huang & Pricer, 2024) but also inspires the potential of digital technology in professional development. Results from this thesis show that almost all respondents have at least one digital certificate, a testament to the career growth facilitated by digital applications. Meeting planners, in particular, have found that using digital applications has helped them grow in their careers, such as acquiring digital certifications, collaborating with stakeholders remotely, and growing their prospective businesses. These findings are not surprising, as most event associations have developed several online certifications for meeting planners to remotely acquire online soft skills and certifications to boost their skills in event planning and organization (MPI, 2023; PCMA, 2020). Moreover, recent studies suggest that beyond achieving digital certifications, currently, people can accomplish their short (e.g., clerical duties) and long-term goals (e.g., skill mastery) through digital applications such as social media, video conferencing apps, events apps (Adenekan & Jimoh, 2021; Alsubaie, 2022; Estanyol, 2022). Despite the growing research on achievement through digital applications, more studies are required to examine how various digital applications affect the achievement of meeting planners' overall wellbeing.

Similarly with Hypothesis 1b, which was not supported, Hypothesis 2e’s outcome was also not supported, contradicting the initial hypothesis that posits a positive impact of digital

applications on the meeting planners' meaning in life. Thus, hypothesis 2e, *the use of digital applications has positive effects on meaning*, was not supported ($\beta = 0.81$, t=0.21, and $p>0.05$), contradicting prior studies (Simmons et al., 2024), which indicated that the use of applications aids people in discovering their purpose. Other potential explanations exist for this finding. First, "meaning" was the least cited dimension of digital wellbeing during the in-depth interviews; approximately 25% of meeting planners noted that engaging in meaningful and purposeful activities was worth pursuing. Yet, fewer meeting planners acknowledged activities that drove meaning in life. These observations can be attributed to meeting planners' lack of awareness regarding activities that are purposeful in life. As suggested by prior studies, people can be easily distracted in a digital environment, which might result from having limited knowledge or resources on purposeful activities or a lack of priority on meaningful activities (Hwang et al., 2020). Hence, meeting planners are more likely to prioritize immediate needs or responsibilities that are easily visible over self-reflective and discovery of purposeful activities.

Also, a study by Nguyen (2021) suggested that consistent internet use, also known as internet addiction, significantly influences people's focus in life. In the in-depth interviews, a respondent noted that despite taking inspiration online for her daily functioning, she often finds herself lost in watching videos online and wastes many hours getting less work done. Moreover, disconnective behaviour is known to substitute positive connections with relationships and purpose in life.

Excessive social media use causes people to be restless, insecure, feel social pressures, and be distracted. Hence, some meeting planners disclosed that they experience positive wellbeing after disconnecting from social media. Drawing from the disconnective behaviour literature (Smith, 2020), it can be deduced that most meeting planners adopt disconnection strategies to help them focus on their purpose in life, hence assuming that digital applications serve as an emotional tool for other psychological wellbeing factors such as positive emotions, engagement, relationship building, and achievement, and not necessarily a psychological tool for finding meaning in life. Another reason could be that people's eudaimonic wellbeing is more prolonged than hedonic wellbeing (Filep et al., 2024); hence, adopting either a longitudinal or experimental study will unearth the relationship between digital enablers and meeting planners' meaning in life. In summary, findings imply that while meaning is an important dimension of digital wellbeing, it cannot promote meeting planners' meaning in life.

7.3.3. Research Question 2.3- Digital Interfaces and Psychological Wellbeing

Research question 2.3 explored the impact of digital interfaces, which refer to the various tools and platforms that facilitate digital communication, on the psychological wellbeing of meeting planners. Relevant hypotheses were advanced.

Hypothesis 3, proposing that *Digital interfaces have positive effects on relationships,* was supported ($\beta = 0.25$, $t = 4.77$, and $p<0.001$), indicating that meeting planners develop positive relationships through digital interfaces. This may include communicating and connecting through emails, WI-FI, or QR codes.

Effective communication and the simplicity of technological use in a digital environment are crucial for building quality relationships. Fraccastoro et al. (2021) have theoretically enlightened the connection between digital interfaces and relationship building. The study suggests that digital interfaces bridge distances and enhance deeper relations. Connections among people are likely to lead to meaningful relationships. Similarly, interfaces such as email enhance interactions among stakeholders, including vendors, co-workers, and employers (Letmathe & Noll, 2024; Nair et al., 2020). The findings support the former, indicating that frequent email communication fosters strong relationships between e-retailers and customers, enabling meeting planners to build client- and vendor-based relationships. The thesis demonstrates that digital interfaces are crucial in establishing and maintaining long-lasting stakeholder relationships.

The study offers a theoretical contribution to the positive psychology literature by determining the influence of digital enablers on the PERMA model. The PERMA model, developed by Seligman (2011), is a well-established framework in positive psychology that identifies five key elements of wellbeing: Positive Emotions, Engagement, Relationships, Meaning, and Accomplishment. Examining PERMA in this study introduces the PERMA model as a psychological outcome of the Digital Wellbeing scale. It highlights the relationship between digital enablers (digital devices, applications, and interfaces) and psychological wellbeing, which were mainly substantiated. Fundamentally, the use of digital devices to promote positive emotions, digital applications to foster positive emotions, engagement, relationships, achievement, and meaning, as well as digital interfaces to enhance relationships, all appeared to be significant in the findings. Nonetheless, positive relationships between digital devices and applications promoting meaning in life were rejected. The possible reasons might stem from negative emotions, disconnective behaviours, and consistent screen time use.

The contradictory findings about the impact of digital enablers (digital devices and applications) on the meaning of life suggest a potential area for future research. Previous studies (George & Park, 2016; King & Hicks, 2021) revealed that meaning in life is complex to navigate, with numerous unclear theoretical boundaries. It is either examined broadly as a concept or narrowly, together with other constructs. Hence, its applicability in theory as a general concept has been a source of contention throughout the years. Based on the literature recommendations (George & Park, 2016), this thesis examined meaning as a component of psychological wellbeing, narrowing its contribution to positive psychology and limiting the examination of meaning as a broader concept in a digital environment. This notwithstanding, this study provides evidence contributing to the controversies regarding exploring meaning in life as part of other constructs. The findings suggest that although meaning can be derived between people and places in a physical space, it is not easily derived in a digital environment because of possibly the focus on the adverse effects of technology and the inadequate impacts technology has on their purpose to be achieved.

On the other hand, the positive psychology literature suggests that meaning can be broadly examined as mechanisms of comprehension, purpose, and essential significance (King & Hicks, 2021; Ibrahim et al., 2023). From this outlook, meaning is examined in a broad concept that exhibits humans' inspiration to comprehend and make sense of their lives through positive or negative experiences. People can interpret their experiences and the relevance of their experiences in their lives. Qualitative findings suggest that meaning is derived from meeting planners' experience of watching self-care videos to discover who they are as people. It is also viewed as a long-term purpose that entails the intrinsic examination of the significance of life and its impacts on society. While the relationship between digital enablers (devices and applications) and meaning was not supported in this study, future research should consider assessing meaning in life from a broader perspective and ascertain its significant role in psychological wellbeing and the digital environment. Thus, future researchers can examine meaning from the three main factors (comprehension, purpose, and significance level) to ascertain the relationships among meaning in a digital environment.

7.4 Research Objective 3: Relationship between Digital Wellbeing and Career Wellbeing.

The third objective of this thesis was to investigate the relationship between digital wellbeing and career wellbeing dimensions by addressing the following research question:

RQ3: How does digital wellbeing impact the career wellbeing of meeting planners?

The investigation involved adapting the career wellbeing scale from the literature review and DWB items development from the in-depth interviews (Study 1), resulting in seven hypotheses that were all found to be statistically significant. In particular, achievement had a positive relationship with skill development and sense of purpose; positive emotions and engagement had a positive relationship with work performance; meaning had a positive relationship with work-life balance, and relationships built through digital enablers had a positive connection with relationships and a sense of purpose.

7.4.1 Research Question 3- Digital Wellbeing and Career Wellbeing

Hypothesis 4 purported that *Positive emotions resulting from the use of digital enablers have a positive relationship with work performance.* Hypothesis 4 was statistically significant ($\beta = 0.17$, t=11.52, and $p<0.001$). Thus, hypothesis 4 was supported. Findings from the thesis contradict previous studies that suggest that the connection between psychological wellbeing and work performance impedes each other's progress (Peiro et al., 2014). The study supports previous studies that suggest an increase in people's psychological wellbeing promotes their career and workplace performance (Xia et al., 2021).

Consistent with previous studies, engagement has a significant impact on meeting planners' work performance (An et al., 2022). Regarding meeting planners' positive emotions, an intrinsic response such as joy and happiness towards using digital enablers such as smartphones positively influences their extrinsic output. Therefore, intrinsic emotions such as joy, interest, or happiness tend to be influenced by external stimuli, including work performance. As suggested by Diener et al. (2020), employees' positive emotions have a direct impact on people's creativity, relationships, leadership, and high performance at work. When meeting planners experience positivity, they are more likely to engage in innovative reasoning and brainstorming. Meeting planners' use of brainstorming applications, such as Cvent event management tools, nurtures their creativity in organizing innovative attendee events, potentially allowing them to share ideas freely with other employees. Additionally, digital

applications such as meditation or wellness programs are observed to regulate individual emotions, leading to an increase in positive emotions such as happiness or joy, which leads to an increase in their work output (Kremer et al., 2018). Consistent with the in-depth interviews, meeting planners usually use a wide range of wellness apps and engage in virtual mediation events such as virtual yoga classes, happy hours, and calm apps to manage their emotions, which increases work productivity.

Hypothesis 5 proposed that *Engagement resulting from the use of digital enablers has a positive relationship with work performance*. The hypothesis was statistically significant at $\beta = 0.48$, $t=5.69$, and $p<0.001$. Results suggest that meeting planners' engagement positively drives work performance. Concurrent with earlier studies, digital enablers such as collaborative and communication tools are purported to enhance employee work performance (Smith & Jones, 2022). These digital tools are known to increase engagement levels of employees, leading to creativity, drive, and creativity. Consistent with the present study, most meeting planners utilize collaborative applications such as Slack, Asana, Zoom, and Microsoft Teams to communicate and engage with vendors, clients, employers, or colleagues. This is because breaking geographical barriers to increase productivity enhances their engagement levels.

The study offered several theoretical findings that support the positive psychology literature that there is a link between psychological wellbeing and work performance; in this scenario, there is a correlation between psychological wellbeing (positive emotions and engagement) and work performance. For instance, the findings of this thesis align with earlier studies that imply highly engaged individuals are often characterized by their emotional responses, willingness to interact, reasoning, and a positive state of mind (Sun & Bunchapathanasakda, 2019). This means that the more meeting planners are engaged, the more likely they are to be productive and willing to contribute to the company's success. Therefore, organizations should adopt multiple forms of digital applications to engage meeting planners. Although emails have been noted for their use in communicating among employees in organizations (Letmathe & Noll, 2024), digital applications, such as social media, have been found to boost engagement (Huang et al., 2019; Wong, 2023). Therefore, meeting planners should establish online communities to facilitate effective communication.

Hypothesis 6a proposes that *Relationships resulting from the use of digital enablers positively correlate with relationships with stakeholders (family, friends, employers, and vendors)*, and hypothesis 6b asserts that *Relationships resulting from the use of digital enablers*

have a positive correlation with a sense of purpose. Both hypotheses were statistically significant. The results revealed a significant relationship between relationships resulting from the use of digital enablers and relationships with stakeholders ($\beta = 0.88$, $t = 13.16$, $p < 0.001$), as well as a sense of purpose ($\beta = 0.59$, $t = 7.76$, $p < 0.001$). Relationships built in a digital workplace enable employees to drive conversations, share information, and foster positive online communities. Results support previous studies, implying that effective communication in a digital environment fosters higher engagement satisfaction, builds relationships, and promotes work performance (Aydin, 2020).

This is achieved when there are transparent interactions and feedback from the organizations. For instance, most meeting planners utilize social media platforms such as Facebook, LinkedIn, Twitter, and Instagram for customer interactions, responding to feedback or queries, and also as an avenue to build positive relationships. Similarly, findings align with the marketing literature, suggesting that open interaction in an online setting promotes positive relationships between organizations and customers (Rane et al., 2023). (Rane et al., 2023; Wong, 2023). Findings suggest that effective relationships with digital enablers help meeting planners receive feedback from employers, vendors, or clients and support from family and friends.

Similarly, hypothesis 6b supports previous studies and suggests a correlation between relationships and a sense of purpose (Greimel et al., 2023; Weston et al., 2021). Having a supportive and positive social environment determines one's sense of direction in life. Drawing from positive psychology theory, having a positive and supportive environment significantly impacts employees' happiness at the workplace (Charles-Leija et al., 2023). Eventually, this will provide a clear direction or purpose in their lives and careers. The findings offer valuable insights into the relationships and sense of purpose. As such, meeting planners who receive support from friends and family have an increased sense of direction. In contrast, having a strained individual relationship with family and friends can contribute to a low sense of direction. Accordingly, the current study demonstrates that relationship-building in a digital environment is positively connected to a sense of purpose. Since the study focused more on relationships built digitally, future studies can further investigate these relationships in conjunction with other constructs, such as engagement or positive emotions.

Hypothesis 7 proposes that *Achievement resulting from the use of digital enablers has a positive relationship with skill development.* Hypothesis 7 was statistically significant ($\beta = 0.95$, $t = 16.33$, $p<0.001$) and, thus, supported.

