

Employee Happiness in Event Management Sector before and after Covid – 19 in Vienna

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Submitted to Dr. Ivo Ponocny

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AFFIDAVIT

I hereby affirm that this Master's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

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ABSTRACT

During the Covid-19 pandemic, many individuals were affected negatively, especially employees who work in the event management industry. This research describes the damage Covid-19 caused the employees in the event management industry in terms of satisfaction with their jobs, life, relationship, pay, education, and themselves. The research is relevant to determine based on what elements the individuals evaluate their happiness, and it will identify the possible features to increase their satisfaction levels. It is significant to recognize the impacts of Covid-19 on the event management industry and develop essential solutions to improve the sector's performance. Moreover, the study will raise awareness of how employees were affected and what will be the possible factors to improve their performance through understanding what they have experienced during the pandemic. The data on the effects of Covid-19 was collected using a qualitative method; 11 employees in the events industry were interviewed to determine their happiness levels. A request for an interview was sent to the participants via various social media channels. The study found that Covid-19 has various effects on employee contentment. Employees were laid off, given half of their basic wage, and in some cases, their salaries were constant. Due to Covid -19, the event management sector experienced a significant loss and was forced to change its focus from offline to online events to attract clients during the pandemic. Furthermore, due to rigorous government health and safety concerns, activities were canceled, postponed, or the number of participants in the events was reduced. Employees also proposed that organizations provide intrinsic and extrinsic rewards to increase employee pleasure and company productivity. By adjusting to the new normal, the research will assist in enhancing the wellness of employees working in the event management industry and the industry itself.

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TABLE OF CONTENTS

<i>Affidavit</i>	<i>I</i>
<i>Abstract</i>	<i>III</i>
<i>Acknowledgements</i>	<i>V</i>
<i>LIST OF FIGURES</i>	<i>X</i>
<i>LIST OF TABLES</i>	<i>XI</i>
<i>1.1 Introduction</i>	<i>12</i>
<i>1.2 Research</i>	<i>13</i>
1.2.1 Research Purpose	13
1.2.2 Research Questions	13
1.2.3 Hypothesis	14
<i>2 Literature Review</i>	<i>15</i>
2.1 Covid-19 Introduction in Austria	15
2.2 Happiness	16
2.2.1 Defining Happiness.....	16
2.2.2 Factors that Affect the Happiness level.....	16
2.3 Covid-19 and Individual Happiness	21
2.3.1 Austria’s Happiness Rank.....	21
2.3.2 Happiness and Relationships.....	21
2.3.3 Covid-19 Impact on Relationships.....	22
2.3.4 Impacts of Covid-19.....	24
2.3.5 Happiness and Wellbeing.....	25
2.4 Job Satisfaction	27
2.4.1 Defining job satisfaction.....	27
2.4.2 Job Satisfaction Concepts.....	28
2.4.3 Drivers of Employee Job Satisfaction.....	30
2.4.4 Organizational Prevention Efforts to Encourage Employee Engagement.....	33
2.4.5 Employee Work Engagement.....	33
2.4.6 How does Employee Engagement Affects Industry Success?.....	33
2.4.7 Happiness in the Workplace.....	34
2.4.8 Impact of Covid-19 on Jobs.....	36
2.5 Event Management Industry	37
2.5.1 History of Event Management Industry.....	37
2.5.2 Why is the event management industry growing?.....	38
2.5.3 Major Forces Affecting Event Management.....	38
2.5.4 Impacts of the Event Management Industry.....	39
2.5.5 Impacts of Covid-19 on the Event Management Sector.....	40
<i>3 Research Method</i>	<i>44</i>
3.1 Introduction	44
3.2 Qualitative Method	44
3.3 Data Collection	46
3.4 Data Analysis	47
3.5 Conclusion	47

4 Results and Discussion	48
4.1 Introduction	48
4.2 Demographics	49
4.2.1 Age range of participants	49
4.2.2 Employees highest level of Education	50
4.2.3 Participants by gender	51
4.2.4 Employee Numbers by Years of Experience	52
4.2.5 Marital Status of Participants	53
4.3 Covid-19 Impact on Wellbeing and Happiness	54
4.3.1 Covid-19 and Relationships	54
4.3.3 Covid-19 and Education	58
4.3.4 Covid-19 and Salary	62
4.3.5 Covid-19 and Self	65
4.3.6 Covid-19 and Happiness	69
4.3.7 Conclusion	71
4.4 Job satisfaction and Covid-19	72
4.5 Event Management Industry and Covid-19	79
4.5.1 Impacts of Covid-19 on the Industry	79
4.5.2 Advantages and Disadvantages of Canceling Events:	85
4.6 Incentives to boost employee happiness	89
4.6.1 Conclusion	92
5 Conclusion	93
5.1 Conclusion	93
5.2 Why are the findings important?	94
5.3 Research Limitations	95
5.4 Recommendations	95
6 Bibliography	97
Appendices	106
1.1 Interview Questions:	106
1.2 Interview participants:	106

LIST OF FIGURES

FIGURE 1: VULNERABILITY STRESS ADAPTION (VSA) MODEL.....22
FIGURE 2: AGE RANGE OF PARTICIPANTS49
FIGURE 3: HIGHEST LEVEL OF EDUCATION.....50
FIGURE 4: PARTICIPANTS BY GENDER.....51
FIGURE 5: MARITAL STATUS OF PARTICIPANTS53

LIST OF TABLES

TABLE 1: EMPLOYEE NUMBERS BY YEARS OF EXPERIENCE 52

1.1 INTRODUCTION

Many people have suffered due to the pandemic in the last few years. Many firms and industries were impacted by the lack of good jobs, some were affected greatly while others fared well. The study will look at how Covid – 19 influenced the event management sector, especially the employees that work in the field, and how the pandemic affected their satisfaction levels. Individual happiness is a delicate subject influenced by income, relationships, education, and other factors. The topic will be further examined to determine how Covid-19 affected the sector.

Furthermore, the pandemic had a substantial impact on employee work satisfaction, which can significantly affect the company's output level. Understanding, supporting, and empathizing with colleagues is tested to boost employee happiness and satisfaction in their employment because they feel valued and appreciated. Employees propose workshops and meetings with their colleagues to assist them in raising their satisfaction level following the pandemic and creating a more friendly work atmosphere, hence enhancing productivity. Furthermore, the event management sector saw a shift from offline to online, financial losses, and event cancellations due to Covid-19.

1.2 RESEARCH

1.2.1 Research Purpose

The research goal is to show how poorly the pandemic has affected personnel in the event management industry, to demonstrate how Covid-19 has influenced the industry, what the new strategies are, and what must be considered for the sector to be thriving again or obtain additional clients. Moreover, to illustrate what the new normal is after the pandemic and what new policies and strategies must be invested in. Furthermore, to demonstrate how essential employees are to the industry and how individuals obligations and tasks affect their satisfaction levels in the long term. Also, to express how employee satisfaction has evolved in pay, education, self-esteem, and standards of living. Finally, to highlight what incentives organizations may use to boost employee contentment and happiness following the pandemic.

1.2.2 Research Questions

The research covers four main questions, which will show the relationship between how Covid-19 has impacted the happiness ratio of employees in the industry and how satisfied the employees are with their work after Covid-19.

- 1) How did Covid-19 affect employees' standard of living, relationships, pay, education, self-esteem, and happiness; how were they before Covid-19?
- 2) How did Covid-19 affect employees' job satisfaction and status?
- 3) How did Covid-19 impact the Event Management Industry based on employees' work experience in events and participants?
- 4) What initiatives or new policies should the industry undertake to increase employee happiness following Covid-19?

1.2.3 Hypothesis

- 1) There was a difference between the happiness levels in employees' standard of living, relationship, salary, education, and self before and after Covid-19.
- 2) Employees reported their job satisfaction changed before and after Covid-19.
- 3) Covid-19 negatively impacted the Event Management Industry.
- 4) New policies and incentives by the firms can boost the happiness level of employees in the Events Industry after Covid-19.

2 LITERATURE REVIEW

2.1 Covid-19 Introduction in Austria

The Covid-19 virus came in late 2019 in Wuhan, China, and the World Health Organization classified it as a respiratory Coronavirus sickness on January 7, 2020 (World Health Organization, 2020). The disease is a fast-spreading virus, with 210 countries worldwide affected and over 3 million coronavirus cases documented (Sibley et al., 2020). On January 20, 2020, the disease was claimed as an emergency affecting all public health. On March 11, 2020, it was denoted as a pandemic. Austria refers to Covid-19 pandemics as the Ischgl outbreak, where the virus spread quickly due to an après ski nightclub bartender. As of January 27, 2020, it became an obligation in Austria to account for and announce Covid-19 cases to avoid additional disease transmission by keeping track of the number of cases and keeping track of people's activities, and who they have met that could be infected with the virus. On February 27, 2020, Vienna's first three positive Covid-19 tests were reported (Kreidl et al., 2020). As the consequence of the virus, numerous authorities in various nations imposed obligatory lockdowns on their citizens to prevent the sickness from spreading further. As a result, it would imply that individuals would have to stay at home while distancing themselves from others and limiting their interaction as much as possible. Individuals suffered physically because they were permitted to go for walks or to the gym. Additionally, they also suffered emotionally because they were not able to interact with anybody without being nervous about the situation and individuals also felt down because they were alone for lengthy periods. As a result, a rise in the number of depression cases were recorded in China, particularly among people who indicated that they were not financially well off before the pandemic.

Regarding social life, the authorities' lockdown posed several hazards to people's connections and attachments to one another (Sibley et al., 2020). Exposed individuals by the virus, experienced extreme social dismissal, racism, and social stigma (Shigemura et al., 2020). However, these indulgences made people's connections more vital and demanding, by fostering trust and intimate feelings (Sibley et al., 2020).

2.2 Happiness

2.2.1 Defining Happiness

Happiness is the perception of everyday effects, few adverse effects, and a general feeling of pleasure with life. Satisfied personnel is more inclined to be inventive, resourceful, devoted and more prone to extend their employment (Singh & Mishra, 2020). Happiness is not a concept commonly used in academic studies on employee ownership in firms, which is not to say that academics are indifferent to worker well-being at work. A variety of dimensions in the office represent some happiness or pleasant emotional experience. The substance of happiness models and metrics vary greatly, yet they all have a core of comfort. Employment happiness constructions emphasize on physiological sensations of enjoyment, liking, and favorable attitudes about concepts. Similar components comprise luxurious and well-being content, including training, development, independence, and consciousness. Happiness models and measurements emphasize 'cold through patterns' like opinions and evaluating judgments or 'hot' predictor variables like emotional states. Emotions are primarily available state without a known source or aim; feelings have defined objectives; and views are judgments about subjective values by nature (Fisher, 2010).

2.2.2 Factors that Affect the Happiness level

Introduction

The discoveries had clear policy implications since they pertain to whether the authorities must connect with youth (Clark et al., 2017). The findings argue for changes in social policies, spotlighting away from creating wealthy generation to individual well-being promotion. Once people reach adulthood, adult circumstances influence happiness: their socioeconomic status (money, knowledge, including work), their interpersonal status (whether they have a spouse or if they are involved in criminal activity), and their health status (mental or physical). The individuals growth influences those as adolescents (cognitive, behavioral, and emotionally) and households with education are affected. Since the findings illustrate, legislation may influence an individual's evolution at any

stage. A composite of mental illness and behavior is the best predictive factor for happiness in life (Clark et al., 2017).

2.2.1 Income

Happiness levels are directly related to income, which indicates that one additional dollar is ten times more valuable to a poor person than a wealthy person in terms of making them happy. Additionally, because income is so perceptible, it demonstrates a big concern. Also, at the societal level, doubling everyone's income has a considerably smaller influence since the beneficial impact of wealth on satisfaction is the consequence of revenue compared to others. Moreover, the means of relative comparable income could not alter the world. Finally, an individual's education level also regulates the payment they obtain from a specific job and helps increase economic growth (Clark et al., 2019). A sufficient income also allows individuals to purchase items and services that suit their characters, which makes them happier in the long run. There is indeed a great deal of proof that individuals compare their payment rates to other people's salaries; if the individual being compared to has a higher payment rate, individuals become less happier (Clark et al., 2017). High-income earners, according to studies, have a greater sense of assurance about their future. As a result, individuals have a secure lot in terms of not worrying about financing their wages and what they could buy or do with their money (Kim, 2021).