Findings align with prior literature, suggesting that acquiring the necessary expertise for a given task leads to significant achievement and provides individuals with direction in their careers (Peng & Kievit, 2020). Findings assert that earning digital certifications promotes professional advancement and develops new skills, particularly in event planning and enhancement (i.e., planning and improving attendees' experiences). The thesis further extends the career wellbeing literature by suggesting that obtaining digital credentials improves a person's optimistic outlook on the future. Since there is limited evidence of a connection between achievement and skill growth, especially in the career wellbeing literature, future studies should examine this relationship.

Hypothesis 8, asserting *a positive relationship between meaning resulting from the use of digital enablers and work-life balance,* was statistically significant at $\beta = 0.71$, $t = 13.06$, $p < 0.001$, and thus confirmed. It supports prior research showing that career wellbeing is enhanced by successfully managing work and personal life (Kidd, 2008). Findings are consistent with the border theory, which suggests that individuals are resilient enough to successfully manage their work and life-related activities (Greenhaus & Powell, 2006). As a result, meeting planners are more inclined to use tools that enable them to manage their lives and achieve successful work-life integration. The ability and attitude meeting planners apply when using digital enablers aid them in achieving a balance between work and life. Many of them find that having a well-built career and a fulfilling life gives them a sense of purpose and direction. Thus, they could adequately combine their job and personal lives by utilizing digital enablers. In addition to combining work and life efficiently, meeting planners define a meaningful life as balancing work and life effectively.

Hypothesis 9, which states that *Achievement resulting from the use of digital enablers has a positive relationship with a sense of purpose,* was found to be significant ($\beta = 0.44$, $t = 6.31$, $p < 0.001$) and, thus, confirmed. Findings corroborate earlier studies that indicate individuals with a sense of purpose tend to have thriving attitudes toward accomplishing goals (Kidd, 2008). Meeting planners' careers and aspirations to reach their ultimate work fulfilment are key factors influencing their sense of purpose in life. For most meeting planners, realizing their objectives or visions through digital certificates, regardless of location, brings them fulfilment in life. Building on previous studies that indicate highly purpose-driven

entrepreneurs are successful in their roles (Adam et al., 2023), the current findings reveal that meeting planners experience validation when they achieve a certification that would have taken them years to accomplish had it not been for the advent of digital certifications. Pursuing accomplishments that resonate with their goals and aspirations enhances their sense of purpose in life.

While hypotheses 1b and 2e could not establish a positive relationship between digital enablers and meaning in life, utilizing digital enablers, this finding empirically confirms a positive relationship between meaning in life and work-life balance. This paradox presents an interesting research gap for future studies to ascertain or confirm the former, sparking curiosity and the desire for further exploration.

In summary, the study has made a significant contribution to the field by providing several theoretical findings about the relationship between digital wellbeing and the career wellbeing of meeting planners, enhancing the understanding of this complex relationship and its implications.

7.5 Research Objective 4: Moderation of Impacts of Digital Initiatives on Digital and Career Wellbeing.

The final objective of this thesis was to investigate the factors that moderate the effects of the relationship between digital wellbeing and career wellbeing. During the interviews, personal and organizational digital initiatives emerged as crucial factors that can moderate this relationship. This research objective is of paramount importance as it sheds light on the potential influence of digital initiatives on digital and career wellbeing.

7.5.1 Research Objective 4: Digital Initiatives

Hypothesis 10 proposed that *Digital initiatives moderate the relationships between digital and career wellbeing.* In examining the effects of the relationship between digital and career wellbeing dimensions, the moderator of digital initiatives found similarities and differences for both personal and organizational groups. As a result, the enhancement of meeting planners' digital and career wellbeing relies on the nature of personal and organizational digital initiatives.

The digital wellbeing factors were compared before analyzing the relationships between digital and career wellbeing factors. Precisely, digital enablers such as digital devices, applications, and interfaces were found to have a positive relationship with psychological

wellbeing among the personal initiative group. The organizational initiative group had three hypotheses that were not supported. These findings are compatible with the digital wellbeing literature that purported that despite many initiatives being developed by technological companies, most individuals personalized them to favour their lifestyle and belief (Stankov & Gretzel, 2021).

Nevertheless, the results did not find significant values between digital devices and meaning, digital applications and achievement, and digital interfaces and relationships. There are a few possible reasons why most meeting planners utilize more personal digital initiatives to promote their wellbeing than receiving organizational support. As suggested in the in-depth interviews, almost half of the respondents indicated no organizational wellbeing initiative at their various organizations. Hence, it is assumed that most organizations were more focused on the output of work and less focused on employees' wellbeing. Also, organizations are noted to have bureaucratic procedures in implementing policies (Bishu & Kennedy, 2020), thus a likelihood of a delay in implementing wellbeing initiatives for most meeting planners. In addition, most organizations have limited campaigns focused on the digital wellbeing of meeting planners, resulting in the inability to grasp digital wellbeing from the employee perspective.

Furthermore, most meeting planners' achievements were likely attained through individual efforts instead of organizational support. This indicates that meeting planners often take personal initiative to improve their skills or pursue opportunities for their career development. The finding supports preceding studies suggesting that management commitment is the least ranked among HR practices, indicating that meeting planners may lack managerial support from their organizations, impeding their wellbeing (Haar & Martins, 2022; Mun et al., 2022). Lastly, although digital interfaces such as emails have been noted to build relationships among stakeholders, the moderation of digital initiatives among the two groups suggests otherwise, insinuating that digital interfaces or initiatives provided by organizations are inadequate compared to personal initiatives. This is congruent with earlier research that suggests that emails are more effective as a digital marketing tool and a vital performance tool for employees and customers than building relationships at the workplace (Thomas et al., 2022).

Other similarities found in the results indicate that the relationship between digital applications and psychological wellbeing (positive emotions, engagement, relationships, and meaning) among the two personal and organizational digital initiative groups were all

statistically significant. Results revealed that the personal digital initiative group had higher coefficient values than the organizational digital initiative group. This suggests that personal digital initiatives are more likely to positively influence meeting planners' digital wellbeing than organizational digital initiatives. A possible reason could be that personal digital initiatives are more tailored-made and chosen by meeting planners and hence have more influence than organizational digital initiatives made generally for all employees.

Furthermore, as suggested by a previous study, a positive relationship exists between personalized products (e.g., computers, etc.) and people's quality of life (Saniuk et al., 2020). In line with previous research, the results revealed that the personal digital initiative group had higher coefficient values for digital wellbeing and career wellbeing than the organizational digital initiative group. The reason is that most digital initiatives were selected and personalized by meeting planners. Moreover, personalized digital enablers such as wearables (e.g., smartwatches, Bluetooth headsets), wellness applications (e.g., calm apps, tracking apps), or gratitude interventions are recognized to enhance positive emotions, engagement, a sense of purpose, and build strong relationships, which eventually leads to building resilient career life (Chen et al., 2023).

In summary, the study expands the digital and career wellbeing literature by indicating that individual or institutional initiatives can influence individuals' digital and career wellbeing. Thus, organizational digital initiatives such as virtual coffee breaks, happy hours, meditation, and virtual happy hours) enact a crucial role in the wellbeing of meeting planners within a digital environment. The study also recorded that personalized digital initiatives were preferred over organizational digital initiatives. This finding is consistent with Stankov and Gretzel's (2021) study, which suggests that individuals are more likely to choose personalized digital initiatives because they are more tailored to their beliefs and preferences, despite the importance of different types of initiatives.

The following sections conclude the thesis by providing an overview of the study and its theoretical and practical implications. Finally, the study's limitations and recommendations for future research are presented.

7.6 Conclusion and Implications

7.6.1 Study Overview

In recent years, digitalization has transformed many industries, including event management. This study investigates the impact of digitalization on the career wellbeing of meeting planners while emphasizing the relationships between digital wellbeing and career wellbeing. Understanding these dynamics is crucial for fostering thriving careers within evolving workplaces and environments. This thesis aimed to introduce and expand insights into understanding the composition of digital wellbeing while investigating the relationship between digital and career wellbeing in the business events industry. In addition, by drawing on the positive psychology discipline and the PERMA model, this study expands the literature on positive psychology and business events by providing insights into the effects of digital and career wellbeing. Mixed-method research was conducted to test hypothesized relationships.

The results established that digital enablers such as digital devices, applications, and interfaces improved meeting planners' psychological wellbeing. Subsequently, the link between digital wellbeing dimensions and career wellbeing was confirmed. The thesis also revealed that the association between digital devices and digital apps and meaning was not proven, and probable explanations include unpleasant emotions, disconnective behaviors, and excessive screen time. Furthermore, eudaimonic wellbeing dimensions, such as meaning, are more reachable in a long-term goal than hedonic wellbeing dimensions, which may be accessible in a shorter time frame. Thus, a longitudinal or experimental investigation could help to support the link between digital enablers and psychological wellbeing. In addition, the data indicated an association between wellbeing and job performance. The hypothesis findings validated the link between positive emotions and engagement with work performance. This implies that their work performance improves when meeting planners are optimistic and engaged.

Furthermore, the study identified that digital initiatives moderated meeting planners' digital and career wellbeing. The moderator, digital initiatives, examined the effects on the relationship between digital and career wellbeing, and the results showed several similarities and differences between the personal and organizational digital initiative groups. Most digital initiatives were established by meeting planners rather than organizations. This result is crucial for academia and industry since it demonstrates that most organizations are yet to acknowledge the critical importance of employee wellbeing, whether digitally or face-to-face.

7.6.2 Study Significance

7.6.2.1 Theoretical Contribution

According to Perry (1998), research issues are assessed on three different levels in the extent of the literature. First, the research issue may have been assessed to a certain depth in the career wellbeing/positive psychology literature but not in the context of business events. Second, research issues may have been speculated, considered, or implied in the passing but have not been empirically tested in the context of business events or the general literature. Third, a research issue may have attracted no past or minor research, showing a significant area for research contribution.

Table 7.2 presents the summary of the contributions of the research at three different levels. Level one of the study contributions either confirms or disproves an expectation of the particular phenomenon already explored in the general literature, although to a limited extent. This is marked as 'to minor extent.' Level two of the study contributions, marked as 'to some extent,' involves growing knowledge in a field where some speculations or inferences in the broad literature have not been empirically tested. Level three denotes 'to great extent' and entails advancing in a new field with a minimum research area.

7.6.2.1.1 Research Issue 1

The study explores the impact of digitalization on the career wellbeing of meeting planners. Previous studies characterize career wellbeing as a multidimensional phenomenon shaped by employees' gradual career transitions over time (Bester, 2019; Kidd, 2008; Steiner & Spurk, 2019). Most studies focused on career characteristics and resources and their effects on the broader wellbeing dimension (Bester, 2019; Kidd, 2008; Steiner & Spurk, 2019). Despite digitalization's significant role in shaping careers, research exploring its influence on career wellbeing is limited. This thesis represents the first investigation of this relationship specifically for meeting planners. Thus, the findings enhance the understanding of factors that define digital wellbeing and career wellbeing, the relationships between these dimensions, the effects of digital initiatives on the digital and career wellbeing of meeting planners, and the role of the PERMA in mediating the effects of digitalization on the career wellbeing of meeting planners.

The first research issue focuses on developing the Digital Wellbeing (DWB) scale and the psychological implications of the various digital enablers, such as digital devices,

applications, and interfaces used by meeting planners, addressing Research Objectives 1 and 2. The study presents empirical and theoretical evidence for adopting the PERMA model within the Digital Wellbeing scale, empirically demonstrating the scale's effectiveness. In research question 2.1, the study confirms that digital devices positively affect positive emotions. Nonetheless, no positive relationship between digital devices and meaning was found. The study's results confirm and contradict previous studies, which indicate that digital devices can enhance positive emotions but do not necessarily contribute to a greater sense of meaning in life (Nguyen, 2021; Vanden Abeele, 2021).

This issue adds to the existing literature by aligning with Perry's (1998) first level, which includes adding to the knowledge explored in some depth within the broad context of digital wellbeing. While the digital wellbeing literature has discussed the positive relationship between digital devices and positive emotions (Vanden Abeele, 2021), this study provides additional empirical evidence within the context of meeting planners. Therefore, it complements the knowledge 'to minor extent' by confirming the connection between digital devices and positive emotions. Regarding the relationship between digital devices and meaning, although this connection has been discussed in the literature (Simmons et al., 2024), limited connection has been made within the digital wellbeing context. Thus, it adds to the knowledge 'to great extent' by presenting empirical evidence of no effects of digital devices on meaning in life. Primarily, this study provides further insights into how meeting planners' use of digital devices impacts their psychological wellbeing. The study presents empirical support and theoretical understandings and enlightens the theory and practice of fostering positive emotions using digital devices, offering practical implications for meeting planners using digital devices.

Table 7. 2. Summary of the Theoretical Contributions

Issue /No.	Research Issues	A conclusion was drawn on each research issue, and its final hypotheses.	Status of the research in the extent of the literature	The extent of contribution of this research to the current study.
Research Issue 1: Relationships between digital enablers and psychological Wellbeing of meeting planners.				
	Determine the effects of digital enablers on the psychological wellbeing of meeting planners.	The use of digital devices has positive effects on positive emotions.	Investigated in some depth in the general digital wellbeing literature.	To minor extent
		The use of digital devices has no positive effects on meaning.	Minor or no prior research	To great extent
		The use of digital applications has positive effects on positive emotions,	Speculated on or commented on in the broad literature.	To some extent
		The use of digital applications has positive effects on engagement.	Speculated on or commented on in the broad literature.	To some extent
		The use of digital applications has positive effects on relationships	Investigated in some depth in the general digital wellbeing literature.	To minor extent
		The use of digital applications has positive effects on achievement.	Minor or no prior research	To great extent
		The use of digital applications has no positive effects on meaning.	Minor or no prior research	To great extent
		The use of digital Interfaces has positive effects on relationships.	Speculated on or commented on in the broad literature.	To some extent

Table 7. 2 Summary of the Theoretical Contributions (Continued)

Issue /No.	Research Issues	A conclusion was drawn on each research issue, and its final hypotheses.	Status of the research in the extent of the literature	The extent of contribution of this research to the current study.
Research Issue 2: Relationships between digital wellbeing and career wellbeing of meeting planners.				
	Explore the influence of digital wellbeing dimensions on the career wellbeing of meeting planners.	Positive emotions resulting from the use of digital enablers have a positive relationship with work performance.	Minor or no prior research	To great extent
		Engagement resulting from the use of digital enablers has a positive relationship with work performance	Minor or no prior research	To great extent
		Relationships resulting from the use of digital enablers have a positive correlation with relationship stakeholders.	Minor or no prior research	To great extent
		Relationships facilitated by digital enablers have a positive correlation with a sense of purpose.	Minor or no prior research	To great extent
		Achievement resulting from the use of digital enablers has a positive relationship with skill development.	Minor or no prior research	To great extent
		Meaning resulting from the use of digital enablers has a positive relationship with work-life balance.	Minor or no prior research	To great extent

Table 7. 2 Summary of the Theoretical Contributions (Continued)

Issue /No.	Research Issues	A conclusion was drawn on each research issue, and its final hypotheses	Status of the research in the extent of the literature	The extent of contribution of this research to the current study.
		Achievement resulting from the use of digital enablers has a positive relationship with a sense of purpose	Minor or no prior research	To great extent
Research Issue 3: Moderating impacts of digital initiatives on digital and career wellbeing of meeting planners.				
4	Ascertain possible moderators and examine their effects on the relationship between digital and career wellbeing of meeting planners.	Digital initiatives moderate the relationship between digital wellbeing and career wellbeing.	There is no prior research on the moderation between digital and career wellbeing of meeting planners.	To great extent

In addition to addressing the DWB scale, research question 2.2 yielded findings comparable to those of research question 2.1, indicating a positive relationship between digital applications and positive emotions, engagement, relationships, and achievement. In contrast, no relationship was identified between digital applications and meaning. Accordingly, the study expands the digital wellbeing literature by suggesting that digital applications have a significantly positive impact on the psychological wellbeing of meeting planners. These findings show that digital applications influence four psychological wellbeing dimensions: positive emotions, engagement, relationships, and accomplishment. Furthermore, this thesis expands the discourse about human engagement beyond human-to-human interaction (Sun & Bunchapathanasakda, 2019; Xia et al., 2021), indicating that engagement can be achieved on two levels: 1) communication with individuals via digital enablers and 2) direct communication with digital enablers. The study establishes that relationships among meeting planners extend beyond interpersonal connections and include interactions between humans and digital platforms.

The study offers additional insights into the PERMA model by highlighting the importance of effective engagement beyond face-to-face interactions. It suggests that people can be effectively engaged through interactions between humans and digital enablers, as well as interactions with humans facilitated by digital enablers. Consequently, expanding the discussion on connectivity or engagement among individuals encompasses interactions between humans and non-human entities (Huang et al., 2019; Kondja et al., 2023). Therefore, in this particular scenario, effective interaction involves the utilization of human-to-digital enablers.

Furthermore, research results contribute to the ongoing discourse on the psychological implications of digital interfaces (Baker et al., 2022). This study contributes to the positive psychology and vocational literature by aligning with existing research, which indicates that digital interfaces can enhance employee relationships. By presenting digital interfaces, particularly within business events, this study offers insights into the significance of digital interfaces, such as emails, QR codes, and Wi-Fi, in building relationships between meeting planners and other stakeholders. Moreover, these findings complement the discussion of the use of emails in building connections among people (Dixon, 2022). Thus, it expands the knowledge of the psychological implications of digital interfaces and introduces the possible

relationship between other digital interfaces, such as Wi-Fi and QR codes, and relationship building among individuals.

Overall, the study contributes to positive psychology and business events scholarship by drawing on the PERMA model (Seligman, 2011). First, the study is the first to empirically develop the DWB scale. Digital wellbeing is noted to be at the exploratory stage because most studies focused mainly on digital enablers from a single perspective without appropriately exploring wellbeing from a holistic perspective (Büchi**,** 2021**;** Filep et al., 2024; Nansen et al., 2012; Stankov et al., 2019; Stankov & Gretzel, 2021; Vanden Abeele, 2020). Thus, positive psychology literature lacks a robust DWB scale. Therefore, following Churchill's (1979) robust scale development process, a DWB scale was developed to add knowledge to the digital wellbeing literature.

Additionally, this thesis is the first to empirically explore digital wellbeing from psychological wellbeing using the PERMA model. It confirms a recent digital wellbeing model created by Filep et al. (2024), suggesting that digital wellbeing consists of an eight-factor model comprised of digital enablers (digital devices, applications, and interfaces) and the PERMA model (positive emotions, engagement, relationships, achievement, and meaning). Thus, the study expands the digital wellbeing literature by suggesting that digital applications significantly positively impact the psychological wellbeing of meeting planners. It further adds to the discourse of the PERMA model in a digital environment.

In summary, by addressing Perry's (1998) three levels of interactions with the literature, this research supports existing studies and contributes new insights into the understanding of DWB. The thesis highlights the implications of digital enablers and psychological wellbeing as digital wellbeing factors, with the PERMA model playing a vital role, thus expanding the theoretical underpinnings of digital wellbeing.

7.6.2.1.2 Research Issue 2

Research Issue 2 explores the novel relationship between digital and career wellbeing. In addressing research objective 3, psychological wellbeing factors (positive emotions, engagement, relationships, achievement, and meaning) were found to have a positive relationship with career wellbeing factors (relationships, skill development, sense of purpose, work performance, and work-life balance).

Considering this is the first study to examine the relationship between digital wellbeing and career wellbeing, this study offers new insights into vocational and positive psychology scholarship. Since no prior studies have explored this relationship, this study contributes to knowledge 'to a great extent.' In particular, the study investigated the relationship between digital and career wellbeing. Based on the results, positive emotions and engagement had a positive relationship with achievement, relationships with digital enablers had a positive correlation with relationships with stakeholders and a sense of purpose, achievement had a positive relationship with skill development, and a sense of purpose and meaning had a positive relationship with work-life. This study contributes to the digital and career wellbeing literature, indicating that the career wellbeing of meeting planners in a digital environment can be achieved when their psychological wellbeing, comprising hedonic and eudaimonic facets, is fulfilled. Although some studies record technologies and their implications, this is the first study to record how digital wellbeing factors connect with career wellbeing dimensions. In addition, the study also confirms Kidd's (2008) qualitative findings of career wellbeing dimensions and develops items that can be used to examine career wellbeing in a digital environment.

Although the relationship between digital devices and applications to meaning was not established in the event context, the present study demonstrates the relationship between digital enablers, psychological wellbeing, and career wellbeing. The study presents an empirical contribution to the positive psychology of discipline by exploring digitalization's influence on meeting planners' career wellbeing. These contributions support previous studies that suggest career wellbeing is multidimensional and extends beyond traditional career characteristics and their effects to incorporate the evolving digitalization of employee careers (Anwar et al., 2017; Bester, 2019; Kidd, 2008; Steiner & Spurk, 2019). Thus, the thesis broadens the scope of vocational, event, and positive psychology literature with the factors that constitute digital and career wellbeing. It also empirically establishes that the career wellbeing model incorporates digitalization and presents a robust foundation for future studies to expand the career wellbeing literature.

Finally, the study aims to initiate a discussion on the impact of digitalization on career wellbeing in event scholarship. Given the growing demand in the business event industry, there is a greater emphasis on leveraging digital enablers to advance employees' careers. This study is unique in that it is the first to specifically focus on the impact of digitalization on career

wellbeing in the event industry, filling a significant gap in the current literature. Currently, there are limited studies on career-related topics and the impact of digitalization on individuals' career wellbeing. Most career wellbeing studies are primarily from other disciplines, such as education, psychology, social science, and humanities (Bester, 2019; Coetzee et al., 2019; Kidd, 2008; Steiner & Spurk, 2019). Furthermore, this is the first study to develop and test the DWB scale in the event literature. As a result, the findings of this study broaden the theme of modern careers in events literature, illuminating the event literature on the notions of digital and career wellbeing of meeting planners.

In summary, the theoretical contributions of research objective 3 are significant, particularly in the realm of positive psychology. This study responds to the numerous calls to expand the examination of the PERMA model in different contexts, thereby enriching the positive psychology literature. By drawing on the PERMA model to investigate the relationships between digital and career wellbeing, this study indicates that the PERMA model can influence the relationship between meeting planners' digital and career wellbeing. The fact that the PERMA model has been predominantly examined in the physical environment with limited attention to the digital environment underscores the need for further research in this area. Therefore, this study not only expands positive psychology literature but also paves the way for future studies, inspiring and motivating researchers to delve deeper into this unexplored territory.

7.6.2.1.3 Research Issue 3

Research issue three addresses the moderating effects of digital initiatives on digital and career wellbeing factors. Focusing on research objective four, digital initiatives were partially identified to moderate digital and career wellbeing. In contrast, personal digital initiatives were found to have a more significant impact on all the digital and career wellbeing factors than organizational digital initiatives. The results of the moderating factor digital initiatives revealed differences and similarities between the relationships of meeting planners' digital and career wellbeing. In addition, because digital and career wellbeing studies have yet to investigate a moderating component, this thesis broadens the literature to include digital initiatives as a moderating element.

Furthermore, the thesis contributes to the ongoing discussion on the importance of digital initiatives to the digital wellbeing of meeting planners. The study introduces digital

initiatives from the organizational perspective by providing insights into possible influences on digital wellbeing. By introducing individual and organizational digital initiatives from the employee perspective, particularly from the meeting planner context, this study presents further insights into shaping the composition of the digital wellbeing concept. Since it is the first study to have utilized digital initiatives as a moderator in the relationship between digital wellbeing and career wellbeing, it offers awareness in the positive psychology literature indicating organizational digital initiatives as a novel dimension of digital and career wellbeing. Consequently, the thesis extends the career wellbeing model by examining digital initiatives as moderators within a digital environment.

7.6.3 Practical Implications

The growing interest in wellbeing across all disciplines underscores the importance of wellbeing across all fields, particularly in the digitalization era, where digital enablers have brought about significant changes in contemporary careers among meeting planners. With several implications of technological use across other industries, it is crucial to provide practical implications for stakeholders (event organizations, event associations, meeting planners, HR/career experts, and technological companies) to help enhance meeting planners' digital and career wellbeing. This study offers valuable insights into the different types of digital enablers and their effects on psychological wellbeing (positive emotions, engagement, relationships, accomplishment, and meaning) and career wellbeing (relationships, skill development, sense of purpose, work performance, and work-life balance). Considering the geographical and contextual factors of the study conducted in the USA, the findings provide short-term and long-term implications for the business events industry. These insights can serve as a foundational model for regions exhibiting similar characteristics. This research aims to enhance digital and career wellbeing within the sector by equipping stakeholders with actionable strategies.

7.6.3.1 Short-Term Implications

Digital initiatives, such as engaging virtual walk challenges, team-building events, community-focused activities, employee recognition programs, and interactive strategies, can be swiftly implemented to yield immediate benefits. However, their continued application can foster long-term outcomes, including enhanced productivity and a holistic sense of digital and

career wellbeing among individuals. To assess the feasibility of these initiatives, a thorough evaluation is essential, taking into account factors such as time, cost, and stakeholder engagement. Stakeholders should consider the following measures to effectively promote employees' digital and career wellbeing.

Organizations should consider planning digital initiatives prioritizing usability, aesthetic engagement, and immersive attention. For example, implementing a virtual walking challenge can help maintain a dynamic and engaged workforce. Fitbit applications can aid meeting planners in monitoring their daily targets and progress, including steps taken, water intake, and heart rate. By providing these resources, companies can facilitate effective communication among meeting organizers while promoting psychological wellbeing. Additionally, meeting planners can inspire themselves daily and refocus their energies through health and mindfulness applications. Meeting planners might also seek motivation from uplifting videos available on social media platforms to enhance their daily relaxation.

In addition to building connections on social media platforms, organizations can cultivate strong relationships among stakeholders through various online channels. For example, organizations can utilize video conferencing applications like Zoom to host digital activities, including virtual team-building events, wellness programs (such as yoga), parties, happy hours, and coffee breaks. These activities are particularly vital for event organizations in the U.S. as the trend of remote work continues to rise among meeting planners. Through video conferencing, meeting planners can effectively connect and communicate with clients, vendors, colleagues, and employers during official meetings. Additionally, social media platforms provide meeting planners with a means to engage with family and friends. These digital channels foster open discussions where meeting planners can share innovative ideas, ensuring they feel heard and valued. With the increasing demand for skill enhancement and acquisition among meeting planners, associations offering event certifications can leverage video conferencing, event management software, and social media applications to create a virtual community. This platform would promote connections, nurture relationships, and facilitate the delivery of remote virtual classes for meeting planners.

Meeting planners tend to favour digital communication tools, such as emails, over fostering relationships with colleagues, friends, and family. Previous research has shown that emails are an effective means of communicating with clients (Letmathe & Noll, 2024). Consequently, event organizations could benefit from implementing additional initiatives, such as hosting virtual or in-person team-building activities, to strengthen employee connections.

Companies might also utilize interactive features like chat boxes, QR codes, and other digital platforms, such as social media and video conferencing tools, to facilitate effective communication among stakeholders. Moreover, it is essential for organizations to prioritize reliable internet connectivity, as employers often overlook the importance of Wi-Fi in supporting the digital wellbeing of meeting planners.