2.2.2 Education

In terms of education, individuals that study further have a higher happiness levels throughout their life. Education fosters advanced professional excellence and motivates jobs; therefore, the higher a person's education level, the happier they are (Cuñado & Gracia, 2012). However, further education of some individuals is another factor that decreases the happiness levels of the rest of the population (Clark et al., 2019). The higher one's education, the lower one's satisfaction level because the higher one's education, the higher and more duties one has to fulfill in their profession life. Furthermore, higher-degree persons are more desperate and willing to earn outstanding wages in their occupations (Clark & Oswald, 1996).

In certain circumstances, education quantifies, analyses, and helps persons' emotional needs and comfort. Courses that include empathy, well-being, and cherishing produce compassionate and joyful people in the long term. It is the concept of developing and applying a positive mentality in pupils, which will positively impact their overall well-being and happiness level when they reach maturity (Bailey, 2009).

2.2.3 Unemployment

Government policies must strive not merely to control unemployment but also to substantially reduce it. It is more significant to ensure that individuals have jobs rather than trying to change working into a more pleasurable experience. Throughout 2020, the Covid-19 pandemic and ensuing lockdown forced 114 million individuals to lose their job positions (Richter, 2021). Unemployment leads to individuals experiencing unadaptable situations and causes mental struggles. Employees that work in jobs such as fishing, construction, farming, and mining have a lower happiness level than employees who work in jobs that do not require hard labor, which is the essential goal of economic strategy (Helliwell et al., 2017). However, it is a chance to search above economics and even into individuals' personal lives (Clark et al., 2019).

Additionally, when compared to the rest of the world's population, employed individuals rate their happiness level significantly higher than unemployed individuals. In terms of work-life balance, it appears to be an especially significant indicator of an individual's happiness level. Other aspects to consider are employment diversity, the willingness to know exciting concepts, and the employee's amount of actual responsibility (Helliwell et al., 2017). Furthermore, experts claim that individuals are compelled or expected to perform more appropriate tasks for their gender identity. For example, males are more likely to work in sports and entertainment industries, whereas women are more likely to work in service, health, education, or child care administrations. Individuals' happiness levels are also affected by the gender identity issue since in some circumstances they are employed in a sector where they are not happy or comfortable. Yet, they work in the area to avoid unemployment and societal judgment (Kroll, 2011).

2.2.4 Mental Wellbeing

Individuals are mainly concerned with their social ties and physical and mental well-being. Mental well-being is the primary determinant of satisfaction with life and happiness in an adult's life. Happiness levels are affected by the mental and physical well-being of an individual, both types of conditions can be fatal. However, mental disorders cause much more general societal misfortune than physical ones, which is more than deprivation or unemployment. A mental illness not induced by deprivation, employment, or sickness significantly impacts well-being (Clark et al., 2017).

Moreover, it demonstrates the more significant portion of the difference in happiness level. Furthermore, mental conditions are commonly passed down from generation to generation (Clark et al., 2019). Excluding psychological disorders as a part of the analysis means ignoring the most powerful origins of suffering. The idea, however, is to list psychological illnesses that have been confirmed or resulted in therapy (Clark et al., 2017). According to Elias (2002), individuals' mental well-being also impacts how happy they are. People are more fulfilled when they become engrossed in activities and successes that cause them to lose track of their thoughts and go with the flow without overcomplicating their actions. According to studies, individuals who are willing and able to participate in activities that assist a specific community rather than focus solely on their personal needs and desires have a better chance of achieving mental well-being and prosperity. As a result, generous people are more likely to have solid social communication and better levels of satisfaction and contentment (Kim, 2021).

2.2.5 Social Norms

Individuals are dissatisfied in areas where trust is not present, where corruption is high, when there is a high level of injustice, high unfairness levels, not having personal liberty, and inadequate governance (Clark et al., 2019). Individuals who have the right or power to self-govern their actions and decisions, on the other hand, are happier than those who cannot govern their decision, according to researchers. Psychologically, the capacity to self-govern personal choices is considered a human necessity. As a result, self-governability is related to individuals' happiness and well-being ratio (Kim, 2021).

In 2012, it was concluded that "it is important to consider various aspects of employee well-being, such as happiness, trust, and health, to balance management and employee

interests optimally. Also, to minimize any trade-offs between them" (Bailey & Breslin, 2021, p.5). After evaluating the actual findings of how Performance Measures can add value to both workers' well-being and firm performance, it is demonstrated that HR policies positively impact several elements of corporate performance (especially creativity, profits, and client satisfaction) by encouraging workers' happiness and interpersonal health. Additionally, HR policies have a detrimental impact on the worker's mental wellness, such as tiredness, emotional collapse, and nervousness (Bailey & Breslin, 2021). Furthermore, being socially reinforced has increased happiness and well-being ratios. Being socially supported provides emotional support and the awareness that one can overcome challenging circumstances (Kim, 2021).

2.2.6 Economic equity and Gender identity

Individuals who live in economically unequal areas, according to researchers, are more prone to getting involved in restricted behaviors. As a result, people cannot acquire the products and services they seek as they are not able to afford them due to their low income and the region's economic disparity. Individuals in such areas exhibit more proletarian communal unity because they are unsure of the social structure and are highly concerned about their social place. As a result, individuals are more likely to be happy in areas with economic stability. Moreover, it is emphasized that societal expectancy differs based on a person's gender identity, with obligations and appropriate activities expected from males instead of females and families with children as opposed to households without children. As a result, having various happiness ratios regarding a particular subject and wellness variable. Furthermore, the qualities linked with different genders result in their having diverse foundations for understanding and self-expression. Females, for example, are claimed to be more inclined than men when expressing themselves and more intimate with their relationships when it comes to their emotions. On the other hand, males are encouraged to exhibit macho characteristics such as being violent and competitive against others. Consequently, these societal expectations have an impact on individuals' social well-being and happiness levels since they are afraid of being rejected, condemned, and not supported by society (Kroll, 2011).

2.3 Covid-19 and Individual Happiness

2.3.1 Austria's Happiness Rank

According to article, Austrians' overall satisfaction has declined by one unit based on their average life appraisal. Assessed happiness is based on the country's GDP; social aid received, health and safety expectancy, capacity to self-govern decisions, liberality, awareness of government dishonesty, and the fear of life. The poll results, Austria was ranked ninth out of 149 nations in satisfaction with life between 2017 and 2019. However, it was stated in 2020 that, as a result of Covid-19, Austria's happiness ratings fell and shifted to the tenth position (Helliwell et al., 2021).

2.3.2 Happiness and Relationships

A considerable body of work investigates the factors influencing individual satisfaction with life. No research has looked at how individuals' interactions with people or how someone spends ones personal time affect satisfaction simultaneously. The research investigates the links between focusing on the drivers of happiness within two key demographic categories: married with children and unmarried. In conservative theories, individuals maximize utility across products. It is reasonable to assume the buyer decides who produces and consumes the product. Within every situation, with a similar quantity of products and hour invested just on activities, the enjoyment obtained may differ based on being present (Hamermesh, 2020).

Participants indicate "who with" amongst unmarried people aged 30 and above, with males stating that they somewhat spend fewer hours alone. Spending time alone accounted for nearly half the time of the 11 hours a day. The groups take significantly less time, around half an hour with companion and 2 and half hours with others. According to the article, married couples who spend time solo or with acquaintances diminish their satisfaction level. However, when couples spend more time with peers, distant individuals, and their spouses, it boosts their satisfaction level. Moreover, the more time single people spend alone, the more substantial the negative influence on contentment (Hamermesh, 2020). Furthermore, there was a fall in people's satisfaction levels at the start of the pandemic since they could not visit or contact family members or friends due to the pandemic. Additionally, many individuals mentioned that they could

not attend the funeral of loved ones due to the danger of the virus spreading (Peker & Cengiz, 2021). Evaluating collectively, the factors of who individuals spend their time with has a considerable impact on the contentment of unmarried people (Hamermesh, 2020).

2.3.3 Covid-19 Impact on Relationships

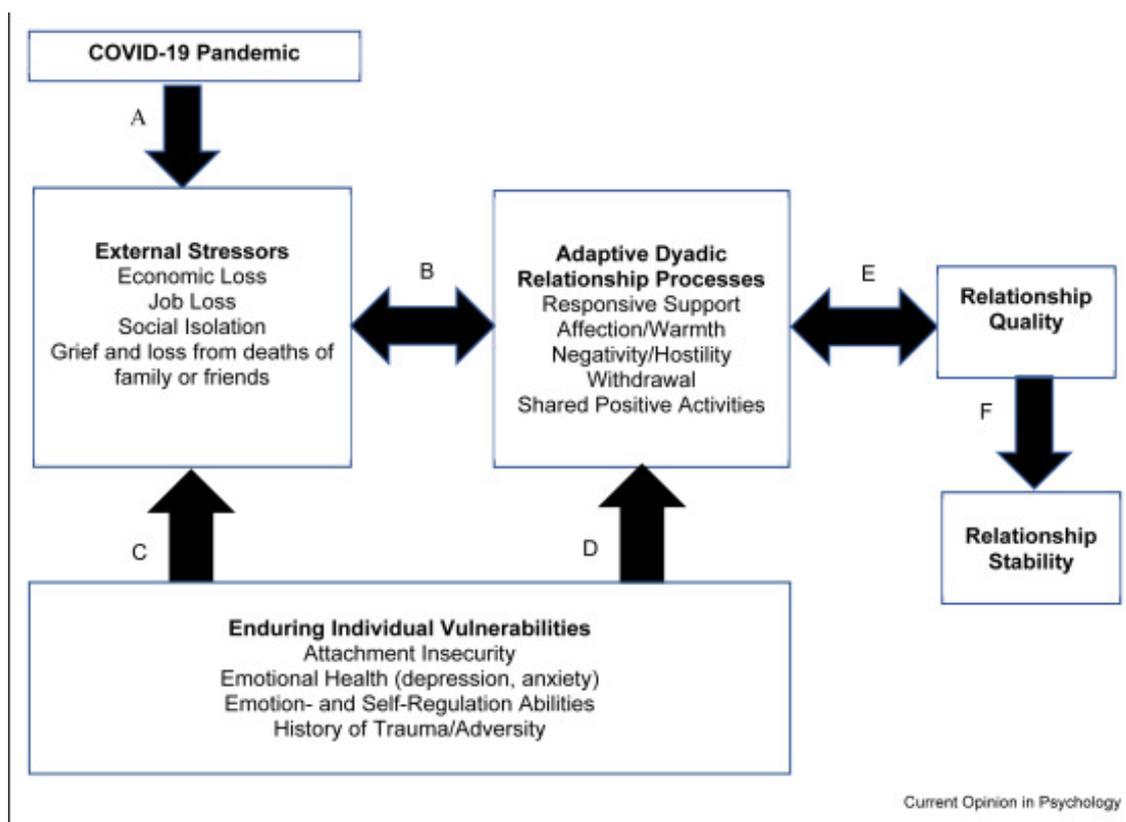


FIGURE 1: VULNERABILITY STRESS ADAPTION (VSA) MODEL
(Pietromonaco and Overall, 2021, p. 440).