As highlighted by previous studies (Smith & Johnson, 2023), expressing gratitude or acknowledging employees is a powerful motivator that enhances productivity and recognition for their contributions. Therefore, organizations could explore implementing digital applications, such as social media platforms, to facilitate daily or weekly recognition of employees. Collaborative digital tools like Exo could offer features such as digital badges, shout-outs, and likes to celebrate milestones and achievements. Adopting these strategies could boost engagement and positivity, ultimately driving employee productivity. Furthermore, fostering a culture of recognition among employees can lead to mutual encouragement on the organization's shared platforms. By embracing these approaches, organizations can promote bonding and empowerment among their workforce.

7.6.3.2 Long-Term Implications

The thesis recognizes the immediate effects of a rapidly evolving digital landscape; however, it delves into sustainable strategies for fostering long-term growth in employees' digital and career wellbeing.

First, technology businesses and organizations should prioritize the development of more accessible and intuitive digital tools for meeting planners, incorporating user-friendly interactive features. Crafting a straightforward interface can enhance convenience and allow planners to tailor their experience according to individual preferences. It is essential for technology developers to consider the varying generations and skill levels of users engaging with these digital tools. This issue emerged from thesis findings, where meeting planners expressed that many features were confusing and challenging to navigate despite having a range of digital enablers at their disposal. Developers are encouraged to design an insightful interface that minimizes distracting notifications, provides a seamless way to manage all responsibilities, and includes effective blue light filters to safeguard planners' eyesight during prolonged use. Additionally, tech companies should offer training programs for organizations utilizing their services. Creating instructional videos and disseminating them on social media

can further educate users about their products, aiming to raise awareness before individuals engage with these tools.

As change is inevitable at the workplace, event organizations can offer a variety of seminars to educate and equip employees with soft skills (knowledge) on the various technologies being used. This will make it easier for staff to progressively adopt these digital enablers before they are made available.

Second, meeting planners strongly preferred mobile devices over stationary equipment. Mobile devices, such as laptops, tablets, and smartphones, are easier to transport, help expedite distant activities and meetings, and benefit the environment by using less paper. As a result, event providers can work with technology companies to provide meeting planners with the appropriate mobile devices to assist them in achieving their objectives. For example, businesses can collaborate with technology companies such as Apple, Samsung, or Google to create specialized mobile devices (portable laptops, tablets, and smartphones) with all-event integrated features that help meeting planners with their daily tasks. Given that digital devices encourage positive emotions (feel good, joyous) in meeting planners, tech companies may create wearables (e.g., smart watches) that integrate their daily activities with their daily use of water, walks, and specific devices to alert them to disconnect when necessary. This technique aims to improve meeting planners' digital wellbeing by making them happy, which is crucial for workplace performance. Additionally, tech companies should produce non-reactive skin wearables (e.g., smartwatches) to meet planners with sensitive skin and reduce discomfort.

Thirdly, considering that the study revealed the majority of digital initiatives stemmed from meeting planners rather than being organizationally driven, the Human Resources Department (HRD) in various organizations, whether corporate, independent, associations, or government, should convene a career seminar. This seminar would aim to gather employees' career histories and their concerns regarding the digital tools utilized within the organization. This approach will help companies devise a tailored portfolio of digital wellbeing initiatives suitable for different meeting planners. For instance, they could develop a personalized digital application that seamlessly integrates employees' daily routines with wellness programs. Furthermore, organizations can foster an encouraging environment by equipping employees with the necessary resources to customize their digital initiatives. This strategy will empower policymakers and corporate regulators to significantly enhance the quality of life for employees in this digital age.

Finally, the findings suggest that digital enablers, such as devices, applications, and interfaces, can enhance the psychological wellbeing of meeting planners. Recognizing that psychological wellbeing encompasses both hedonic and eudaimonic components, organizations and associations should develop digital policies or programs to promote both aspects. For instance, providing daily or weekly inspirational messages can uplift staff morale and motivate them throughout the day. Additionally, fostering eudaimonic wellbeing can be achieved through engagement in challenging and high-risk activities, such as health walks, mental health tracking, and participation in skill development projects. Implementing rewarding initiatives will also encourage employees to strive for career achievement. Since hedonic activities are pleasure-driven and short-term, while eudaimonic activities tend to be more demanding and long-term, integrating both types will contribute to the overall digital wellbeing of meeting planners.

While the current findings are particularly significant for the business events industry, where the rapid advancement of digitalization in event organizations demands considerable attention, the implications of these results can also be applied to other sectors, notably the service and financial industries. Given the substantial evolution of digital trends, especially within the hospitality sector, essential digital tools such as smart mobile devices, video conferencing applications, tracking devices, digital wellness apps, and interactive features like chatbots are becoming increasingly relevant for hotel and restaurant employees. Professionals in the hospitality and tourism industries can utilize these digital resources to develop strategies, such as monthly virtual walking challenges, virtual community-building initiatives, and virtual team-building exercises, to navigate their complex daily operations while enhancing their overall quality of life.

As the financial industry undergoes digital transformation, particularly with the rise of hybrid meetings and complex logistics management (Fleming et al., 2021), the expectations placed on employees to consistently deliver high-quality virtual experiences are increasing, elevating their stress levels. To address this, digital initiatives such as Responsible Time Out (RTO), mindfulness applications, and integrated digital tools can assist employees in achieving hedonic wellbeing in a relatively short time frame. In the long run, customizing digital wellbeing programs, including devices like Fitbit or other tracking technologies, can empower employees to manage their screen time, breaks, hydration, and sitting hours, among other activities. These practices enhance their digital and career wellbeing and contribute to increased productivity.

As digitalization extends beyond business events, services, and the financial sector, organizations across various disciplines must adopt strategies that align with individual values and commitments. Incorporating digital literacy and professional development initiatives can significantly enhance employees' overall quality of life. Training programs that offer digital certifications equip individuals with the essential skills needed for success in today's workplace. Therefore, prioritizing the holistic digital wellbeing of employees is crucial for improving their career wellbeing.

7.7 Limitations and Future Research Directions

In spite of this study's theoretical and practical contributions, the thesis has several limitations. These limitations do not undermine the importance of the thesis findings but offer suggestions for future research. This study's findings are significant and can potentially influence future research and practices in the fields of digital wellbeing and event management.

First, the composition of career wellbeing was initially examined solely through the lens of digitalization. As the literature review highlights, career wellbeing encompasses various factors, including individual aspects (such as personality traits) and contextual elements (like HR practices). However, the current study's focus on digital perspectives limits a holistic understanding of career wellbeing. Therefore, future research should consider a multilevel approach to examining career wellbeing. This approach could incorporate three levels: individual-level factors (e.g., career transitions), organizational factors (e.g., HR practices), and digitalization aspects (e.g., digital wellbeing). By adopting this comprehensive framework, researchers can explore career wellbeing from multiple perspectives, facilitating a deeper understanding of its diverse components and their interactions.

Second, the study primarily focused on meeting planners within the United States, which may limit the generalizability of its findings to other industries. To ensure a balanced representation, the study captured responses from various types of meeting planners: approximately 33% were independent planners, 25% were from associations, 35% were corporate planners, and 7% were government planners. This distribution appears relatively even, with the exception of government meeting planners. Furthermore, the demographic analysis revealed that Caucasians or Whites made up about 71% of the respondents, which highlights a lack of ethnic diversity. In terms of gender representation, there was a notable disparity, with 25% of respondents identifying as male and 75% as female, indicating a predominantly female demographic. Racine and Ayer (2019) noted that diverse sample results

can offer a more generalized representation of the broader population. This thesis illustrates various statistics that reflect the unique characteristics of the business events industry in the United States, suggesting that the findings may not be easily applicable to other geographical areas or cultural contexts.

Consequently, future studies should explore how digitalization impacts the career wellbeing of employees in various service industries, such as hospitality and tourism, as well as across different roles within the business events sector. This includes examining employees responsible for venue management, program coordination, event operations, marketing, and human resources. Given that this study has developed and validated a conceptual model for hospitality, the scales and measures used can be adapted to achieve similar objectives in other sectors. The model derived from this research can also be modified to fit different contexts, including factors such as location, industry, gender, and ethnicity. Furthermore, additional aspects, such as remote workstyles, should be incorporated into the model to evaluate their effect on employees' career wellbeing. Additionally, it is important to consider the perceptions of meeting planners across genders and ethnicities. Because this study focused exclusively on meeting planners in the United States, there is an opportunity to investigate digital wellbeing and career wellbeing in other geographical regions or cultural contexts.

Third, the findings confirmed 13 out of 15 hypotheses. Specifically, digital enablers were shown to have a positive influence on emotions, engagement, relationships, and achievement. However, the use of digital devices and applications to foster a sense of meaning was not supported. The proposed explanation is that eudaimonic wellbeing, which encompasses a sense of meaning, requires time to develop; thus, employing a cross-sectional dataset limits the effectiveness of examining this aspect. Consequently, the thesis constrained the evaluation of the impact of digital enablers on meeting planners' sense of meaning in life. Given that this relationship has not been thoroughly investigated in the existing literature, it represents a distinctive opportunity for future research. Future studies could adopt a longitudinal or experimental approach to explore digital wellbeing from a eudaimonic perspective, enhancing understanding of the relationship between digital enablers and employees' sense of meaning in life. Moreover, since the hypotheses primarily concentrated on the relationship between digital applications and the various dimensions of PERMA, future research could delve into the intricate relationships among digital devices and interfaces to assess the viability of the scale proposed in this thesis.

Fourth, the research primarily relied on digital initiatives encompassing personal and organizational efforts to explore the relationship between these initiatives and the career wellbeing model. While this approach enhanced progress in both digital and career wellbeing, it may not fully address the complexities associated with the moderating effects of these factors. Consequently, future studies should consider additional individual-level determinants, such as socio-demographic factors, including race, ethnicity, age, and personal experiences, and how these elements influence digital initiatives and career wellbeing.

Finally, while the digital enablers utilized by meeting planners in the United States are widely adopted globally, various regions employ specific digital enablers tailored to their local contexts, which may restrict their general applicability. Therefore, future research could focus on specialized digital enablers, such as WeChat in China, to evaluate their impact on meeting planners' digital and career wellbeing.

7.8 Chapter Summary

This final chapter discussed findings related to four main objectives and three main research questions to explain this study's distinct contribution to addressing the research problems and expanding existing knowledge on digital and career wellbeing literature. It also highlighted the thesis' theoretical and practical contributions. The study's limitations and future recommendations were also provided.

The discussion contributed to the vocational, positive psychology, and events literature by developing a valid and reliable scale to assess meeting planners' career wellbeing using the digital wellbeing concept. This developed scale can be implemented across disciplines or similar contexts. The practical implications offer valuable insights into how meeting planners can enhance their psychological wellbeing from digital enablers and how this might positively influence their career wellbeing.

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APPENDICES

Appendix A. Interview Guide

In-depth Interviews for meeting planners

Dear Sir/Madam

Introduction

Thank you for taking the time to participate in this interview. I am a Ph.D. student from the School of Hotel and Tourism Management, the Hong Kong Polytechnic University. The purpose of this interview is to investigate factors that contribute to the career wellbeing of meeting planners and the role digitalization (technology) plays in your wellbeing. This study seeks to identify how 1) digitalization is impacting your career journey and 2) digital technologies aid your personal wellbeing. This interview will be recorded for academic purposes only to ensure the accuracy of transcription. You are assured of strict confidentiality and anonymity.

***Please note**:*

- ***Digital technologies** consist of*

  digital devices are physical-digital tools that are used to process information in event design and promote wellbeing *(laptops, tablets, smartphones, smart watches, etc.),*

  ***digital applications** are identified as software programs designed by technology organizations or business events organizations that provide them with basic services such as Zoom, Hubilo, Vimeo, Google Hangouts, Calm Apps, Facebook, LinkedIn, etc., and*

  ***digital interfaces** are considered as systems that connect meeting planners with other digital devices. (Email, QR code, WI-FI, etc.).*

Screening Questions

1) Are you 25 years or above?
2) Do you live in the US?
3) Are you an association, independent, corporate, or government meeting planner?
4) Do you have 5 years of experience as a meeting planner?
5) Do you have experience in utilizing digital technology in organizing in-person, virtual, and hybrid meetings?

The interview commences after the informant meets the above criteria for this study.

General Questions

1) How long have you been utilizing technology in organizing meetings?
2) What constitutes digital wellbeing?
3) Does your organization have some digital wellbeing initiatives?
4) Do you have any personal digital initiatives?
5) What are the advantages (benefits) of utilizing digital technologies/digitalization?

6) What are some of the ways digital technologies help you to harness your wellbeing?

Probing Questions

1) What type of meetings have you organized for the past four years (type of meetings, size, national/international)?
2) When did you start to utilize technology in organizing meetings?
3) What are some of the digital technologies you use (work use and personal use)?
4) Kindly provide some examples of your organization's digital initiatives.
5) Kindly provide some examples of your personal digital initiatives.
6) In what ways has your organization's digital initiatives promoted your wellbeing?
7) In what ways have your personal digital initiatives promoted your wellbeing?
8) How do the digital devices, applications, or interfaces you mentioned earlier boost your positive emotions?
9) To what extent do the digital devices, applications, or interfaces you mentioned earlier promote a sense of engagement?
10) How have digital devices, applications, or interfaces you mentioned earlier helped you to achieve so far?
11) Has any of the digital devices, applications, or interfaces you mentioned earlier assisted you in building your relationship with other stakeholders (customers, employers, and colleagues)?
12) To what extent do digital devices, applications, or interfaces help you to achieve independence in your line of duty?
13) How has the use of digital devices, applications, or interfaces helped you to achieve a purposeful career life or pursue activities that are worthwhile to achieve?