Figure 1 depicts the Vulnerability Stress Adaption model, which has been rebuilt to focus on the degree of stress individuals have due to dread of losing someone dear to them, estrangement from loved ones, seclusion, and quarantine as a result of the Covid-19 pandemic. The elements from the figure assist in defining the relationship superiority and stability when these emotional impacts within the model link with individual existing emotions such as caring, respect, and encouragement between couples and individuals' intrusion such as mental health issues. According to Figure 1, the pandemic would cause

several exterior stresses such as grief and general withdrawal, which might interfere with the adaptable relational interaction dynamics, amplify the effect of exterior inconveniences, reduce the relation standard, and jeopardize companionship steadiness (Karney & Bradbury, 1995). Individuals with one personal intrusion, such as mental health issues, are more likely to have experienced an unstable relationship problem during the pandemic if they had a spouse. According to previous studies, couples in relationships are more prone to become distant due to not being sensitive to each other's feelings or blaming their spouses for little mishaps (Neff et al., 2004; Neff et al., 2009). The pandemic was accompanied by several stressful circumstances, including a lockdown that compelled people to maintain their daily routines, as well as an increase in cases of rage and bitterness resulting from disruptions and damages in areas such as the economy and relation companionship. These characteristics suggest that during the pandemic, individuals place a larger priority on family concerns, perhaps leading to increased rates of family conflict (Funder et al., 2021). As a result, the atmosphere is perfect for people's intellectual and psychological resources to be overburdened, limiting their capacity to react effectively when relational difficulties develop and also recognize and give assistance when necessary (Pietromonaco & Overall, 2022). According to data relating to the pandemic, the pandemic resulted in a fall in the happiness of married couples (Schmid et al., 2021). Other studies found that during the lockdown, families, and children who were forced to stay in the same environment reported an increase in conflict and aggressiveness among family members, as well as a decline in their capacity to solve issues efficiently (Overall et al., 2022). Regrettably, tight parenting rates have risen as partners say their spouses' motivation is insufficient (McRae et al., 2021). According to other research, the pandemic, on the other side, aided families in improving their relationships and becoming closer. They stated that they had become more connected and supportive of one another and were prepared to face challenges together (Pietromonaco & Overall, 2021). Separate research found that the pandemic had little effect on family connections, even during the tense lockdown (Williamson, 2020).

2.3.4 Impacts of Covid-19

Happiness, faith, and casualties during Covid-19:

Human moods changed dramatically in the first year of the pandemic, in contrast to their satisfaction levels, deteriorating much more owing to the quarantine and recovering faster. According to an annual Gallup World Poll data, no beneficial improvements occurred worldwide during the pandemic. However, it was reported that the number of those who said they felt apprehensive or unpleasant the day before had increased by around 10% (Helliwell et al., 2021).

Covid-19 pandemic guidelines with well-being:

Implementing tougher accessibility control and physical distance measures, on the other hand, significantly offsets the reduction in satisfaction induced by the regular increase in new verified instances (Helliwell et al., 2021).

Covid-19 and Mental well-being:

Females, youth, and persons from lower socioeconomic backgrounds were more likely to experience initial mental well-being deterioration. As a result, preexisting disparities in mental health were exacerbated. Following the decrease in mental well-being, the more mental well-being improved to baseline, but it did not return to how it began. However, a sizable section of the population had a psychological disorder, consistently and considerably worse until before the pandemic. The requirement for mental health support grew due to the pandemic, which caused nations' mental well-being systems to be interrupted. The interruption of the system can cause severe long-term problems for future generations. On the other hand, the pandemic helped educate society regarding mental health issues and improve the services offered, both of which are desperately required (Helliwell et al., 2021).

It is reported that positive individuals have greater happiness levels and fewer mental disorders. Individuals with positive personality attributes are more likely to resist and support themselves to fight against mental disorders and increase their happiness levels, true to their protective nature. According to the article, individuals with positive attributes helped diminish the pandemic's harmful impact on mental well-being (Yıldırım & Güler, 2021).

Covid-19 and Social Interaction:

Separation or isolating oneself became a fundamental component of the Covid-19 pandemic regulation, offering a substantial problem for individuals' social relationships, which are essential for pleasure. Individuals with lower connectivity levels were less happy than those with a higher isolation level and less social assistance. Several beneficial aspects of human life contributed to the feeling of belonging. Among them were appreciation, resilience, past relationships, charity, exercise, and animal ownership. Indeed, internet connectivity is essential, and several people benefit from online mental healthcare facilities. Also, some bad characteristics damaged human defenses. Previous mental disorders, a perception of insecurity, and the absence of suitable digital relationships were among them (Helliwell et al., 2021).

2.3.5 Happiness and Wellbeing

Several organizations say that perhaps the goal of maximizing happiness depends on legislations. They emphasize the importance of assessing and evaluating happiness as a component of improving one's standard of living. Happy individuals are physically stronger and participate in less dangerous behaviors, including the use of alcohol and tobacco (Greyling et al., 2020). There is also a low level of death at a young age. Aside from being physically harmed by the pandemic, many, particularly health care personnel, were terrified of dying since they were constantly in contact with infected patients. The healthcare personnel was concerned about being infected with the deadly virus and infecting their family members or individuals close to them. The lockdown rules and rustications increased stress levels, which conflicted with the happiness ratio of persons when the pandemic began (Peker & Cengiz, 2021). According to the article, the perceived danger associated with Covid-19 directly correlates with pleasure, positivity, mortality, and sorrow. Moreover, Covid-19 also impacted people's mental well-being in terms of self-satisfaction, longevity, and prospects. Furthermore, research shows that those more optimistic individuals in life reported a high degree of enjoyment and low mental problems throughout the pandemic. Happy individuals are more likely to take advantage of chances, have a more extensive network, and have better mental health (Yıldırım & Güler, 2021). According to new studies, the impact of substantial lockdown by the

authority exaggerated the welfare and psychological healthiness, and lifetime satisfaction, where they used google trends to evaluate the data. Individuals were searching about being sad, lonely, and worried, which leads to the idea that the authorities' substantial lockdown negatively impacted individuals' mental health and well-being (Greyling et al., 2020). Excessive anxiety, sadness, PTSD, sensitivity to communal risk, poor satisfaction with life, and pleasant feelings were also observed in the study. Due to the pandemic, many families reported concerns regarding food scarcities. Increased vulnerability to unfavorable pandemic content on different social networks escalates the risk of meditating on the content throughout the pandemic (Yıldırım & Güler, 2021). Furthermore, residents reported retrieving medicine became more challenging due to the lockdown. Nearly all the participants claimed they had witnessed police patrol around their residential areas during the lockdown. In some cases, police forces were violent to the people, especially financially struggling urban immigrants. These limitations due to the lockdown affected the happiness and well-being of individuals as they were more worried about their physical and mental well-being (Auerbach & Thachil, 2021). Additionally, the study and survey results of 1003 participants demonstrated that due to the imposed lockdown, there is an increase in individuals' appreciation of community institutes between the periods December 2019 and April 2020. It was mentioned that there would be challenges waiting for individuals in the long run due to the depression and anxiety levels increasing drastically after Covid-19 (Greyling et al., 2020). Because of the pandemic, many individuals were obliged to participate in coping strategies to reduce stress and enhance their happiness ratio. The process assisted people in rethinking their experiences and developing a better psychological change. According to the study, coping with their emotions during the pandemic reduced stress and enhanced pleasure for individuals. Being psychologically elastic, or capable of conquering psychological activities and obstacles, has been shown to positively affect an individual's happiness level. As a result, being psychologically elastic might be essential to reducing stress and boosting happiness during the Covid-19 pandemic (Peker & Cengiz, 2021). According to Auerbach and Thachil (2021), almost half of the respondents mentioned that information about social distancing is uneven among the people. Some people were aware of the necessary distancing details, while others were unaware. Many people also stated that they were mindful of the importance of social distancing and how it can positively affect the spread of the virus. Additionally, researchers mentioned that individuals' education level did not impact their attentiveness regarding the significance of distancing.

However, Lau et al. (2008) suggested that individuals with a lower level of education are more likely to be misled about the regulations and the steps to avoid spreading infectious illnesses.

2.4 Job Satisfaction

2.4.1 Defining job satisfaction

According to Happock (1935), to be content with one's employment, one must be psychologically, physically, and ecologically satisfied with their surroundings. The external and internal situations influence the job happiness that a person faces.

According to Vroom (1964), duties and responsibilities in the workplace affect an individual's job happiness. Sentimental coordination on the number of personal obligations in the office that people hold is a component of job happiness.

Job satisfaction affects employee productivity and happiness. Another definition of job satisfaction is whether people are content or unsatisfied with their jobs based on how much they enjoy or detest their jobs. It shows an employee's understanding of personal success and advancement in the workplace. Individuals who are dissatisfied, are more likely to be absent from work, show disloyalty to the industry, and there may be an increase in workplace mishaps. According to the article, three essential factors contribute to employee work satisfaction. First, the firm should prioritize the human side and ideals. Employees must be cherished, respected, heard, given the opportunity, and treated fairly. These values increase production, which is inversely related to employee work satisfaction. Second, individuals that are happy with their jobs are more likely to be productive and innovative in their roles and duties. These elements may contribute to the firm's overall success, increased income, decrease turnover, and an effective and respectable image of the organization (Aziri, 2011).

Employee work satisfaction is influenced by occupation-related characteristics, responsibility insight, occupation functioning, and organizational success, according to Christen et al. (2006).

Lawler and Porter (1967) state that the organization's incentive system influences employee work satisfaction. It is mentioned that the higher, the more efficient, and successful an organization's compensation system, the greater the job satisfaction levels. These benefits, such as psychological validation or money awards based on employee success, can boost employee performance and job satisfaction. Employees are more willing to work if they understand that the firms will reward them for how well they perform after their hard work.

2.4.2 Job Satisfaction Concepts

Job satisfaction is by far the most researched concept, and because employee satisfaction is a mindset; it must include intellectual and dynamic elements. Many have already observed that the most commonly used metrics of work satisfaction disregard emotion and place a strong emphasis on the cognitive aspect. Although impact at work connects to employee satisfaction, they may not be the same entity. A study on a "new job satisfaction" model incorporates impact as an element, implying that the effects of perceived behavior may be related to consequences differentially from the mental process, which has become the subject of most previous research (Fisher, 2010).

The Organizational Commitment Questionnaire (OCQ) has been the preferred dedication metric for many years. This measure assesses how much individuals recognize and embrace the firm's aims, are eager to work hard to achieve those objectives, and stay with the industry (Mowday, 1998). A recent study found that psychology correlates 0.60 with job satisfaction and 0.50 with job participation when inconsistency is considered (Fisher, 2010). The following sections look at classic and emerging workplace factors that fall under the umbrella of happiness concepts: organizational commitment is most likely the most regularly assessed topic in the group of variables connected to job satisfaction (Swales, 2002).

Job engagement being a conventional concept, dates back to 1965 and is part of the happiness group (Lodahl & Kejner 1965). The definition of involvement is the constant focus on a particular work. The elements do not speak directly to the sensation of being or behaving involved but rather evaluate putative causes in the form of work settings that encourage engagement. Items address position transparency, the accessibility of

appreciation and recognition, innovation and learning opportunities, and caring connections with coworkers (Fisher, 2010).

Flow experiences and internal motivation can relate to the delight felt while immersed in an activity. Flowing moments can arise when people work on projects far above their level regarding difficulty and competence needs (Nakamura & Csikszentmihalyi, 2014). According to Deci and Ryan (1985), the skill assessment concept and internal motivation are based on judgments of optimism and self-actualization. A few scales have already been defined among completely external inspiration and entirely internal motivation, acknowledging that people can be ambitious in the context of choosing to undertake a project because they believe they must or think it is essential to do so, but instead of being inherently motivated or be satisfied with the outcome itself (Fisher, 2010).

In contrast to many preceding categories that entail dispositions and conceptual frameworks, the measurement of impact at work is based on similar emotions or feelings. The three main wideband metrics, the ones more likely to be relevant in this structure, are the involvement first, which portrays psychological and emotional involvement and pleasure of the task on its own (Bakker & Demerouti, 2008). Job contentment second, reflecting primarily the meaning of the information about the study, aspects such as compensation, colleagues, manager, and workplace atmosphere. Finally, the perceived organizational support, as sentiments of connection, affiliation, and loyalty to the firm (Fisher, 2010).

According to Locke (1970), satisfaction, discontent, and other feelings are examples of worth reactions that have been why individuals evaluate an item or circumstance instead of the criteria of just what they think is desirable or helpful. Therefore, it is because desire varies in terms of both substance and severity. Value assessments indicate a twofold approximate: the extent of worth fulfilling and the value relevance in the person's valued hierarchy. The two capital dimensions are not felt as independent parts but can be separated through knowledge extraction (Locke, 1970).