Appendix B. Pre-test Questionnaire.

Dear Respondent,

Thank you for taking the time to participate in this survey.

You have been selected as an expert to review the measurement items below a digital and career wellbeing survey. Your review is intended to improve the validity of the measurement items. The survey is targeted at meeting planners in the United States with more than 5 years of experience who utilize digital technologies in the business events industry. For each construct, kindly indicate whether you consider the measurement items important or not. If any of the items are important or somewhat important but need modification or revision, please indicate that in the corresponding column or feel free to suggest a modification or rephrase them.

Please note that the constructs are written in **bold** CAPITAL LETTERS. All constructs will be measured on a seven-point Likert scale; where a value of 1 = strongly disagree and 7 = strongly agree. Additionally, if you have any recommendations to improve on the measurement items, kindly provide your suggestions at the end of the questionnaires.

Please contact me if you have any questions about this study.

Yours Sincerely,

Alice Kondja
School of Hotel and Tourism Management, The Hong Kong Polytechnic University.
Contact: alice-k.kondja@

Please note:

- *Digital technologies are made up of **digital devices** (laptops, tablets, computers, smartphones), **digital applications** (Zoom, Hubilo, Microsoft Teams, Vimeo, Google Hangouts. Google Meet, Go to meetings, Hoovo, Calm Apps, Facebook, etc.) and **digital interface** (Email, QR code, WI-FI, etc.).*

Part 1

Kindly answer all questions below.

Screening Questions

1. I understand the nature and purpose of this study. Therefore, I willingly agree to participate in this research study voluntarily.

   a. Yes [ ] b. No [ ]

2. Are you working in the United States of America as an association, independent, corporate, and government meeting planner?

a. Yes [ ] b) No [ ]

3. Are you above 25 years old with more than 5 years of experience as a meeting planner?

   a. Yes [ ] b) No [ ]

4. Do you have experience in utilizing digital technology in organizing in-person, virtual, and hybrid meetings?

   a. Yes [ ] b) No [ ]

If a respondent answers "Yes" to all the above questions, then the respondent is permitted to answer the remaining questions below.

Part 1.

Not Important (NI)	Somewhat Important (SWI)	Important (I)	Need Revision (NR)
1	2	3	

PART 2

Impact of digitalization in business events industry

Not Important ⟷ Important

	DIGITAL DEVICES **The use of digital devices helps to…**	NI	SWI	I	Need Revision
1	plan meetings (F2F, virtual & Hybrid).	1	2	3	
2	streamline activities.	1	2	3	
3	coordinate activities effectively.	1	2	3	
4	Make work convenient	1	2	3	
5	promote a green environment.	1	2	3	
6	track my wellbeing.	1	2	3	
	DIGITAL APPLICATIONS **I use…**	**NI**	**SWI**	**I**	**Need Revision**
7	event-related applications (e.g., registration apps, video conference apps, social media, and meditation apps) to provide basic services in event organizations.	1	2	3	
8	video conferencing applications to communicate with stakeholders (e.g., colleagues, employers, vendors, clients).	1	2	3	
9	video conferencing applications to engage with stakeholders when I work remotely.	1	2	3	
10	video conferencing applications because they provide closed-captioned features.	1	2	3	
11	video conferencing applications because they provide virtual host/MC features.	1	2	3	
12	Social media applications to build connections and relationships with stakeholders in the business event industry (e.g., friends, family, employers, colleagues, etc.).	1	2	3	
13	digital wellbeing applications (meditation apps, music apps, etc.) to promote my wellbeing.	1	2	3	
14	digital applications to organize digital social gatherings (e.g., virtual coffee breaks, happy hours, meditation, and virtual happy hours) to build relationships.	1	2	3	
15	all-integrated event management application to make daily work easier and more coordinated.	1	2	3	
16	music applications to boost my mood and re-focus at work and home.	1	2	3	

	DIGITAL INTERFACES **Digital Interfaces such as…**	NI	SWI	I	Need Revision
17	emails help me to connect and interact with stakeholders.	1	2	3	
18	emails help me to save reminders, calendar dates, and share important documents.	1	2	3	
19	QR codes help in registration, hotel door access, and website access.	1	2	3	
20	QR codes promote a paperless environment.	1	2	3	
	DIGITAL INITIATIVES **The digital…**	**NI**	**SWI**	**I**	**Need Revision**
21	devices I use are my personal initiatives and not the organization's initiatives	1	2	3	
22	applications I use are my personal initiatives and not the organization's initiatives	1	2	3	
23	interfaces I use are my personal initiatives and not the organization's initiatives	1	2	3	
	POSITIVE EMOTIONS	**NI**	**SWI**	**I**	**Need Revision**
24	I feel happy whenever I use video conferencing applications (e.g., Zoom, etc.) to communicate and connect with stakeholders (Colleagues, vendors, clients).	1	2	3	
25	I feel good when I use digital devices (Samsung/Apple watch) to track my daily activities (water, steps, food, and sleep).	1	2	3	
26	I feel joyful when I use music applications to boost my energy.	1	2	3	
27	I find positive energy in listening to meditation applications for calmness.	1	2	3	
28	I find contentment whenever I watch self-care routines on social media (e.g., make-up).	1	2	3	
	ENGAGEMENT	**NI**	**SWI**	**I**	**Need Revision**
29	I become absorbed in social media.	1	2	3	
30	I feel happy when I connect and interact with people (friends, family, and work colleagues) on social media.	1	2	3	
31	I feel excited I can connect and interact with work colleagues on video conferencing applications (e.g., Zoom).	1	2	3	
32	I feel relaxed when I utilize wellness apps to join digital challenges with colleagues.	1	2	3	
33	I feel completely absorbed in meditation/wellness applications.	1	2	3	
34	My tracking applications keep me focused.	1	2	3	
	RELATIONSHIPS	**NI**	**SWI**	**I**	**Need Revision**
35	I use video conferencing applications to stay in touch with people across the globe.	1	2	3	

36	I have built long-term relationships with people through virtual connections.	1	2	3	
37	I have built relationships through virtual gatherings (virtual conferences, happy hours, etc.).	1	2	3	
38	I stay connected with my clients through emails.	1	2	3	
39	I stay connected with my vendors through emails.	1	2	3	
40	I am satisfied with the personal relationships I have built through digital applications.	1	2	3	
	ACHIEVEMENT	**NI**	**SWI**	**I**	**Need Revision**
41	I have acquired certificates through digital technologies.	1	2	3	
42	Through digital technologies, I collaborate with stakeholders (vendors and planners) to achieve successful events.	1	2	3	
43	Through digital technologies, I help save the environment by going paperless.	1	2	3	
44	Through digital technologies, I have been able to grow my company's business.	1	2	3	
45	Digital technologies have helped me to grow in my career.	1	2	3	
	MEANING	**NI**	**SWI**	**I**	**Need Revision**
46	Being able to build positive relationships online is valuable to me.	1	2	3	
47	Being able to grow my career using digital technologies is worthwhile.	1	2	3	
48	Using digital technologies to balance my work and life is meaningful.	1	2	3	
49	My digital certificates give me a sense of direction in my career.	1	2	3	
	RELATIONSHIPS **I receive …**	**NI**	**SWI**	**I**	**Need Revision**
54	recognition from colleagues digitally.	1	2	3	
55	feedback from employers digitally.	1	2	3	
56	support from friends digitally.	1	2	3	
57	support from family digitally.	1	2	3	
	SKILL DEVELOPMENT	**NI**	**SWI**	**I**	**Need Revision**
58	I have improved my career digitally.	1	2	3	
59	I have learned many skills digitally that have improved my career.	1	2	3	
60	I have used digital technologies to develop strategies to improve attendee experiences.	1	2	3	
61	Acquiring digital certifications has aided in my career development.	1	2	3	

	SENSE OF PURPOSE	NI	SWI	I	Need Revision
62	I can see a clear future in my career utilizing digital technologies.	1	2	3	
63	Acquiring digital certifications gives me positive thoughts about the future.	1	2	3	
64	Building meaningful relationships via social media gives me a sense of purpose in my career/ a clear direction in my career.	1	2	3	
65	It feels refreshing to make independent decisions via digital media.	1	2	3	
	WORK PERFORMANCE	**NI**	**SWI**	**I**	**Need Revision**
66	I work effectively digitally.	1	2	3	
67	I am productive digitally.	1	2	3	
68	I achieve daily tasks/goals effectively digitally.	1	2	3	
69	I make effective decisions digitally.	1	2	3	
	WORK-LIFE **Utilizing digital technology…**	**NI**	**SWI**	**I**	**Need Revision**
70	makes my life feel more integrated.	1	2	3	
71	makes me feel optimal when I balance my work and non-work life.	1	2	3	
72	helps to balance my time for work and non-work.	1	2	3	
73	helps balance my career and work life effectively.	1	2	3	

PART 3: Socio-demographic Characteristics

1. **Gender**
   b. Male [ ]
   c. Female [ ]
   d. Non-binary/third gender [ ]
   e. Prefer not to say [ ]
2. **Age**
   a. 25 to 30 [ ]
   b. 31 – 35 [ ]
   c. 36 – 40 [ ]
   d. 41 – 45 [ ]
   f. 46 – 50 [ ]
   g. 51 and older [ ]

3. **Ethnicity**
   a. Black/African American [ ]
   b. White [ ]
   c. Hispanic/Latino [ ]
   d. American Indian and Alaska Native [ ]
   e. Unknown [ ]
   Please specify _____
4. **Educational level**
   a. Below high school [ ]
   b. Secondary/High School [ ]
   c. College (e.g. Diploma) [ ]
   d. Bachelor's Degree [ ]
   e. Master's Degree [ ]
   f. Doctorate Degree [ ]
5. **Digital Event Certifications**
   a. Certified Meeting Planner (CMP) [ ]
   b. Certifications in Meeting Management (CMM) [ ]
   c. Certified Planner of Professional Meetings (CPPM) [ ]
   d. None of the above [ ]
   e. Others Specify _____
6. **Please provide any event certifications you have acquired.**

_____

7. **Years of Work experience**
   a. 5 - 10 years [ ]
   b. 11 - 20 years. [ ]
   c. 21 – 30 years. [ ]
   d. 31 and above. [ ]
8. **What type of meeting planner are you?**
   h. Independent meeting planner. [ ]
   i. Association meeting planner. [ ]
   j. Corporate meeting planner. [ ]
   k. Government meeting planner. [ ]
9. **Which state do you live in?**

_____

10. Which of the following describes your annual income?

a. Less than US$ 20,000 [ ]
b. US$ 20, 000 - 39,999 [ ]
c. US$ 40, 000 - 59,999 [ ]
d. US$ 60, 000 - 79, 999 [ ]
e. US$ 80, 000 – 99,999 [ ]
f. US$ 100, 000 and above [ ]

Kindly provide concise suggestions on how to improve on the digital and career wellbeing instrument.

Thank you for taking the time to participate in this survey. If you have any questions, kindly contact me on alice-k.kondja@

Appendix C. Pilot Study Questionnaire.

Dear Respondent,

Thank you for taking the time to participate in this study that aims to **examine factors that influence the career wellbeing of meeting planners.** The study investigates the influence of current digitalization on the wellbeing of meeting planners particularly those related to your careers. The questions cover areas such as **digital technologies** used, your **remote workstyle**, and your **psychological wellbeing**.

This study will take about **12 to 15 minutes** to complete.

In this survey we would like to ask some questions that may be perceived as sensitive such as **gender identity and ethnic origin**. Providing information in response to these questions is entirely voluntary and you may withdraw your consent at any time. The answers that you provide will be used only for research analysis purposes.

The current study's conduct complies with the research ethics guidelines of the Hong Kong Polytechnic University. (All data will be strictly available to the chief interviewer and protected by the password-secured drive at the School of Hotel and Tourism Management, the Hong Kong Polytechnic University. Subsequently, all information collected will be kept 5 years after data collection). Your background information will be treated with strict anonymity and confidentiality (all potential information that sort to identify your identity will be stripped to protect your privacy). Survey responses will be used for academic purposes only and only aggregate results will be reported in subsequent publications. The reporting outcomes from this research will be in the form of conference proceedings and journal articles.

If you would like more information on the publications that arise from this research, have any questions about this study, how your information is protected, or exercise your data subject rights, please contact me at the email provided below. You may also have the right to lodge a complaint with the supervisory authority in your country of residence.

Your support of this study is truly appreciated.

Yours Sincerely,

Alice Kondja
School of Hotel and Tourism Management, The Hong Kong Polytechnic University.
Contact: alice-k.kondja@

Consent

Do you consent to the collection of this information?

1. Yes, I consent [CONTINUE]
2. No, I do not consent [Terminate]

1 . Gender?

1. Male [ ]

2. Female [ ]
3. Other Terminate [ ]
4. Prefer not to answer [ ]

2. Age?

1. Below 25 [Terminate]
2. 25 – 30 [ ]
3. 31 – 35 [ ]
4. 36 – 40 [ ]
5. 41 – 45 [ ]
6. 46 – 50 [ ]
7. 51 and older [ ]

3. Are you an association, independent, corporate, or government meeting planner with experience in utilizing digital technology in organizing in-person, virtual, and hybrid meetings?
    1. Yes [ ] (If "Yes" you may continue this survey).
    2. No [ ] (Terminated, If "No" you may discontinue this survey).

4. Are you 25 years or above with more than 5 years of experience as a meeting planner?
    1. Yes [ ] (If "Yes" you may continue this survey).
    2. No [ ] (Terminated, If "No" You do not qualify for participation in this study – thank you for your support so far).