The extent would determine employee satisfaction toward the performance implies or contributes to achieving a person's practical job principles. Whenever a person regulates an objective for themselves on a project, completing the aim is usually perceived as enjoyable, whereas failure to achieve that objective is unsatisfying (Locks, 1970). A

person might appreciate operating a project or participating in a particular operation regardless of the level of success or expertise. Job completion has been regularly identified as a primary driver of work satisfaction/involvement in research activities. It is a fundamental goal that underpins and motivates the determination to succeed at a specific job. Achievement in a problematic endeavor brings not simply happiness but also a sense of improved skill or effectiveness. The sensation of energy is intrinsically valuable, owing to the link connecting life and enjoyment (Friedlander, 1964).

2.4.3 Drivers of Employee Job Satisfaction

Many factors are drivers of high employee satisfaction. In the competitive market now, promoting a flexible corporate culture focused on collaboration and creativity could significantly benefit. Such a style of company culture could foster authentic leadership, which has a favorable impact on staff viewpoint (Van Muijen et al., 1999). According to Rue and Byars (2003), it is equally crucial for firm managers to demonstrate their concern for their staff. The company's fundamental structure is to boost employee happiness. Managers must clearly define an employee's roles and tasks so that the employee understands their manager's expectations and engage in the activities successfully (Rue & Byars, 2003). Extremely victorious industries have recognized the benefits of building and nurturing distinct company culture. It could be formed more by the entrepreneur, evolve throughout time as the industry meets problems and barriers, or even be established by the administration to boost the firm's success (Azanza et al., 2013). Employees can acquire social networks if they are allowed to participate in initiatives and exhibit their talents and ideas to others, which will help them establish a network. The stronger the employee network in the firm, the more appreciated and fulfilled the employees are (Rue & Byars, 2003). Employees are becoming more willing to work for organizations with dynamic organizational behavior; cultures that value adaptability places a premium on staff assistance and growth with the encouragement of creativity. Nevertheless, it is difficult for firms with traditional culture, which is under control, strict procedures, and authority (Maier, 1999). Employees also like being given possibilities within or outside of the organization based on their talents. Employees are more inclined to work in companies where they feel they will have opportunities to advance their knowledge and career, which

is crucial for employee job satisfaction. The higher their performance in the organization, the more devoted and committed they are to the firm as they want to validate their skills and efforts (Rue & Byars, 2003). Organizational culture includes collecting core beliefs, perceptions, interpretations, and conventions held among administrative staff and taught to recruits proper. Corporate structure has now been linked to work satisfaction, including staff engagement, managing, operating, and company effectiveness (Quinn & Rohrbaugh, 1983). According to the article, the competing values model examines company structure in the research. They are divided into two components with opposing ideologies: interior vs. exterior oriented and flexible vs. controlling. The very beginning point considers the perspective of the company. Once the company's primary concern is the company directly, its process, and its personnel, the emphasis could be internally oriented. Whenever the core problem is the company's relationship in the industry, the concentration could be outwardly aimed (Quinn & Rohrbaugh, 1983). The other factor assesses adaptability, the propensity for devolution and distinction, and management — in other words, stabilization and ordering as essential considerations. When these two elements are combined, four company culture approaches; encouragement, creativity, regulations, and task orientation. The feature of adaptability is especially pertinent to culture and its implications on personnel happiness and relationships in the organization. In reality, company evolution actions build adaptable companies, engage front-line workers, and improve work balance (Azanza et al., 2013). As a result, the purpose of the research is about the adaptability aspect of company culture (Quinn & Rohrbaugh, 1983). According to the paradigm, adaptability-focused company cultures include creativity, which is defined by the flexibility to innovative ideas, with supporting perspective, distinguished by individual motivation and encouragement for progress. The culture is determined by uncertainty, innovation, availability, and response. They build on adaptation and a willingness to accomplish development and discovery with inventiveness (Azanza et al., 2013).

Organization structure offers a framework of expectations that establishes standards and expectations to how personnel behavior must be, hence presenting a purpose for management action. As a result, connecting effective leadership and corporate culture that supports authentic leadership is possible (Schein, 1985). Four factors recognize authentic leadership: consciousness, which relates to identifying not just personal benefits and weaknesses but also the impact on individuals; rounded handling, which includes impar-

tially evaluating those noteworthy facts before concluding; interpersonal skills, which relates to publicly communicating the true personality, their genuine feelings, and emotions with supporters (Azanza et al., 2013). According to Luthans and Avolio (2003), authentic leadership is the process that relies on solid psychological capabilities as well as a fully advanced institutional setting, resulting in increased consciousness and identity regulated beneficial actions by the managers and colleagues to support personal growth. As a result, a genuine manager demonstrates optimism, trustworthiness, positive feelings, enthusiasm, interpersonal skills, morality, and ethical outlook in the firm (Avolio et al., 2004). Previous research has investigated the connection between authentic leadership and different organizational consequences, discovering that genuine management has been favorably linked to work gratification, job involvement, and employee work performance (Azanza et al., 2013).

In regard to the relation between adaptable cultures and leadership effectiveness, individuals could see the affected traits of genuine leadership, which promotes workers' critical thinking and creative abilities via open and truthful relationships with staff. As a result, researchers believe that natural leaders who nurture creative action in supporters have more potential to be found in highly innovative company culture. Furthermore, involvement, cooperation, equality, and social communication are valued and respected in assistance-supported societies. Communications amongst workers via genuine leaders and the authentic leader's interpersonal openness can act as an incentive to create staff, assisting, and growing together (Azanza et al., 2013).

2.4.4 Organizational Prevention Efforts to Encourage Employee Engagement

Improving the job design, providing resources, working circumstances, and appropriate leadership are all practical organizational preventative methods. Leadership can seek to minimize issues that contribute to a lack of worker engagement by teaching managers to focus on their employees' talents. An organization's culture may also be altered to lessen the factors contributing to job stress, absenteeism, and alienation. Such a leader has a clear goal, motivates and encourages others, gives learning barriers, and genuinely cares about the needs of their employees (Attridge, 2009).

2.4.5 Employee Work Engagement

In the company, managers and directors have greater levels of involvement than those in support jobs, as one's tenure in the same company lengthens so does their degree of engagement. An unfortunate event at work, as well as workplace harassment, can dramatically impair participation. Workers who seem to have a career advancement strategy and available performance evaluations are more engaged (Attridge, 2009). There has been an increase in new conceptions concerning employee well-being and pleasure within the last century. The definition of flourishing at work mixes sensations of vibrancy and power with the sense that someone is acquiring, growing, and progressing into esteem and self-actualization. The purpose of vitality at the workplace is a pleasant subjective encounter combining dynamics such as equipment strength, mental energy, and intellectual dynamism. The elements of spirit appear to change inside an individual from situation to situation or in everyday life, the idea may benefit from being researched at a more transitory level (Fisher, 2010).

2.4.6 How does Employee Engagement Affects Industry Success?

When highly engaged people and motivated staff are compared, it is possible to understand how involvement influences the company's outcomes. According to Gallup, dissatisfied workers cost American industry around \$250 and \$350 billion each year (Rath & Conchie, 2009). According to Towers Perrin (2006), employees who devoted more to

the organization outperformed their coworkers by 20%. Companies with an elevated working atmosphere typically have better revenues and commercial success. Human capital policies and perks that promote healthy psychological health, collaborative balance between work and life, and corporation wellness have a massively favorable impact on employee efficiency, inventiveness, dedication, and engagement (Attridge, 2009). The more engaged and dedicated workers are to their tasks, the greater the organization's competitive strength and the smaller the number of employees leaving the firm. As a result, firms encourage employee engagement through seminars and training while also establishing standards and rules that encourage employees to be more active (Vance, 2006). However, according to Luthans (1998), there is no significant association between employee job satisfaction and involvement. Employees who are happy with their jobs are less likely to be productive. Employee productivity rises when they are more likely to obtain a reward for their efforts.

2.4.7 Happiness in the Workplace

Being happy is a condition where people or organizations experience being at ease, secured, or protected. Inside the workspace, happiness is related to spirituality, as colleagues strive for transcending, consciousness, or purpose to achieve a better standard of achievement and efficiency (Petchsawang & Duchon, 2009). The material reviewed understands the complicated origin that promotes workroom pleasure. The study presents the paradigm of happiness that positive life behaviors may attain. By implementing proper satisfaction theories, the attitude which governs staff relationships inside firms may be adjusted to improve the pleasure. According to one research, trust leads to job satisfaction. Scholars suggest that standard procedures used by industry to improve staff efficiency might negatively influence employees (Awada & Ismail, 2019). According to the research, satisfaction at work can have several advantages. The influence of happiness in the workforce varies from physical to interpersonal well-being. To begin with, happy office employees will be more receptive and accepting of changes and innovations that occur in the workplace. Furthermore, companies and organizations that try to improve worker happiness and satisfaction are more likely to have an open, cooperative, and friendly office environment. A pleasant and cordial environment will encourage members

to express their thoughts and opinions since they will be remembered as devoted and respected. It must also be considered since the more inviting and friendlier the team members are, the more likely they are to come up with ideas that will help the companies in the short and long run with their unique ideas (Al Maktoum, 2017). Furthermore, the hostile work environment will result in longer employment durations, more minor complaints from workers, fewer disagreements among employees, and lower turnover since they are satisfied with their work (Awada & Ismail, 2019). Employee presenteeism increases while staff distress, injuries, and workplace illnesses are shallow in workplaces where staff pleasure is emphasized. Furthermore, cheerful staff members are more likely to have been appealing, resourceful, inviting, and prepared to take chances to succeed (Duari & Sia, 2013). On the other hand, there are certain drawbacks to being happy at work. It requires a significant amount of time and money assistance from human resources to develop and establish principles that will help maintain a healthy and inviting atmosphere. Organizations need plans and processes to persuade and entice individuals to stay at their company (Awada & Ismail, 2019). According to Samnani and Singh (2014), because employees are happy and comfortable, they may neglect and disregard whatever financial benefits they may obtain from the organization. They must also ensure that they are being adequately rewarded for the obligations and activities that are accomplished and that they are not being taken advantage of by the organization. Also, creating programs and activities to stimulate and promote employee satisfaction may not be seen positively by all employees. Employees may take the concept as the corporation assuming that the employees are unhappy and productive and must improve their performance due to cultural differences and interpretations of the strategies. It is likely to produce a backlash since employees may believe that the organization does not value their efforts and ideas, and they might feel uneasy (Thompson & Goodale, 2006).

2.4.8 Impact of Covid-19 on Jobs

By 2020, worldwide GDP dropped by 5 percent, indicating the worst economic catastrophe. At the end of 2020, employment opportunities in several nations were still 20 percent lower than typical. Youth, low-wage employees, and those with low-skilled employment were all increasingly prone to losing respective operating time or their respective occupations altogether (Helliwell et al., 2021).

Employment during Covid-19 was linked to a 12 percent decrease in happiness levels and a 9 percent rise in detrimental effects. While youth reported a decline in their happiness level more than any other age category, the older generations were not that concerned regarding the process of finding a suitable job after the pandemic. During the pandemic, the work schedule changed to online networking, and this type of work is likely to remain for a while. The online working conditions provide the workers with a flexible schedule and work-life balance. However, online working style has the disadvantage of socializing with colleagues (Helliwell et al., 2021). There has been an decrease in the overall income levels and financial losses (Rajabimajd et al., 2021). The pandemic led to an decrease in the satisfaction levels of employees and a rise in turnover ratios in organizations (Labrague et al., 2021). The fear of unknownness and uncertainty during the pandemic period led to demotivation of employees, decreased productivity levels and increased the absences from work ratio (Rajabimajd et al., 2021). Job insecurity is diverse and is impacted by difference in sexual orientation, educational level, age, the position held in the organization, and financial stability of an individual. According to research, female workers are less likely to quit their jobs when faced with uncertainty in the workplace or in general. The satisfaction levels of individuals change based on how secure and stable their work is. The job satisfaction and job security of employees was interrupted by the Covid-19 pandemic. Job satisfaction and job insecurity are positively correlated with each other (Nemteanu et al., 2021). Technological advancement are set in place to assist the organizations to provide the clients with advanced services due to the Covid-19 pandemic. Also, organizations have changed their way of communicating with their employees in regards to motivating them and including them in the company situation and affairs during the tough pandemic period. The technological improvements and motivated employees can led to increase in productivity level in the workforce (Sapta et al., 2021)

2.5 Event Management Industry

2.5.1 History of Event Management Industry

Event management has been around for a very long period. According to Getz and Page (2016), the event celebrate religious, communicative, and revolutionary events that have been a part of the industry for a long time, providing a significant meaning to communities on different continents. The events industry has been present for a long time, but it is quiet as individuals were not interested in it. However, individuals became more interested in event management and started to talk more about it as time went by. With a high number of events related to sports, music, festivals, and culture, more academicians began to research the subject to gain a competitive advantage (Getz, 2008). Moreover, as the number of events increased, the interest in the industry grew, creating more employment opportunities for successful and effective individuals in preparing events. Additionally, more events meant economic benefit for the country. However, more events in the community said that there was a high pollution rate and high criminal activities in the communities, which led to locals evacuating the community and being forced to relocate (Backman, 2018). Events are significantly crucial for expanding the travel industry and financial gains. According to a study conducted by Oxford Economics (2018), 1.5 billion international participants have attended corporate events. The event industry aids the worldwide GDP, which reached 1.5 trillion USD, with further direct and secondary expenses, it reached almost 2.5 trillion USD. Additionally, according to Gössling et al. (2020), the event industry employed around 26 million individuals due to the growing industry and demand for jobs.

2.5.2 Why is the event management industry growing?

Examining the economic, educational, and social developments within the profession, the society reveals that the work is expanding. The study also proposes a new model for event assessment to provide event organizers with a universally defined instrument for comparing and contrasting event performance. The fast expansion of the event management profession has created an unclear milieu, lacks reliability compared to other occupations, and may damage its well-being. There is little scientific data to back up these initiatives' social, economic, political, and ecological advantages. As the world's population grows, there will be more reasons to rejoice, and events will provide a venue for these festivities (Goldblatt, 2000). Some other hypothesis is that as technology advances, people want more 'high touch' activities. The formation of live facial expression activities is influenced by online introductions and connections with others who have familiar tastes (Naisbitt, 1990). An increase in the demand for more entertaining and efficient events is why the industry is growing. In 1998 only, more than 20% of the adult population in the United States joined a festival during their travels, according to the Travel Industry Association in Washington, DC (2000). According to a study conducted by the International Festivals and Events Association, around 40,000 concerts are hosted in the USA each year (Goldblatt, 2000). Finally, time is considered an element that helped the industry grow. Employees have been working towards work-life balance in the past years. Thus, this provides them with enough time to attend more events and festivities (Popcorn, 1992).

2.5.3 Major Forces Affecting Event Management

Demographic forces, economic forces, technology forces, culture and value forces, continuous growth, and strategic event development are considered significant factors affecting the event management industry. The event's attractiveness is based on the participant's age and whether they are near to attending the event being held or not (Hansen & Gaurthier, 1989). According to the demographics, the population is aging. Also, there is an increase in the amount of income individuals make, but they do not have the time to spend it efficiently. The ongoing growth in the tourism industry, numerous short visits, increasing discussions, increase in the number of women working and making decisions within the workforce, highly competitive locations, fewer state subsidies, and primarily profit-oriented events also affect the events industry (Getz, 1999). In terms of

technology, the internet itself is a significant force. The idea of worldwide media exposure of the occasions, digitally savvy customers, and plethora of rivals for personal time is significantly essential. Moreover, in terms of culture and values, the idea is that more heterogeneous cultures are present, the environmental ideals, the experiential focus, and the development of special interest groups. Additionally, there is a continuous growth in events that are taking place that are more significant and more impactful, raising awareness on various subjects, styles, organizations, and aims. Furthermore, in terms of strategic event development, strategies are being implemented to develop the tourism sector for urban revitalization, the culture, and marketing, which affects the industry's well-being. There has been an increase in the intake of students for the event management industry to follow up with the sector's demand and needs (Getz, 2000).

2.5.4 Impacts of the Event Management Industry

According to Goldblatt (2000), the event management industry impacts factors such as; the economy, the capital of a country, ecology, and politics. First, the capital projects launched during significant events have significantly influenced tourist sites. Most significant signature events build the notion of salvage as a prime motive for their effect on the economy. Second, typically measuring event economic effect has centered on tourist expenditure and factors that spread this expenditure to other areas of the economy. If the economy is performing poorly, it will affect the event industry while affecting the economic well-being of a country overall. It is stated that the industry must always be open to circumstances in which they will have to shift their activities and process (Pine et al., 1998). Also, in the ecological aspect, tourism sites usually strive to minimize the dismissive environmental collision caused by tourists while maximizing the good ecological results by returning the location's ecosystems in a superior shape prior to holding the event. However, as the number of events increases, the environment will be more polluted and damaged; therefore, more green practices would be necessary (Dávid, 2009). According to Rowen (2020), forming an uneven, further ecological globe may be accomplished through act-related, member-focused understanding and learning. Finally, when examining the political implications of a signature event, organizers frequently restrict their reach to government politicians. There are several political factors inside the region that are covering the event. To include the views of all festivals and events,

organizers must identify the difficulties and allocate authority. Organizers must quickly decide how to generate more stakeholder advantages instead of liabilities. To have a favorable effect, the event organizer should first examine the motives of the festivals and events. These reasons may be adequately quantified using event effect assessment techniques, both numerically and subjectively (Goldblatt, 2000).

2.5.5 Impacts of Covid-19 on the Event Management Sector

The Covid-19 pandemic has profoundly impacted the international market and many industries. However, innovative personalities and experts in their related professions are striving and inventing new methods to live in this situation. According to the article, the event sector has suffered a total loss of \$666 million up until April due to the event cancellations globally, with 85.9 million professions in jeopardy. As an alternative, firms use technology to keep their services running. Yet, they cannot match the income generated by the events or significant gatherings in monetary terms and client attraction (Madray, 2020).

2.5.5.1 Employee Well-being

As a result of the pandemic, many employees were under severe environmental compression, which led to employees implementing coping actions. Employees widely implement this due to undesirable events while confronted with a dynamic and mental reduction from the environment. According to the article, to decrease unwanted coping mechanism of employees, a safety administrator for assistance will be executed for employees when communicating. The support mechanism consists of constructing a safe environment for the employees, sharing, supporting, and motivating them by active engagement while they accomplish their tasks and responsibilities (Yin & Ni, 2021). The article presents that events held in the future will focus more on educating the consumers. The pandemic affected the events of certain ceremonies, customs, and actions in the manifestation of proceedings. Events are significant happenings for people and societies as a form of social interaction and are significantly essential for a country's economy. Due to the pandemic, it will be difficult for the industry to return to its original place due to the external circumstances that people and crowds have faced. However, the industry may turn normal in the minor underprivileged areas due to the idea that the community is more resistant to

exterior destructive behaviors such as environmental disasters connected to the travel and happenings industry. It is possible as individuals in those regions are happier overall and, therefore, more likely to have healthier responses to crises (Seraphin, 2021).

2.5.5.2 Event Status

According to the study, 88 percent of survey participants noted that they had withdrawn from the activities they had scheduled, and 66 percent of survey respondents postponed their activities to a date that would be relevant after the Covid-19 crisis, which severely affected the industry and the dependent sectors (Madray, 2020). As a result of the pandemic, the industry is forced to focus on virtual events when planning a possibility; however, they are temporary solutions and will not be able to cover the place of actual offline events. Additionally, due to the outbreak, the number of attendees for specific events will have to be decreased due to the risk of spreading the infectious disease to a more influential group. 48% of millennials have stated that they join offline events to collect content to post on online social media networks. In regards to health and safety, to attract and keep potential customers, organizations must deliver certificate of indication in the operation of healthiness and protection capacities (Seraphin, 2021). The pandemic positively affects the local industry as an individual cannot travel to obtain a particular service. Still, customers focus on local companies to provide them with assistance due to the circumstances. The pandemic rearranged all current procedures and observed the world to life-changing events. Events such as getting engaged or having a party overseas are more likely to come to an end due to the restrictions and regulations that individuals must follow due to the pandemic (Seraphin, 2021).

2.5.5.3 Technological Innovation

Even though there are worries regarding the technology used for virtual events, planning events need organizing, outlining, and interpretation (Seraphin, 2021). Additionally, improving technologies are promising alternatives to higher efficiency, knowledge, and economic advantages. The technological improvements help to reduce physical effort and time-waste, provide extraordinary performance and responsiveness to consumers and preserve access to the information surrounding the event and visitors electronically, which is far superior to traditional retaining (Yudiyana et al., 2018). According to Russell (2020), 63% of survey takers stated that they are spending their leisure time improving their abilities, emphasizing digital technologies and online channels for event planning, exploring the advantages and tools necessary for online activities and utilizing them to save operating expenses to ensure the payments. On the other hand, virtual events are the future of activities using technology or the survivability measures for the event industry in this pandemic. In this pandemic, 7 out of 10 responders or organizations with the ability to enhance specific events for their consumers online are employing virtual media. The reason is the damages they are instilling and the lack of a particular escape from Covid-19 promoted virtual activities. As a result, there has been a rise in the number of webinars, online conversations, and live chats to keep the sector alive. One of the beneficial outcomes of online activities is a rise in the perception of customization and convenience of accessibility for visitors. Throughout the program, many individuals were present in a vast space, which affects the involvement of consumers as they become separated or overwhelmed. However, the activities the Covid-19 pandemic has surmounted this barrier by providing the option to experience the activities while remaining on the premises (Madray, 2020). Due to the pandemic, organizations are forced to engage in events that are hybrid (online and offline) virtual (entirely online), and advanced to be able to keep up with the customers' needs and wants (Werner et al., 2021). The idea of hybrid events came from different groups not being able to be physically present in the same environment due to the virus and the travel restrictions. The hybrid way of hosting events will close the gap between participants online and offline while promoting a closer relationship and understanding between participants. To keep both parties engaged in the event, 45% of planners practice enchanting tricks such as surveys, competitive games, and amusement to gain the attention of both (Canessa & Nordgren, 2022).

Due to the pandemic and not being able to join the events in person, social media networks have increased significantly to keep in touch with families, news, and national and online events. In a social network such as Zoom, 2.13 million people downloaded the application around up until March 23rd, 2020, to communicate and organize their lives, works, and studies (Seraphin, 2021). Employees, students, professors, and many others users use Zoom to bring together the community to make better connections and understand one another. Unfortunately, many conferences and graduations were held virtually due to the pandemic to decrease the risk of spreading the virus (Tuma et al., 2020). According to the article, hosting events virtually will persist. However, industry experts predict that 81% of events in 2022 will be held offline despite the advantages of hosting events online as the public is yearning for face-to-face interconnections. The benefits of hosting the event online include accessibility, elasticity, and reaching other demographic drives the online hosting category to be competitive and effective (Canessa & Nordgren, 2022).

2.5.5.4 Financial Lose

The variable effects, which encompass all that, leads to a drop in GDP and are often substantial. However, the immediate expense of the pandemic are enormous, since combating and controlling its necessitates require high costs in terms of consciousness and remedies. The lengthy impact is unavoidable and significant, due to the weight of lost wages from those who died. Furthermore, the social consequences are also quite obvious, since individual activities are restricted, and with short period came a dread of traveling and participating in any public activities or assemblies, hurting the social lives of the world citizen's at large (Qiu et al., 2017). The pandemic affected the expansion of social financing within societies undesirably. Covid-19 also affects the events industry positively as the industry is allowed to reestablish and reintroduce the situation and subsidize additional attention to the health and the security of the community (Seraphin, 2021). As a result of the financial losses, companies call for federal support from the administration of the United States. The cancelation or postponement of each event costs around \$ 1 billion in some cases (Ozili & Arun, 2020).

3 RESEARCH METHOD

3.1 Introduction

The research aims to examine the factors of how the happiness levels of event management staff has altered pre and post Covid-19. There are several reasons for conducting the research. The explanatory procedure will also clarify the barriers to happiness and what activities or actions the organization can take to boost employee satisfaction after Covid-19. Five primary research methodologies are often employed in a research paper: mixed methods research, quantitative approach, arts-based research, community-based participatory research, and qualitative research (Leavy, 2017). There are four main research questions that the paper is aiming to answer; how did Covid-19 affect employees' standard of living, relationships, pay, education, self-esteem, and happiness before and after Covid-19, how did Covid-19 affect the work satisfaction of employees working in the events industry, how did Covid-19 impact the Event Management Industry based on employees' work experience in events and participants, and what initiatives or new policies should the industry undertake to increase employee happiness following Covid-19.