PART 1 – IMPACT OF DIGITALIZATION ON THE BUSINESS EVENTS INDUSTRY

Section 1 – Perceptions of Digitalization

The following sections seek your opinion on the different digital technologies being used and their impacts on your wellbeing. Kindly indicate your **agreement** with the following statements related to **digitalization** **where 1=** Strongly Disagree **(SD)**, 2=Disagree **(D)**, 3= Somewhat Disagree **(SWD)**, 4= Neutral **(N)**, 5=Somewhat Agree **(SWA)**, 6= Agree **(A**), 7= Strongly Agree **(SA).**

Please note*:*

- ***Digital Enablers*** *consist of*

  digital devices are physical-digital tools that are used to process information in event design and promote wellbeing *(laptops, tablets, smartphones, smart watches, etc.),*

  digital applications *are identified as software programs designed by technology organizations or business events organizations that provide them with basic services such as Zoom, Hubilo, Vimeo, Google Hangouts, Calm Apps, Facebook, LinkedIn, etc., and*

  digital interfaces *are considered as systems that connect meeting planners with other digital devices. (Email, QR code, WI-FI, etc.).*

Strongly Disagree ⟷ **Strongly Agree**

	DIGITAL DEVICES **The use of digital devices helps to…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
1	plan meetings (F2F, virtual & Hybrid).	1	2	3	4	5	6	7
2	streamline activities.	1	2	3	4	5	6	7
3	coordinate activities effectively.	1	2	3	4	5	6	7
4	promote a green environment.	1	2	3	4	5	6	7
5	trace my wellbeing.	1	2	3	4	5	6	7
	DIGITAL APPLICATIONS **I use…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
6	event-related applications (e.g., registration apps, video conference apps, social media, and meditation apps) to provide basic services in event organizations.	1	2	3	4	5	6	7
7	social media applications (e.g., Facebook, LinkedIn, Instagram, etc.) to build connections and relationships with stakeholders in	1	2	3	4	5	6	7

	the business event industry (e.g., customers, employers, colleagues, etc.).							
8	digital applications to organize digital social gatherings (e.g., virtual coffee breaks, happy hours, meditation, and virtual happy hours) that help build relationships.	1	2	3	4	5	6	7
9	all-integrated event management applications for greater ease and coordination of my daily work.	1	2	3	4	5	6	7
10	digital wellbeing applications (meditation apps, music apps, etc.) to promote my wellbeing.	1	2	3	4	5	6	7
	I use video conferencing applications…							
11	to communicate with stakeholders (e.g., colleagues, employers, vendors, clients, etc.).	1	2	3	4	5	6	7
12	engage with stakeholders when I work remotely.	1	2	3	4	5	6	7
13	because they provide more inclusive features such as closed-captioned features, virtual host/MC features, etc.	1	2	3	4	5	6	7
	DIGITAL INTERFACES **Digital Interfaces such as…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
14	emails help me to connect and interact with stakeholders.	1	2	3	4	5	6	7
15	emails help me to save reminders, calendar dates, and share important documents.	1	2	3	4	5	6	7
16	QR codes help in registration, hotel door access, and website access.	1	2	3	4	5	6	7
17	QR codes promote a paperless environment.	1	2	3	4	5	6	7
	DIGITAL INITIATIVES	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
18	**Digital** devices I use are my personal ones rather than my organization's.	1	2	3	4	5	6	7
19	**Digital** applications I use are my personal ones rather than my organization's.	1	2	3	4	5	6	7
20	**Digital** interfaces I use are my personal ones rather than my organization's.	1	2	3	4	5	6	7

	Section 2 – Psychological Wellbeing **This section inquires about the impact of digitalization on your <u>psychological wellbeing.</u>** Kindly evaluate the following statements based on your **<u>experiences</u>** with **<u>digital technologies</u>**. **1=** Strongly Disagree **(SD)**, 2=Disagree **(D)**, 3= Somewhat Disagree **(SWD)**, 4= Neutral **(N)**, 5=Somewhat Agree **(SWA)**, 6= Agree **(A**), 7= Strongly Agree **(SA).**							
	Positive Emotions **I feel…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
1.	happy when I use video conferencing applications (e.g., Zoom, etc.) to communicate and connect with stakeholders (colleagues, vendors, clients).	1	2	3	4	5	6	7
2	good when I use digital devices (Samsung/Apple watch) to track my daily activities (water, steps, food, and sleep).	1	2	3	4	5	6	7
3	joyful when I use digital applications such as music apps or fitness apps to boost my energy.	1	2	3	4	5	6	7
4	positive when I listen to meditation applications for calmness.	1	2	3	4	5	6	7
5	a sense of contentment when I watch empowering videos (e.g., self-care routines, etc.) on social media.	1	2	3	4	5	6	7
	Engagement	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
6	I become absorbed in social media.	1	2	3	4	5	6	7
7	I feel happy when I connect and interact with people (friends, family, and work colleagues) on social media.	1	2	3	4	5	6	7
8	I feel excited to connect and interact with work colleagues on video conferencing applications (e.g., Zoom).	1	2	3	4	5	6	7
9	I feel relaxed when I utilize wellness apps to join digital challenges with colleagues.	1	2	3	4	5	6	7
10	I feel absorbed in wellness applications (e.g., meditation apps).	1	2	3	4	5	6	7
11	My tracking applications keep me focused.	1	2	3	4	5	6	7
	Relationships	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**

12	I use video conferencing applications to stay in touch with people across the globe.	1	2	3	4	5	6	7
13	I have built strong relationships with people through virtual connections.	1	2	3	4	5	6	7
14	I have built relationships through virtual gatherings (virtual conferences, happy hours, etc.).	1	2	3	4	5	6	7
15	I stay connected with my clients through emails.	1	2	3	4	5	6	7
16	I stay connected with my vendors through emails.	1	2	3	4	5	6	7
17	I am fulfilled with the personal relationships I have built through digital applications.	1	2	3	4	5	6	7
	Achievement **Through the use of digital technologies…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
18	I have acquired certificates.	1	2	3	4	5	6	7
19	I can collaborate with stakeholders (vendors and planners) to achieve successful events.	1	2	3	4	5	6	7
20	I help save the environment by going paperless.	1	2	3	4	5	6	7
21	I have been able to grow my company's business.	1	2	3	4	5	6	7
22	I have been able to grow my career.	1	2	3	4	5	6	7
	Meaning	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
23	Being able to build positive relationships through digital technologies is valuable to me.	1	2	3	4	5	6	7
24	Being able to grow my career using digital technologies is worthwhile.	1	2	3	4	5	6	7
25	Using digital technologies to balance my work and life is meaningful.	1	2	3	4	5	6	7
26	My digital certificates give me a sense of direction in my career.	1	2	3	4	5	6	7

PART 3 - CAREER WELLBEING

This section examines the direct influence of digitalization on your career. Please evaluate the influence of digitalization on your career wellbeing where 1= Strongly Disagree **(SD)**, 2=Disagree **(D)**, 3= Somewhat Disagree **(SWD)**, 4= Neutral **(N)**, 5=Somewhat Agree **(SWA)**, 6= Agree **(A**), 7= Strongly Agree **(SA).**

	RELATIONSHIPS **Through the use of digital technologies (social media apps, video conferencing apps, etc.), I receive …**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
1	recognition from colleagues.	1	2	3	4	5	6	7
2	feedback from employers.	1	2	3	4	5	6	7
3	support from vendors or clients.	1	2	3	4	5	6	7
4	support from family and friends.	1	2	3	4	5	6	7
	SKILL DEVELOPMENT **Through the use of digital technologies, I have…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
5	advanced my career.	1	2	3	4	5	6	7
6	learned important skills that have improved my career.	1	2	3	4	5	6	7
7	developed strategies to improve attendee experiences.	1	2	3	4	5	6	7
8	acquired digital certifications that have aided my career development.	1	2	3	4	5	6	7
	SENSE OF PURPOSE	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
9	I can see a clear future in my career utilizing digital technologies.	1	2	3	4	5	6	7
10	Acquiring digital certifications gives me positive thoughts about the future of meeting planning.	1	2	3	4	5	6	7
11	Building meaningful relationships via social media gives me a clear direction in my career.	1	2	3	4	5	6	7
12	Making important decisions through digital technologies gives me a sense of purpose.	1	2	3	4	5	6	7
	WORK PERFORMANCE **Through the use of digital technologies, I…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**

13	work effectively.	1	2	3	4	5	6	7
14	am productive in my daily tasks.	1	2	3	4	5	6	7
15	achieve daily tasks/goals effectively.	1	2	3	4	5	6	7
16	make effective decisions concerning my career and daily activities.	1	2	3	4	5	6	7
	WORK-LIFE **Utilizing digital technology…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
17	makes my work-life feel more integrated.	1	2	3	4	5	6	7
18	makes me feel my best when I balance my work and non-work life.	1	2	3	4	5	6	7
19	helps to balance my time for work and non-work.	1	2	3	4	5	6	7
20	helps balance my work-life effectively.	1	2	3	4	5	6	7

PART 5: Socio-demographic Characteristics

1. Ethnicity?

1. African American / Black
2. Asian / Asian American
3. Caucasian / White
4. Native American, Inuit or Aleut
5. Native Hawaiian / Pacific Islander
6. Other
7. Prefer not to answer

2. Educational level?

1. High school or below [ ]
2. Bachelor's Degree [ ]
3. Master's Degree [ ]
4. Doctorate Degree [ ]

3. Digital Event Certifications?

1. Digital Event Certification [ ]
2. Certified Meeting Planner (CMP) [ ]
3. Certifications in Meeting Management (CMM) [ ]
4. Certified Planner of Professional Meetings (CPPM) [ ]
5. Others: Please Specify _____
6. None of the above [ ]

4. Years of business events industry experience?

1. 5 - 10 years [ ]
2. 11 -15 years. [ ]
3. 16 –20 years. [ ]
4. 21 and above. [ ]

5. What type of meeting planner are you?

1. Independent meeting planner. [ ]
2. Association meeting planner. [ ]
3. Corporate meeting planner. [ ]
4. Government meeting planner. [ ]

6. Which state do you live in?

_____

7. Which of the following best describes your annual PERSONAL income?

g. Less than US$ 20,000 [ ]
h. US$ 20, 000 - 39,999 [ ]
i. US$ 40, 000 - 59,999 [ ]
j. US$ 60, 000 - 79, 999 [ ]
k. US$ 80, 000 – 99,999 [ ]
l. US$ 100, 000 and above [ ]

Thank you for taking the time to participate in this survey. If you have any questions, kindly contact me at alice-k.kondja@

Appendix D. Main Survey Questionnaire.

Dear Respondent,

Thank you for taking the time to participate in this study that aims to **examine factors that influence the career wellbeing of meeting planners.** The study investigates the influence of current digitalization on the wellbeing of meeting planners particularly those related to your careers. The questions cover areas such as **digital technologies** used, your **remote workstyle**, and your **psychological wellbeing**.

This study will take about **12 to 15 minutes** to complete.

In this survey we would like to ask some questions that may be perceived as sensitive such as **gender identity and ethnic origin**. Providing information in response to these questions is entirely voluntary and you may withdraw your consent at any time. The answers that you provide will be used only for ~~market~~ research analysis purposes.

The current study's conduct complies with the research ethics guidelines of the Hong Kong Polytechnic University. (All data will be strictly available to the chief interviewer and protected by the password-secured drive at the School of Hotel and Tourism Management, the Hong Kong Polytechnic University. Subsequently, all information collected will be kept 5 years after data collection). Your background information will be treated with strict anonymity and confidentiality (all potential information that sort to identify your identity will be stripped to protect your privacy). Survey responses will be used for academic purposes only and only aggregate results will be reported in subsequent publications. The reporting outcomes from this research will be in the form of conference proceedings and journal articles.

If you would like to get more information on the publications that arise from this research or have any questions about this study, or about how your information is protected or to exercise your data subject rights, please contact me on the email provided below. You may also have the right to lodge a complaint with the supervisory authority in your country of residence.

Your support of this study is truly appreciated.

Yours Sincerely,

Alice Kondja
School of Hotel and Tourism Management, The Hong Kong Polytechnic University.
Contact: alice-k.kondja@

Consent

Do you consent to the collection of this information?

3. Yes, I consent [CONTINUE]
4. No, I do not consent [Terminate]

1 . Gender?

5. Male [ ]

6. Female [ ]
7. Other Terminate [ ]
8. Prefer not to answer Terminate]

2. Age?

8. Below 25 [Terminate]
9. 25 – 30 [ ]
10. 31 – 35 [ ]
11. 36 – 40 [ ]
12. 41 – 45 [ ]
13. 46 – 50 [ ]
14. 51 and older [ ]

5. Are you an association, independent, corporate, or government meeting planner with experience in utilizing digital technology in organizing in-person, virtual, and hybrid meetings?

3. Yes [ ] (If "Yes" you may continue this survey).
4. No [ ] (Terminated, If "No" you may discontinue this survey).

6. Are you 25 years or above with more than 5 years of experience as a meeting planner?

3. Yes [ ] (If "Yes" you may continue this survey).
4. No [ ] (Terminated, If "No" You do not qualify for participation in this study – thank you for your support so far).

PART 1 – IMPACT OF DIGITALIZATION ON THE BUSINESS EVENTS INDUSTRY

Section 1 – Perceptions of Digitalization

The following sections seek your opinion on the different digital technologies being used and their impacts on your wellbeing. Kindly indicate your **agreement** with the following statements related to **digitalization** **where 1=** Strongly Disagree **(SD)**, 2=Disagree **(D)**, 3= Somewhat Disagree **(SWD)**, 4= Neutral **(N)**, 5=Somewhat Agree **(SWA)**, 6= Agree **(A**), 7= Strongly Agree **(SA).**

Please note*:*

- ***Digital enablers*** *consist of*

  digital devices are physical-digital tools that are used to process information in event design and promote wellbeing *(laptops, tablets, smartphones, smart watches, etc.),*

  digital applications *are identified as software programs designed by technology organizations or business events organizations that provide them with basic services such as Zoom, Hubilo, Vimeo, Google Hangouts, Calm Apps, Facebook, LinkedIn, etc., and* ***digital interfaces*** *are considered as systems that connect meeting planners with other digital devices. (Email, QR code, WI-FI, etc.).*

Strongly Disagree ⟷ **Strongly Agree**

	DIGITAL DEVICES **The use of digital devices helps to…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
1	plan meetings (F2F, virtual & Hybrid).	1	2	3	4	5	6	7
2	streamline activities.	1	2	3	4	5	6	7
3	coordinate activities effectively.	1	2	3	4	5	6	7
4	promote a green environment.	1	2	3	4	5	6	7
5	trace my wellbeing.	1	2	3	4	5	6	7
	DIGITAL APPLICATIONS **I use…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
6	event-related applications (e.g., registration apps, video conference apps, social media, and meditation apps) to provide basic services in event organizations.	1	2	3	4	5	6	7
7	social media applications (e.g., Facebook, LinkedIn, Instagram, etc.) to build connections and relationships with stakeholders in	1	2	3	4	5	6	7

	the business event industry (e.g., customers, employers, colleagues, etc.).							
8	digital applications to organize digital social gatherings (e.g., virtual coffee breaks, happy hours, meditation, and virtual happy hours) that help build relationships.	1	2	3	4	5	6	7
9	all-integrated event management applications for greater ease and coordination of my daily work.	1	2	3	4	5	6	7
10	digital wellbeing applications (meditation apps, music apps, etc.) to promote my wellbeing.	1	2	3	4	5	6	7
	I use video conferencing applications…							
11	to communicate with stakeholders (e.g., colleagues, employers, vendors, clients, etc.).	1	2	3	4	5	6	7
	DIGITAL INTERFACES **Digital Interfaces such as…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
12	emails help me to save reminders, calendar dates, and share important documents.	1	2	3	4	5	6	7
13	QR codes help in registration, hotel door access, and website access.	1	2	3	4	5	6	7
14	QR codes promote a paperless environment.	1	2	3	4	5	6	7
	DIGITAL INITIATIVES	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
15	**Digital** devices I use are my personal ones rather than my organization's.	1	2	3	4	5	6	7
16	**Digital** applications I use are my personal ones rather than my organization's.	1	2	3	4	5	6	7
17	**Digital** interfaces I use are my personal ones rather than my organization's.	1	2	3	4	5	6	7
	Section 2 – Psychological Wellbeing							

	This section inquires about the impact of digitalization on your <u>psychological wellbeing.</u> Kindly evaluate the following statements based on your **<u>experiences</u>** with **<u>digital technologies</u>**. **1=** Strongly Disagree **(SD)**, 2=Disagree **(D)**, 3= Somewhat Disagree **(SWD)**, 4= Neutral **(N)**, 5=Somewhat Agree **(SWA)**, 6= Agree **(A**), 7= Strongly Agree **(SA).**							
	POSITIVE EMOTIONS **I feel…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
1.	happy when I use video conferencing applications (e.g., Zoom, etc.) to communicate and connect with stakeholders (colleagues, vendors, clients).	1	2	3	4	5	6	7
2	good when I use digital devices (Samsung/Apple watch) to track my daily activities (water, steps, food, and sleep).	1	2	3	4	5	6	7
3	joyful when I use digital applications such as music apps or fitness apps to boost my energy.	1	2	3	4	5	6	7
4	positive when I listen to meditation applications for calmness.	1	2	3	4	5	6	7
5	a sense of contentment when I watch empowering videos (e.g., self-care routines, etc.) on social media.	1	2	3	4	5	6	7
	ENGAGEMENT	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
6	I become absorbed in social media.	1	2	3	4	5	6	7
7	I feel happy when I connect and interact with people (friends, family, and work colleagues) on social media.	1	2	3	4	5	6	7
8	I feel excited to connect and interact with work colleagues on video conferencing applications (e.g., Zoom).	1	2	3	4	5	6	7
9	I feel relaxed when I utilize wellness apps to join digital challenges with colleagues.	1	2	3	4	5	6	7
10	I feel absorbed in wellness applications (e.g., meditation apps).	1	2	3	4	5	6	7
11	My tracking applications keep me focused.	1	2	3	4	5	6	7
	RELATIONSHIPS	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
12	I use video conferencing applications to stay in touch with people across the globe.	1	2	3	4	5	6	7

13	I have built strong relationships with people through virtual connections.	1	2	3	4	5	6	7
14	I have built relationships through virtual gatherings (virtual conferences, happy hours, etc.).	1	2	3	4	5	6	7
15	I stay connected with my vendors through emails.	1	2	3	4	5	6	7
	ACHIEVEMENT **Through the use of digital technologies…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
16	I have acquired certificates.	1	2	3	4	5	6	7
17	I can collaborate with stakeholders (vendors and planners) to achieve successful events.	1	2	3	4	5	6	7
18	I help save the environment by going paperless.	1	2	3	4	5	6	7
19	I have been able to grow my company's business.	1	2	3	4	5	6	7
20	I have been able to grow my career.	1	2	3	4	5	6	7
	MEANING	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
21	Being able to build positive relationships through digital technologies is valuable to me.	1	2	3	4	5	6	7
22	Being able to grow my career using digital technologies is worthwhile.	1	2	3	4	5	6	7
23	Using digital technologies to balance my work and life is meaningful.	1	2	3	4	5	6	7
24	My digital certificates give me a sense of direction in my career.	1	2	3	4	5	6	7
	RELATIONSHIPS **Through the use of digital technologies (social media apps, video conferencing apps, etc.), I receive …**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
1	feedback from employers.	1	2	3	4	5	6	7
2	support from vendors or clients.	1	2	3	4	5	6	7
3	support from family and friends.	1	2	3	4	5	6	7
	SKILL DEVELOPMENT **Through the use of digital technologies, I have…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
4	advanced my career.	1	2	3	4	5	6	7

5	learned important skills that have improved my career.	1	2	3	4	5	6	7
6	developed strategies to improve attendee experiences.	1	2	3	4	5	6	7
7	acquired digital certifications that have aided my career development.	1	2	3	4	5	6	7
	SENSE OF PURPOSE	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
8	I can see a clear future in my career utilizing digital technologies.	1	2	3	4	5	6	7
9	Acquiring digital certifications gives me positive thoughts about the future of meeting planning.	1	2	3	4	5	6	7
10	Building meaningful relationships via social media gives me a clear direction in my career.	1	2	3	4	5	6	7
11	Making important decisions through digital technologies gives me a sense of purpose.	1	2	3	4	5	6	7
	WORK PERFORMANCE **Through the use of digital technologies, I…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
12	work effectively.	1	2	3	4	5	6	7
13	am productive in my daily tasks.	1	2	3	4	5	6	7
15	achieve daily tasks/goals effectively.	1	2	3	4	5	6	7
16	make effective decisions concerning my career and daily activities.	1	2	3	4	5	6	7
	WORK-LIFE **Utilizing digital technology…**	**Strongly disagree**	**Disagree**	**Somewhat disagree**	**Neutral**	**Somewhat agree**	**Agree**	**Strongly agree**
17	makes me feel my best when I balance my work and non-work life.	1	2	3	4	5	6	7
18	helps to balance my time for work and non-work.	1	2	3	4	5	6	7
19	helps balance my work-life effectively.	1	2	3	4	5	6	7

PART 5: Socio-demographic Characteristics

1. Ethnicity?

8. African American / Black
9. Asian / Asian American
10. Caucasian / White
11. Native American, Inuit or Aleut
12. Native Hawaiian / Pacific Islander
13. Other
14. Prefer not to answer

2. Educational level?

5. High school or below [ ]
6. Bachelor's Degree [ ]
7. Master's Degree [ ]
8. Doctorate Degree [ ]

3. Digital Event Certifications?

7. Digital Event Certification [ ]
8. Certified Meeting Planner (CMP) [ ]
9. Certifications in Meeting Management (CMM) [ ]
10. Certified Planner of Professional Meetings (CPPM) [ ]
11. Others: Please Specify _____
12. None of the above [ ]

4. Years of business events industry experience?

5. 5 - 10 years [ ]
6. 11 -15 years. [ ]
7. 16 –20 years. [ ]
8. 21 and above. [ ]

5. What <u>type</u> of <u>meeting planner</u> are you?

5. Independent meeting planner. [ ]
6. Association meeting planner. [ ]
7. Corporate meeting planner. [ ]
8. Government meeting planner. [ ]

6. Which state do you live in?

_____

7. Which of the following best describes your annual <u>PERSONAL</u> income?

m. Less than US$ 20,000 [ ]
n. US$ 20, 000 - 39,999 [ ]
o. US$ 40, 000 - 59,999 [ ]
p. US$ 60, 000 - 79, 999 [ ]
q. US$ 80, 000 – 99,999 [ ]
r. US$ 100, 000 and above [ ]

Thank you for taking the time to participate in this survey. If you have any questions, kindly contact me at alice-k.kondja@ .

Appendix E. Descriptive Statistics-Pilot Study.

		Mean	SD	Skewness		Kurtosis	
	Measures				**SE**		**SE**
Digital Enablers							
	The use of digital devices helps to…						
[DEV_1]	plan meetings (F2F, virtual & Hybrid).	6.11	0.82	-0.64	0.24	-0.12	0.47
[DEV_2]	streamline activities.	5.86	0.88	-0.52	0.24	0.13	0.47
[DEV_3]	coordinate activities effectively.	5.88	1.02	-0.79	0.24	0.30	0.47
[DEV_4]	promote a green environment.	5.64	1.20	-0.63	0.24	-0.25	0.47
[DEV_5]	trace my wellbeing.	5.17	1.37	-0.56	0.24	-0.44	0.47
	I use…						0.47
[DA_1]	event-related applications (e.g., registration apps, video conference apps, social media, and meditation apps) to provide basic services in event organizations.	5.86	0.97	-1.02	0.24	1.77	0.47
[DA_2]	social media applications (e.g., Facebook, LinkedIn, Instagram, etc.) to build connections and relationships with stakeholders in the business event industry (e.g., customers, employers, colleagues, etc.).	5.79	1.26	-1.20	0.24	1.53	0.47
[DA_3]	digital applications to organize digital social gatherings (e.g., virtual coffee breaks, happy hours, meditation, and virtual happy hours) that help build relationships.	5.67	1.26	-1.18	0.24	1.69	0.47
[DA_4]	all-integrated event management applications for greater ease and coordination of my daily work.	5.67	1.01	-0.52	0.24	-0.31	0.47
[DA_5]	digital wellbeing applications (meditation apps, music apps, etc.) to promote my wellbeing.	5.81	1.07	-1.46	0.24	3.51	0.47
	I use video conferencing applications…				0.24		0.47

Appendix E. Descriptive Statistics-Pilot Study. (Continued)

	Measures	Mean	SD	Skewness	SE	Kurtosis	SE
[DA_6]	to communicate with stakeholders (e.g., colleagues, employers, vendors, clients, etc.).	6.02	1.02	-1.11	0.24	1.32	0.47
	Digital Interfaces such as…				0.24		0.47
[DIF_1]	emails help me to save reminders, calendar dates, and share important documents.	6.17	0.83	-0.74	0.24	-0.09	0.47
[DIF_2]	QR codes help in registration, hotel door access, and website access.	5.73	1.14	-0.81	0.24	0.30	0.47
[DIF_3]	QR codes promote a paperless environment.	5.71	1.13	-0.98	0.24	1.07	0.47
[DI_1]	**Digital** devices I use are my personal ones rather than my organization's.	4.73	1.83	-0.49	0.24	-0.99	0.47
[DI_2]	**Digital** applications I use are my personal ones rather than my organization's.	4.67	1.69	-0.46	0.24	-0.85	0.47
[DI_3]	**Digital** interfaces I use are my personal ones rather than my organization's.	4.77	1.76	-0.49	0.24	-1.04	0.47
Psychological Wellbeing							
	I feel…				0.24		0.47
[PSY_PE_1]	happy when I use video conferencing applications (e.g., Zoom, etc.) to communicate and connect with stakeholders (colleagues, vendors, clients).	5.61	1.07	-0.72	0.24	0.35	0.47
[PSY_PE_2]	good when I use digital devices (Samsung/Apple watch) to track my daily activities (water, steps, food, and sleep).	5.75	1.10	-1.16	0.24	2.47	0.47
[PSY_PE_3]	joyful when I use digital applications such as music apps or fitness apps to boost my energy.	5.81	1.25	-1.41	0.24	2.75	0.47
[PSY_PE_4]	positive when I listen to meditation applications for calmness.	5.75	1.22	-1.01	0.24	1.09	0.47
[PSY_PE_5]	a sense of contentment when I watch empowering videos (e.g., self-care routines, etc.) on social media.	5.63	1.39	-1.07	0.24	0.63	0.47