3.2 Qualitative Method

The qualitative approach will be applied during the study. The method uses techniques for understanding the development target to produce meaningful understandings. Academics use this technique to examine; rigorously analyze and acquire from sociological phenomena; to unravel the values that individuals attach to actions, circumstances, activities, or relics; or develop a deep knowledge of a component of personnel life. The ideals behind qualitative study include the significance of an individual's personal experiences and the significance of procedure in gaining a thorough understanding. There is a practical choice whenever the primary goal of the investigator is to investigate, analyze, or clarify (Leavy, 2017). In terms of reliability and validity in qualitative research, validity differs from quantitative studies in that the author verifies the credibility of the results. The reliability of an author's technique suggests that it applies to various academics and topics.

Non-Probability sampling methods are used for the research, snowball sampling and purposive sampling methods. Snowball sampling could attract individuals through other participants if the audience is challenging to reach. Purposive sampling, also known as judgment sampling, entails the researcher to pick the most relevant sample to the research's objectives. Purposive sampling consists of affordable costs, convenience and less time-consuming (Creswell, 2009).

Qualitative research is used when the researcher wishes to gather precise knowledge regarding a specific phenomenon rather than making statistical judgments (Vehovar et al., 2016). A successful purposive sample should define eligibility requirements and its relevant reasons. The disadvantage of the purposive sampling method is that the researcher is vulnerable to mistakes of judgment. There is a low degree of dependability, significant bias, and the impossibility of generalizing research findings (McCombes, 2021). A semi-scripted interview style is used where an expert interviewer questions and probes a particular subject to reveal the true motives, views, sentiments, and opinions about a matter. The focus must be on complete involvement to comprehend the significance of the subject's experience and living situations. In-depth interviews provide a quality understanding, accurate replies, little societal expectations, and are simple to schedule. The recommendations for qualitative inquiry include the following: the discussion should be either one or two significant inquiries, preceded by a maximum of five or seven sub-inquires which will help with narrowing the attention of the research, connect the study topic to that particular qualitative approach of the question, the “how” and “what” questions: to transmit an accessible layout and concentrate on specific phenomena or concept. It will help the interviewee to feel relaxed while the study is now being created (Leavy, 2017).

3.3 Data Collection

The target population of the research would consist of employees that are or have been working in the event management industry. Additionally, the study will examine the extent of Vienna. The research will cover the time before Covid-19 and the present. The process of gathering participants consisted of searching online for event management companies in Vienna. The companies found were industry in the wedding industry, festivals, concert experts, sales departments of international hotels, conference auditoriums, and educational institutions planned events for students. The process of getting hold of the sample was via social media platforms. Social media platforms of event management organizations will be researched and a request for an interview was sent through email, informing the respondents about the study's goal and response to encourage them to answer the interview questions more precisely (DeFranzo, 2017). Additionally, in some aspects, consultation with participants through referral will be arranged (McCombes, 2021). The sample size for the research will consist of 11 anonymous interviews. The process will include an in-depth discussion which will either be open-ended inquiries or inductive. The end aim is always kept in mind when writing the interview questions. The interview does not include inquiries that are not essential. There will be no fixed set of approved replies to the queries. The interviewees will be encouraged to make extensive comments should they desire and proceed so in any path they wish, while responding to the inquiries. The in-depth interview strategy is used in the study, where the respondents may discuss their personal experiences. The interviewee will schedule a consultation that will take approximately 30-40 minutes. The discussion will be planned according to the respondents' availability. The participant can select the most convenient location for the interview, where online interviewing is also possible. The participant will be asked several open-ended inquiries on the impact of Covid-19 on employee happiness and the participant's employment during the interview. It is up to the participant to determine when to end, and if required, may ask follow-up questions to the interviewee for more clarification. The interviewee's identification will be handled privately and allocated a fake identity in any subsequent publishing or briefings, if necessary. The audio recording will be deleted once the information is analyzed and transcribed. Moreover, the researched information will only include the gender and age of the participant, and not their name (Bhandari, 2021).

3.4 Data Analysis

Thematic analysis is done during the research process to examine the qualitative data acquired from the interviews. The collected material is organized into many themes that indicate what was discussed and judged noteworthy by the interview participants. The good and negative information that individuals revealed about their Covid-19 experiences made up the topics of the analysis. To further examine and comprehend the employee experience, the elements were further separated into smaller categories under the headings of life satisfaction, happiness, salary, work satisfaction, and information relevant to the industry. Another category included rewards that participants said would make workers happier if the company offered them following the pandemic. Choosing a relevant sampling group addresses the study questions and contributes to past research. The interview tapes were carefully transcribed, categorized into several categories, and drafted properly. Following that, the findings were converted into comprehensible themes and later analyzed to note and emphasize the most relevant findings. The transcript has been highlighted in different colors and tagged based on what the participants talked about and the content of their responses after reading the data and categorizing it into separate components grouped under the same heading. The data was sorted and examined to ensure that the responses fit the headline and are relevant to the study aim. Data was amended and various categories were named after different categories that summarize what sort of information is included in the topic. Finally, the findings were resolved to interpret the coded discoveries according to the various themes while offering examples from the interviews to demonstrate first-hand experience. Furthermore, the results were compared to existing research to explain the differences and new findings between the most recent studies and previous studies (Caulfield, 2019).

3.5 Conclusion

Qualitative data collection methodology was used to understand the research topic and the research problem for the research process. The interview participants were found and connected via different social media platforms and the referral of other participants in some cases. The findings were divided into different themes, analyzed what the interview meant, and were placed under a specific category. Later, the results were compared to previous research and the recordings were deleted as per the confidentiality statement.

4 RESULTS AND DISCUSSION

4.1 Introduction

The critical findings from the interviews will be presented in this chapter. The interpretation of the data will be given and discussed using the conceptual model. The demographics of the interview participants are shown first in the results chapter. The findings chapter is separated into four major topics based on the theories and study questions. The themes consist of:

1. Covid-19 Impact on Well-being and Happiness
2. Job Satisfaction and Covid-19
3. Events Management Industry and Covid-19
4. Incentives to Boost Employee Happiness

The Covid-19 pandemic has had an immediate and long-term impact on many individuals and companies. The study's goal is to find out how the pandemic has affected people who worked or are now working in the event management sector and the consequences of the pandemic on the industry itself. Employee happiness is measured by job satisfaction, self-esteem, salary, and education. The goal is also to identify some incentives that employers may use to increase the satisfaction level of employees who have been affected by the pandemic.

4.2 Demographics

4.2.1 Age range of participants

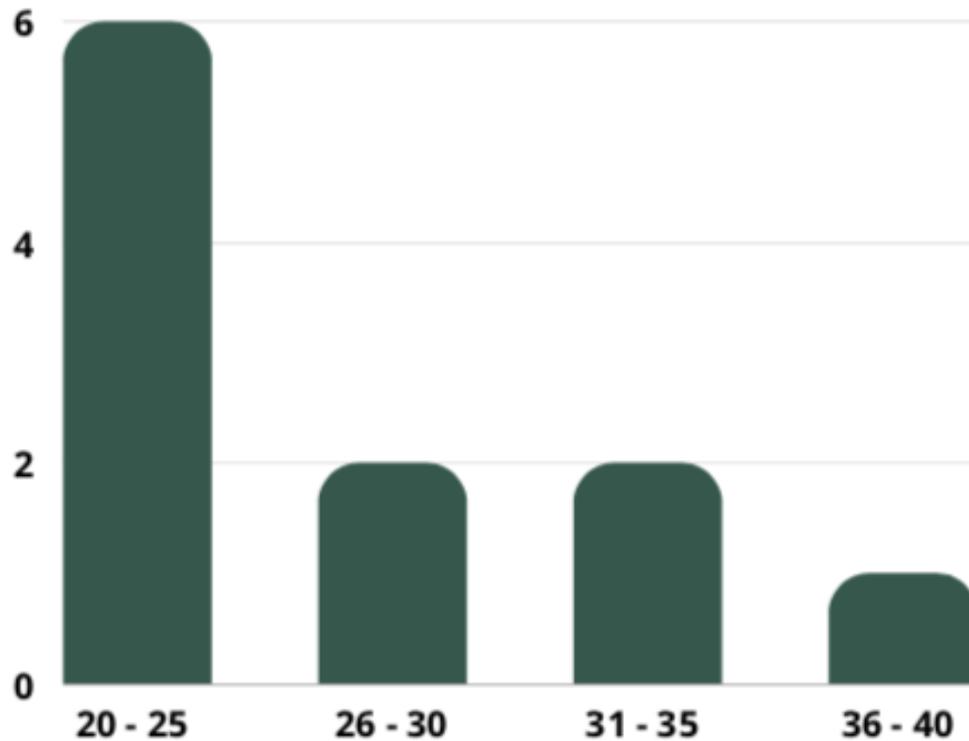


FIGURE 2: AGE RANGE OF PARTICIPANTS

The interviewees included a diverse group of people of various ages. The participants' ages were separated into four groups. Half of the interviewees were in the ages of 20 and 25. There were also participants between the ages of 36 and 40 is 40 years old.

4.2.2 Employees highest level of Education

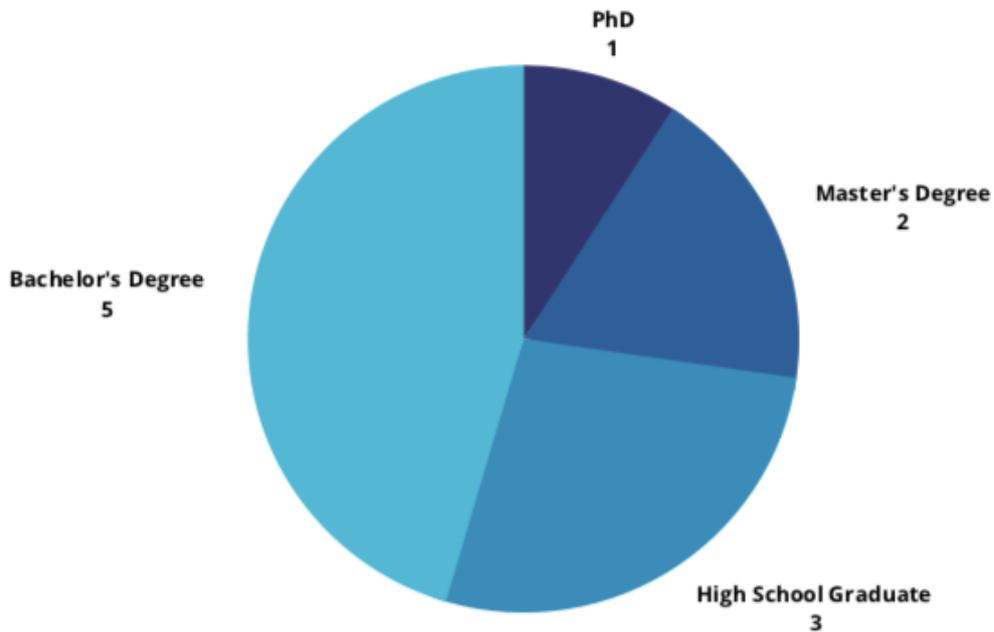


FIGURE 3: HIGHEST LEVEL OF EDUCATION

The individuals claimed varying levels of schooling as the highest level. Almost half of those polled stated that their highest educational level is a bachelor's degree. Three individuals indicated that they graduated from high school and immediately worked in the sector. Furthermore, the participant with a Ph.D. as his highest degree of schooling stated that he had been working in the field for a long time.

4.2.3 Participants by gender

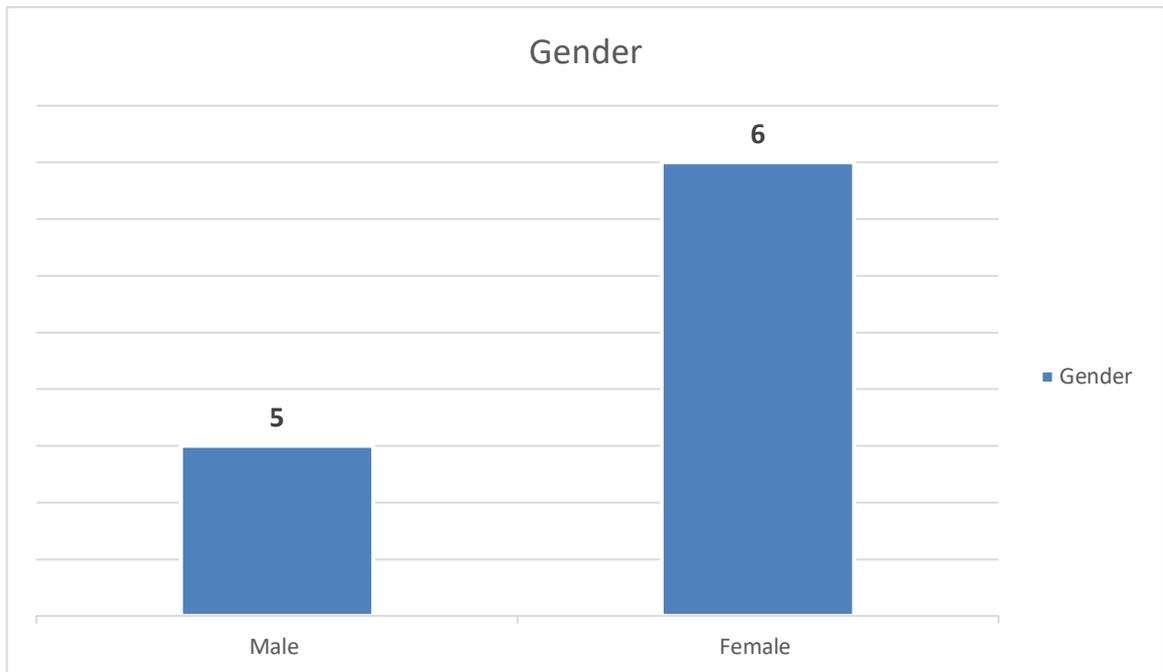


FIGURE 4: PARTICIPANTS BY GENDER

The interviewees were two gender groups, although alternative sexual orientations were taken into consideration. Males accounted for 5 of the 11 respondents. Six of the eleven interviewees indicated that they were comfortable to address themselves as Females.

4.2.4 Employee Numbers by Years of Experience

Years of Experience in the Industry	Number of Employees
1	1
2	4
3	2
4	1
5	1
8	1
10	1

TABLE 1: EMPLOYEE NUMBERS BY YEARS OF EXPERIENCE

The years of experience of people working in the event industry industry varied greatly. Two individuals have worked in the events industry for three years. There is a difference in years of experience, with some employees having only one year of experience and others having more years of experience, such as ten years in the field.

4.2.5 Marital Status of Participants

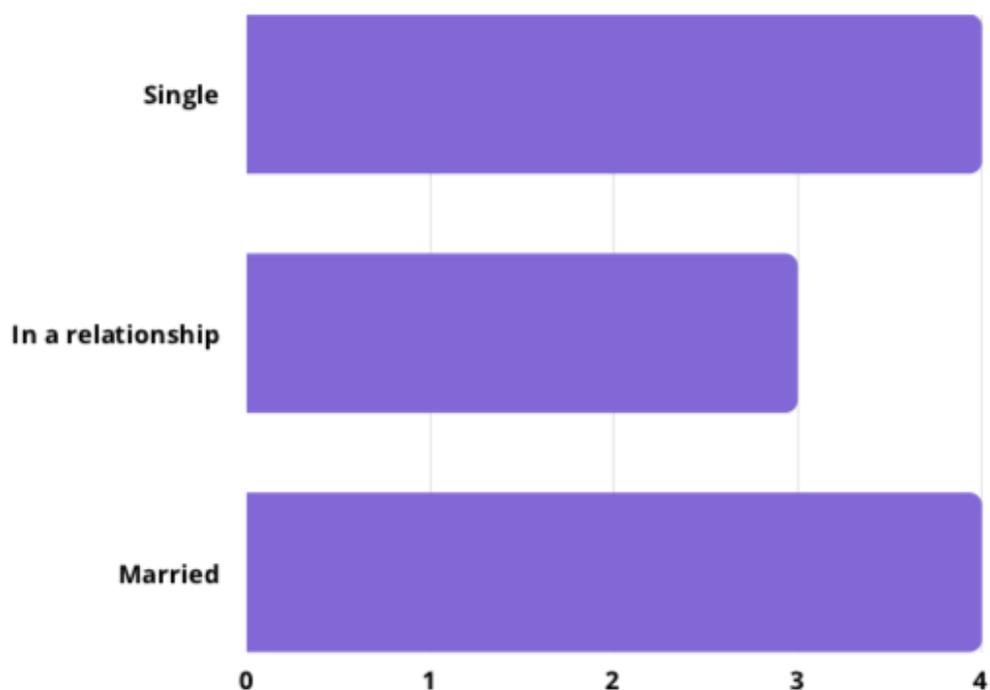


FIGURE 5: MARITAL STATUS OF PARTICIPANTS

The relationship status of interviewees is separated into three major groups: single participants, participants in a relationship, and participants who were married. There is a balance between individuals who said they were single and those who said they had been married for a long time. Furthermore, three out of eleven individuals stated that they were in a long-term relationship but had not yet married.

4.3 Covid-19 Impact on Wellbeing and Happiness

When asked about the employees' attitudes on their standard of life, relationships, pay, education, self-esteem, and happiness levels, they stated that it has altered throughout the pandemic. Each individual is influenced differently by the circumstances. The pandemic considerably affected some people while having a small impact on others. This study excludes the social standards and obligations the employees were forced to fulfill and how this affected their emotional and physical well-being.

4.3.1 Covid-19 and Relationships

Some research findings supported Hamermesh's (2020) theory; people who have a comfortable joyful connection with their families, spouses, and friends are happier than those who do not get along. The pandemic severely impacted individual's relations. The discovery lends credibility to Hamermesh's idea (2020). According to the research, participants' happiness levels also rise when they are around individuals they value and respect. The reason might be the feeling of ease in expressing their joy with them. They will naturally feel happy if they have someone who supports and inspires them, regardless of their scenario. Consider this:

(Male, 40) stated: *“I was thrilled to be able to spend more time with my wife since I had not done so before the pandemic. During the lockdown, my wife and I had a solid and understanding relationship, and we spent much quality time together.”*

(Male, 26) stated: *“My girlfriend and I have been together for a long time, and she has always supported me in all aspects of my life. I was usually surrounded by my friends and not by strangers before Covid-19. I surrounded myself with people that made me feel good during the lockdown. Therefore, the people surrounding me during the lockdown motivated and made me happier in general.”*

Individuals who previously had no opportunity to spend time with their family and friends due to job obligations took advantage of the lockdown to strengthen their bonds with their

families. They could also have spent more time with others since they were uncertain about the future and what would happen to both sides.

However, the data revealed that several individual relationships with their family and friends deteriorated throughout the pandemic as tensions increased. Nonetheless, they became annoyed and uncomfortable with one another after a while, making the living atmosphere less enjoyable for both parties. The reason may be a lack of communication or entertainment activities to do or perform in the same environment. For instance;

(Female, 23) stated: *"I was living and spending time with my childhood best friend before the lockdown. We had a lot of fun watching TV, cooking, going on walk, and cleaning together at the beginning of Covid-19. However, as time went on, we ran out of topics to discuss, and our once entertaining activities grew tedious. We became agitated by each other's presence and began arguing about minor issues. Fortunately, our friendship gradually improved once the lockdown ended when each of us was busy with our tasks."*

(Male, 21) mentioned: *"As the only child, my parents were very worried about me and would call me often to check up on me. It made me very uncomfortable and angry at some point that I had to tell them to stop contacting me for a few days."*

Individuals that spent time together during the pandemic outgrew their bond and drifted apart. People were more stressed during this sensitive phase, and they felt angry easier, resulting in conflict in the near term. However, following Covid-19, stress levels dropped, and relationships improved since everyone was preoccupied with their obligations, and spending so much time together was not required, according to Hamermesh's (2020) assumption.

On the other hand, participants were afraid to meet their relatives and friends during the pandemic, according to the response of a few participants. The reason is the possibility of getting the sickness. The findings demonstrate that individuals respect the social responsibility and social protection of others in their immediate environment. They did not

want to be the cause of another person's pain, which supports the concept that the pandemic has a substantial influence on interpersonal relationships. For instance;

(Male, 21) reported: *"I was happy before Covid-19 since I could spend more time with my family and friends and travel to meet new people. However, it became difficult to converse with others after Covid-19, and I was always worried that my family would be affected by the disease, so I did not visit them because of that."*

(Female, 22) stated: *"For me, it was a huge responsibility to return to my family during the pandemic. I was extremely worried due to the infection, and in some cases, I could not even enjoy their company properly."*

Further data backed up Hamermesh's (2020) idea in terms of loneliness. According to Hamermesh (2020), the person who spends time alone is likelier to be sad. Individuals reported feeling lonely throughout the lockdown because no one was with them. They may be lonely since they are extroverts who enjoy spending time with others, but as a result of the pandemic, they were forced to be alone. They placed a high emphasis on their connections with others and liked spending time with them. For instance;

(Female, 27) reported: *"Relationships are tricky; at the beginning, we were not permitted to socialize outside the bubble. It was especially challenging for me because I was living alone and occasionally felt lonely because there was no one to interact with."*

Several individuals also reported that after the pandemic, building connections and speaking with others became more difficult. They also admitted to having trouble communicating and networking with their coworkers, which made the workplace less welcoming and enjoyable. They might be unhappy because they feel they are not expressing themselves appropriately or their colleagues are not interested in the substance and context of their talks. The findings emphasize the importance of having secure and open connections with others to be happier. The pandemic encouraged several individuals to be more open to new experiences. It is thought that time lost due to Covid-19 must be reclaimed through new activities and social engagements to raise people's happiness levels. Unfortunately,

returning to the manner of building happiness with others before the pandemic is brutal. For instance:

(Female, 22) stated: "Before Covid-19, you could go out, party, mingle, and still have the energy to spend time with your family or spouse. It is now more difficult to interact with people than it was previously. All social encounters now fatigue me more than they did before Covid-19."

(Female, 24) reported: "*As an extrovert, I am constantly eager to meet individuals from all nations, faiths, and races in order to broaden my understanding of how events are organized from their viewpoints and to expand my network in order to establish my industry and attract clients. After Covid-19, when I started my industry, I realized I needed to shift my mindset and operate as a leader to keep my staff interested and motivated. I began to speak with them more frequently. Many excellent undertakings were made possible because of the family-like bond.*"

(Female, 25) stated: "*Before Covid-19, I was not interested in meeting new people, but after Covid-19, I was enthusiastic about meeting new people and communicating with them. I feel like I had a more pleasant effect on people after covid, while I also experienced joy and happiness around them.*"

(Male, 24) reported: "*After Covid-19, I realized I am more hospitable and open to others. I make extra effort to have fun with others, yet I still do not enjoy myself when I see relatives and friends.*"

(Female, 35) reported: "*Covid-19 had no impact on my relationship with others because I only have one friend who studies overseas, and our communication style did not change. I do not see my family frequently, and I do not want to form bonds or connections with others because I enjoy being by myself.*"

Individuals' energy levels have diminished as a result of Covid-19, and they have grown less willing to communicate with others. Individual pleasure levels appear to be linked to the activities they participate in. During the pandemic, people were bored, which reduced

their pleasure levels. Their enjoyment level grew when they got back together to enjoy enjoyable activities with their buddies.