Appendix E. Descriptive Statistics-Pilot Study. (Continued)							
	Measures	**Mean**	**SD**	**Skewness**	**SE**	**Kurtosis**	**SE**
[PSY_EG_1]	I become absorbed in social media.	5.33	1.56	-0.78	0.24	-0.31	0.47
[PSY_EG_2]	I feel happy when I connect and interact with people (friends, family, and work colleagues) on social media.	5.82	1.08	-1.29	0.24	3.01	0.47
[PSY_EG_]	I feel excited to connect and interact with work colleagues on video conferencing applications (e.g., Zoom).	5.72	1.07	-0.62	0.24	0.05	0.47
[PSY_EG_3]	I feel relaxed when I utilize wellness apps to join digital challenges with colleagues.	5.47	1.24	-1.05	0.24	1.36	0.47
[PSY_EG_4]	I feel absorbed in wellness applications (e.g., meditation apps).	5.32	1.24	-0.76	0.24	0.88	0.47
[PSY_EG_5]	My tracking applications keep me focused.	5.61	1.14	-1.20	0.24	2.37	0.47
[PSY_RT_1]	I use video conferencing applications to stay in touch with people across the globe.	5.74	1.10	-0.83	0.24	0.56	0.47
[PSY_RT_2]	I have built strong relationships with people through virtual connections.	5.70	1.04	-0.43	0.24	-0.53	0.47
[PSY_RT_3]	I have built relationships through virtual gatherings (virtual conferences, happy hours, etc.).	5.70	1.12	-0.63	0.24	-0.19	0.47
[PSY_RT_4]	I stay connected with my vendors through emails.	5.98	0.91	-0.52	0.24	-0.58	0.47
	Through the use of digital technologies…				0.24		0.47
[PSY_ACH_1]	I have acquired certificates.	5.45	1.36	-0.84	0.24	0.45	0.47
[PSY_ACH_2]	I can collaborate with stakeholders (vendors and planners) to achieve successful events.	5.89	0.99	-0.95	0.24	1.23	0.47
[PSY_ACH_3]	I help save the environment by going paperless.	5.87	1.16	-1.23	0.24	1.90	0.47
[PSY_ACH_4]	I have been able to grow my company's business.	5.75	1.12	-1.13	0.24	1.40	0.47
[PSY_ACH_5]	I have been able to grow my career.	5.76	0.98	-0.83	0.24	1.25	0.47
[PSY_MN_1]	Being able to build positive relationships through digital technologies is valuable to me.	5.96	0.99	-1.52	0.24	5.20	0.47

Appendix E. Descriptive Statistics-Pilot Study. (Continued)

	Measures	Mean	SD	Skewness	SE	Kurtosis	SE
[PSY_MN_2]	Being able to grow my career using digital technologies is worthwhile.	5.91	0.99	-0.86	0.24	0.56	0.47
[PSY_MN_3]	Using digital technologies to balance my work and life is meaningful.	5.82	1.05	-1.28	0.24	3.28	0.47
[PSY_MN_4]	My digital certificates give me a sense of direction in my career.	5.54	1.16	-0.63	0.24	-0.15	0.47
Career Wellbeing							
	Through the use of digital technologies (social media apps, video conferencing apps, etc.), I receive …						
[CW_RT_1]	feedback from employers.	5.65	1.123	-0.84	0.24	1.08	0.47
[CW_RT_2]	support from vendors or clients.	5.82	0.938	-0.51	0.24	-0.19	0.47
[CW_RT_3]	support from family and friends.	5.68	1.228	-1.41	0.24	2.81	0.47
	Through the use of digital technologies, I have…						0.47
[CW_SD_1]	advanced my career.	5.76	1.110	-1.02	0.24	1.27	0.47
[CW_SD_2]	learned important skills that have improved my career.	5.99	0.980	-1.20	0.24	2.20	0.47
[CW_SD_3]	developed strategies to improve attendee experiences.	5.81	1.069	-1.15	0.24	1.94	0.47
[CW_SD_4]	acquired digital certifications that have aided my career development.	5.67	1.285	-1.15	0.24	1.42	0.47
[CW_SP_1]	I can see a clear future in my career utilizing digital technologies.	5.94	1.106	-1.53	0.24	3.89	0.47
[CW_SP_2]	Acquiring digital certifications gives me positive thoughts about the future of meeting planning.	5.68	1.252	-1.09	0.24	1.26	0.47
[CW_SP_3]	Building meaningful relationships via social media gives me a clear direction in my career.	5.62	1.305	-1.57	0.24	3.23	0.47
[CW_SP_4]	Making important decisions through digital technologies gives me a sense of purpose.	5.57	1.223	-1.10	0.24	1.70	0.47

Appendix E Descriptive Statistics-Pilot Study. (Continued)							
	Measures	**Mean**	**SD**	**Skewness**	**SE**	**Kurtosis**	**SE**
	Through the use of digital technologies, I…						
[CW_WP_1]	work effectively.	5.98	1.024	-1.48	0.24	4.55	0.47
[CW_WP_2]	am productive in my daily tasks.	6.13	1.021	-1.34	0.24	1.66	0.47
[CW_WP_3]	achieve daily tasks/goals effectively.	6.02	0.901	-0.70	0.24	0.19	0.47
[CW_WP_4]	make effective decisions concerning my career and daily activities.	6.01	0.939	-0.82	0.24	0.26	0.47
	Utilizing digital technology…						0.47
[CW_WL_1]	makes me feel my best when I balance my work and non-work life.	5.88	1.037	-1.01	0.24	1.16	0.47
[CW_WL_2]	helps to balance my time for work and non-work.	5.69	1.227	-1.60	0.24	3.54	0.47
[CW_WL_3]	helps balance my work-life effectively.	5.77	1.226	-1.13	0.24	1.35	0.47

Note: N=102

Appendix F1. Exploratory Factor Analysis Results of Pilot Study-Digital Enablers.

Factors and Items	Communalities	Factor loadings	Eigen-Value	Variance Explained	Grand Mean	Cronbach Alpha
DIGITAL DEVICES						
The use of digital devices helps to…						
promote a green environment.	0.81	0.83				
plan meetings (F2F, virtual & Hybrid).	0.74	0.76				
streamline activities.	0.72	0.67				
coordinate activities effectively.	0.61	0.66	5.21	37.24	5.73	0.78
trace my wellbeing.	0.59	0.59				
DIGITAL APPLICATIONS						
I use…						
digital wellbeing applications (meditation apps, music apps, etc.) to promote my wellbeing.	0.85	0.80				
event-related applications (e.g., registration apps, video conference apps, social media, and meditation apps) to provide basic services in event organizations.	0.77	0.75				
social media applications (e.g., Facebook, LinkedIn, Instagram, etc.) to build connections and relationships with stakeholders in the business event industry (e.g., customers, employers, colleagues, etc.).	0.79	0.70				
digital applications to organize digital social gatherings (e.g., virtual coffee breaks, happy hours, meditation, and virtual happy hours) that help build relationships.	0.69	0.70	1.51	10.78	5.87	0.79
I use video conferencing applications…						
to communicate with stakeholders (e.g., colleagues, employers, vendors, clients, etc.).	0.55	0.54				
all-integrated event management applications for greater ease and coordination of my daily work.	0.53	0.46				

Appendix F1 Exploratory Factor Analysis Results of Pilot Study-Digital Enablers. (Continued)

DIGITAL INTERFACES						
Digital Interfaces such as…						
QR codes help in registration, hotel door access, and website access.	0.78	0.77	1.20	8.58	5.87	0.77
QR codes promote a paperless environment.	0.60	0.73				
emails help me to save reminders, calendar dates, and share important documents.	0.60	0.70				

Appendix F2. Exploratory Factor Analysis Results for the Pilot Study-Digital Initiatives.

Factors and Items	Communalities	Factor loadings	Eigen-Value	Variance Explained	Grand Mean	Cronbach Alpha
Factor 1: DIGITAL INITIATIVES						
Digital interfaces I use are my personal ones rather than my organization's.	0.90	0.89				
Digital devices I use are my personal ones rather than my organization's.	0.87	0.88	2.49	82.89	5.73	0.90
Digital applications I use are my personal ones rather than my organization's.	0.83	0.84				

Appendix F3 Exploratory Factor Analysis Results for the Pilot Study-Psychological Wellbeing.

Factors and Items	Communalities	Factor loadings	Eigen-Value	Variance Explained	Grand Mean	Cronbach Alpha
POSITIVE EMOTIONS						
I feel…						
a sense of contentment when I watch empowering videos (e.g., self-care routines, etc.) on social media.	0.83	0.75				
positive when I listen to meditation applications for calmness.	0.71	0.65				
happy when I use video conferencing applications (e.g., Zoom, etc.) to communicate and connect with stakeholders (colleagues, vendors, clients).	0.68	0.63	11.21	41.50	5.71	0.85
joyful when I use digital applications such as music apps or fitness apps to boost my energy.	0.67	0.58				
good when I use digital devices (Samsung/Apple watch) to track my daily activities (water, steps, food, and sleep).	0.50	0.46				
ENGAGEMENT						
I become absorbed in social media.	0.76	0.79				
I feel relaxed when I utilize wellness apps to join digital challenges with colleagues.	0.75	0.69				
I feel excited to connect and interact with work colleagues on video conferencing applications (e.g., Zoom).	0.75	0.65	2.18	8.07	5.73	0.82
I feel happy when I connect and interact with people (friends, family, and work colleagues) on social media.	0.74	0.63				
I feel absorbed in wellness applications (e.g., meditation apps).	0.74	0.57				
My tracking applications keep me focused.	0.73	0.53				
RELATIONSHIPS						
I have built relationships through virtual gatherings (virtual conferences, happy hours, etc.).	0.69	0.70				
I stay connected with my vendors through emails.	0.64	0.59				
I use video conferencing applications to stay in touch with people across the globe.	0.58	0.59				

Appendix F3. Exploratory Factor Analysis Results of Pilot Study-Psychological Wellbeing. (Continued)

Factors and Items	Communalities	Factor loadings	Eigen-Value	Variance Explained	Grand Mean	Cronbach Alpha
I have built strong relationships with people through virtual connections.	0.55	0.57	1.39	5.13	5.78	0.76
ACHIEVEMENT						
Through the use of digital technologies…						
I have been able to grow my career.	0.72	0.67				
I help save the environment by going paperless.	0.68	0.68	1.17	4.32	5.75	0.78
I can collaborate with stakeholders (vendors and planners) to achieve successful events.	0.66	0.66				
I have acquired certificates.	0.62	0.54				
I have been able to grow my company's business.	0.62	0.52				
MEANING						
My digital certificates give me a sense of direction in my career.	0.78	0.62				
Using digital technologies to balance my work and life is meaningful.	0.76	0.59				
Being able to grow my career using digital technologies is worthwhile.	0.75	0.49	1.11	4.12	5.81	0.75
Being able to build positive relationships through digital technologies is valuable to me.	0.74	0.48				

Appendix F4. Exploratory Factor Analysis Results for the Pilot Study- Career Wellbeing Factors.

Factors and Items	Communalities	Factor loadings	Eigen-Value	Variance Explained	Grand Mean	Cronbach Alpha
RELATIONSHIPS						
Through the use of digital technologies (social media apps, video conferencing apps, etc.), I receive …						
support from vendors or clients.	0.65	0.80				
feedback from employers.	0.59	0.77	8.59	47.73	5.75	0.75
support from family and friends.	0.53	0.73				
SKILL DEVELOPMENT						
Through the use of digital technologies, I have…						
learned important skills that have improved my career.	0.68	0.82				
advanced my career.	0.63	0.79	1.46	8.13	5.81	0.80
acquired digital certifications that have aided my career development.	0.61	0.78				
developed strategies to improve attendee experiences.	0.60	0.77				
SENSE OF PURPOSE						
Building meaningful relationships via social media gives me a clear direction in my career.	0.78	0.88				
Making important decisions through digital technologies gives me a sense of purpose.	0.74	0.86				
Acquiring digital certifications gives me positive thoughts about the future of meeting planning.	0.72	0.85	1.34	7.43	5.70	0.87
I can see a clear future in my career utilizing digital technologies.	0.64	0.80				

Appendix F4 Exploratory Factor Analysis Results of Pilot Study- Career Wellbeing Factors. (Continued)						
Factors and Items	**Communalities**	**Factor loadings**	**Eigen-Value**	**Variance Explained**	**Grand Mean**	**Cronbach Alpha**
WORK PERFORMANCE **Through the use of digital technologies, I…**						
am productive in my daily tasks.	0.78	0.88	1.03	4.63	6.03	0.82
work effectively.	0.61	0.78				
make effective decisions concerning my career and daily activities.	0.55	0.74				
WORK-LIFE **Utilizing digital technology…**						
helps to balance my time for work and non-work.	0.84	0.77	1.01	4.40	5.78	0.84
helps balance my work-life effectively.	0.77	0.67				
makes me feel my best when I balance my work and non-work life.	0.76	0.59				

Appendix G Consent Form

THE HONG KONG POLYTECHNIC UNIVERSITY
香港理工大學

CONSENT TO PARTICIPATE IN RESEARCH

The impact of Digitalization on Career Wellbeing: A Business Events Industry Perspective.

I _____ hereby consent to participate in the captioned research conducted by _____.

I understand that information obtained from this research may be used in future research and published. However, my right to privacy will be retained, i.e., my personal details will not be revealed.

The procedure of the interview has been fully explained to me and my questions have been clearly answered. I understand the benefits and risks involved in this research process. I understand and agree that the interview is video/ audio recorded. My participation in the project is voluntary.

I acknowledge that I have the right to question any part of the procedure and can withdraw at any time without penalty of any kind.

Name of participant_____

Signature of participant _____

Name of Researcher _____

Signature of researcher _____

Date _____

Hung Hom Kowloon Hong Kong 香港 九龍 紅磡
Tel 電話 (852) 2766 5111 Fax 傳真 (852) 2784 3374
Email 電郵 polyu@polyu.edu.hk
Website 網址 www.polyu.edu.hk