On the other contrary, one other participant expressed interest in meeting new people, participating in events, and hearing about their Covid-19 experiences following the pandemic. Individuals' desire to meet new people increased due to the pandemic. The lockdown provided the perception that time had been lost to connect with others and listen to their stories, which encouraged them to meet new people. It may be deduced that individuals understood how meaningful their relationships with others are; thus, they worked harder to meet them to make up for the time they were unable to meet due to the pandemic. For instance;

(Male, 32) reported: *"I appreciate having a good time and entertaining others. I was uncomfortable and bored throughout Covid-19 since I could not interact and talk to others as much as I wanted. However, following Covid-19, I spent more time with people and came up with new ways to enjoy each other's company with friends and family."*

In contrast to the hypotheses and claims of other participants, one person indicated that the pandemic did not affect their relationships. The reason may be the participant's frequent behavioral and emotional interactions with others.

4.3.3 Covid-19 and Education

Individuals with greater education levels are happier in life, according to Cuado and Garcia (2012), than those with lower education levels. Other researchers, such as Clark et al. (2019), contend that the more educated a person is, the less happy they are. Their expectations for obtaining excellent work rise due to their education level, with the feeling that they are entitled to a higher and better position in the firm, resulting in competitive and unstable decision-making in the long run. The interview participants' responses differed regarding Covid-19 impacts on their education level. The reactions consisted of employees believing that Covid-19 affected their education level in a negative, positive, or it did not affect their education level.

One participant stated they were comfortable and happy with their education level before Covid-19. They mentioned that they had no intention of studying further since they had already acquired a secure and well-paid job without studying further. The findings contradicted Cuado and Gracia's (2012) and Clark et al. (2019) theories regarding happiness being impacted by the educational level of individuals. Throughout the pandemic, several individuals' educational levels remained steady. Even before Covid-19, they were unwilling to modify or better their educational status. They were confident in their talents and themselves. They understood what they intended to accomplish in any scenario and were fearless, careful, and ready to put their knowledge to work. One other participant stated that they did not continue their studies but expanded their knowledge by reading books. Reading is another type of self-development that may help people relax and feel less stressed under challenging conditions. For example;

(Female, 24) stated: *"I finished high school long ago and had no plans to continue my education even while Covid-19. I understood what I wanted to achieve with my life and do not feel I need to continue my education because I already know enough."*

(Male, 40) stated: *"My education level was unaffected by the pandemic because I had previously completed the maximum degree I desired before the Covid-19 scenario. During the lockdown, though, I began reading literature on various topics."*

On the other hand, two participants claimed that the pandemic positively impacted their education level. Because of the pandemic, individuals were motivated to learn further since they had free time and a desire to study further. The knowledge they had so far about the sector would be worthless because it was no longer applicable. As a result, they preferred to look further to understand the harsh global circumstance and how to come up with unique ideas that can apply inside this setting. Consequently, making them happier to study further to overcome difficult situations and gain further knowledge.

Covid-19 made individuals believe they were inefficient and unfinished. All of their knowledge, they concluded, was useless. People were concerned about their future and well-being because they were in a different scenario than while studying. For instance;

(Male, 26) reported: *"I was proud of what I had accomplished with my degree thus far. Before Covid-19, I attended further courses, gained more job experience, and participated in internships. However, after Covid-19, I felt that my degree and expertise were insufficient for situations like Covid-19. As a result, I began taking extra classes to further my expertise in my professional sector and technology-related courses. After taking the classes, I felt much more confident in myself, and I felt happier."*

(Male, 21) stated: *"I started taking additional courses regarding the pandemic to evaluate how it impacted individuals and courses related to technology to provide a wider range of services to customers in the future. Later, I started focusing more on the industry, and I brainstormed ideas to help perform my work more efficiently and meet customer needs during the pandemic."*

Additionally, one participant stated that they should study further so they do not squander their time at home doing anything. During the lockdown, they intended to be more productive and inspired to study hard and earn an additional degree. The findings validated Cuado and Gracia's (2012) notion that higher levels of education made people happier. For example;

(Male, 21) emphasized: *"Covid-19 encourages me to continue my studies. I had no desire to continue my studies prior to Covid-19. When I recognized that the situation was difficult and that the lockdown would continue, I chose to continue my education at university to avoid wasting time and advance my development. I realized that I have missed out on a lot of extra knowledge that I could have known before, but I was still happy to know them now."*

Meanwhile, one participant mentioned that the pandemic crisis had a detrimental impact on their studies. Interview volunteers claimed to have dropped out of their study program because they were uninterested and ineffectual. Participants also reported dropping out because it is difficult to handle the lessons online and gain valuable information while performing the sessions online. They suppose that studying online is unavailing since the answers to any questions could have already been available on the internet. As a result, they were less happy and less motivated to study further. The pandemic impacted the

education level of employees in various ways, which led to a change in their happiness level. Thus, the findings supported Clark et al.'s (2019) theory that individuals who have higher education levels are unhappy in life. Furthermore, one participant was forced to overthink their judgments regarding their education due to the lockdown. Covid-19 assisted the individual in overcoming their beliefs and confronting society's expectations of people. People realized that they should respect themselves more and accomplish more of what they like and are interested in after seeing Covid-19. Individuals become happier in life after engaging in activities they enjoy more. Participants did not feel pleased even when they were enrolled in a society-accepted study program, which contradicts Kim's (2021) hypothesis of social acceptability leading to individual satisfaction. For example;

(Female, 23) reported: *"Before Covid-19, all of my classes were offline, but after Covid-19, they were all held online, which led me to rethink my study plan and even drop out. I have always wanted to alter the way society saw me and the expectations it placed on me regarding education, having a good profession, and having a relationship. If someone does not fall into that mold, they will be labeled a slacker. In social situations, I was always more concerned with making others happy than myself. I was pleased in general and with myself after Covid-19, when I organized my career and studies the way I wanted."*

(Female, 27) stated: *"When my lessons were moved to the internet, I struggled to adjust since I was not used to the new manner of learning. I failed the first semester online because I could not adjust to the new way of educating my brain. However, I was also driven to read some health-related books towards the start of the pandemic, but the focus changed later, and I was reading books about cooking and gardening instead."*

The data imply that the pandemic had various effects on people's education levels, which supports the research goal. Some classes were canceled due to the pandemic, and others were moved online. People felt bored at home when the lessons were canceled and had nothing to do. They concentrated on reading more fascinating novels to increase their vitality and pleasure. Individuals with greater education levels are happier in life, according to Cuado and Gracia (2012), than those with lower education levels. Other researchers, such as Clark et al. (2019), contend that the more educated a person is, the less happy

they are. Their expectations for obtaining excellent work rise due to their education level, with the feeling that they are entitled to a higher and better position in the firm, resulting in competitive and unstable decision-making in the long run. The interview participants' responses differed regarding Covid-19 impacts on their education level. The reactions consisted of employees believing that Covid-19 affected their education level in a negative, positive, or it did not affect their education level.

4.3.4 Covid-19 and Salary

According to Clark et al. (2019), an individual's income level significantly impacts their degree of happiness and well-being. Individuals who are not financially stable tend to be more sensitive in their reaction to changes in income. Individuals also prefer to compare their salary levels to those of other employees and might be negatively impacted if they earn less than another employee in a comparable function. According to data acquired from interviews, employee satisfaction with their income changed before and after Covid-19. Few participants mentioned that while the pandemic had lowered their salaries, it did not make them sad because their employment and duties had also dropped, giving them a better work-life balance, contrary to Clark et al.'s (2019) argument. As a result, they expressed happiness. As a result of the pandemic, changes in income levels had a variety of effects on many employees' contentment levels. For example;

(Female, 35) reported: *"Prior to Covid-19, my pay was higher. I was let off due to Covid-19, but I was recruited back afterward with a lower salary; I was happy based on my tasks and responsibilities. The salary was good, and I could also support myself financially."*

(Female, 27) stated: *"I did not have to change my job due to Covid-19. I was also relieved because my basic salary remained unchanged; however, there were no work bonuses because I was not traveling for work or participating in extracurricular activities, but that did not affect my mood."*

During the pandemic, there were several changes in employment rates. Individuals would have to be dismissed due to a shortage of tasks to engage in as a result of not enough

projects coming in for the company. Some employees were later rehired due to an increase in the number of events and requests for the company. The findings demonstrate the importance of the field to the personnel.

Moreover, as Kim (2021) mentioned, employees who are not anxious about their financial condition now or in the future are likely to be happier since their financial situations are stable, and they will not have to work harder; the statement of two interviewees takers supported the theory. For example;

(Male, 26) stated: *"As an only child, I did not suffer greatly in terms of salary because my parents continued to financially support me even though I had been working for quite some time. When my basic salary was deducted due to Covid-19, it did not influence my happiness level because I was always content with my financial condition."*

(Male, 40) mentioned: *"During covid, I did not receive my entire basic wage; nevertheless, because of my savings account balance and the help of my family, I did not have any financial difficulties. My spouse was also working from home during the pandemic. We had the same expenditures as before Covid-19 while we were together."*

Financially successful individuals were not affected by Covid-19. They have the same expenses as prior to Covid-19, and they continued to engage in interesting activities to help them stay happy during the pandemic, supporting Kim's (2021) theory. Financially secure families were able to endure the pandemic by squandering their savings. People frequently spend money they have set up for difficult times, as many did during the pandemic. It provided them a sense of comfort because they no longer relied on others for money and could help others.

One other finding supported Clark et al.'s (2019) theory that employees with higher incomes are often happier. Part-time work in the events industry pays well enough for staff to meet their daily expenditures while allowing them to save for future initiatives. Financial difficulties are normal when beginning industry and must be addressed appropriately.

Employee salaries may be paid if funds are handled correctly and effectively. For example;

(Female, 24) stated: *"In terms of pay, prior to Covid-19, I was working as a part-time employee in the events sector, studying and preparing how I would establish my own event company. Even though it was part-time work, I was well-compensated and happy with it. The salary was difficult in the beginning after Covid-19 and setting up my firm because the company did not have enough clients. However, the company's financial condition improved quickly, allowing it to pay employee salaries and hire extra workers to assist with labor."*

Following Covid-19, one participant stated that the company extended full assistance to their staff. The organization ensured that employees received their basic wage throughout and after Covid-19, as well as additional bonuses to boost their motivation, engagement, contentment, and happiness levels. For example;

(Male, 21) stated: *"Prior to Covid-19, my firm simply paid me my base income, but after Covid-19, I received basic pay as well as frequent bonuses. It aided my financial situation and encouraged me to work more while simultaneously making me happier."*

According to the data gathered from the interviews, employee satisfaction with their salary altered before and after Covid-19. In some respects, the current research findings support past research by researchers, while others contradict it. Some participants claimed that their wages were better before the pandemic than after. They further stated that they only received half of their pay because the event was not accessible due to the pandemic. According to the comments, employees who did not pay enough to achieve financial stability due to the pandemic were less happy than others. Others said that losing their income due to Covid-19 had no impact on their happiness. With their exceptional saving ability and other conditions, such as being the only kid in a home whose parents were always financially supportive, they were doing well financially. Some claim that their

basic income remained stable during the outbreak, but they were denied incentives because they could not travel. It had no impact on their happiness, though, because they were paid the same as before the pandemic.

4.3.5 Covid-19 and Self

According to a prior study, physical and mental well-being substantially determines an individual's happiness level. However, mental well-being significantly influences an individual's happiness level more than physical well-being (Clark et al., 2019). The study's findings were separated into two categories: people who were pleasantly affected by Covid-19 and others who were severely affected by the pandemic mentally. To begin with, some participants stated that they felt happier and more confident in themselves due to the pandemic. They mentioned that the lockdown made them more optimistic and helped them improve their appearance and acquire confidence by learning who they are, thus making them happy. The findings support Yıldırım and Güler's (2021) theory of optimistic individuals were happier during the pandemic. Some people took advantage of the pandemic to boost their self-esteem. It inspired a few individuals to take the first step toward changing their lives and pursuing their dreams. This phase will assist them in self-improvement and self-satisfaction with themselves and their activities. Furthermore, the pandemic taught several employees that their relatives and friends love them for who they are, not whom they hope to become in the future. Receiving encouragement from family and friends pushes people to improve their performance to demonstrate that they can complete successful tasks. People became more supportive and encouraging of one another due to the pandemic, believing that support is critical to motivating and encouraging an individual's well-being. For example;

(Female, 24) stated: *"Even throughout Covid-19, I am immensely content with who I was and who I am. I'd always known what I wanted and was passionate about planning events and making people happy. I was satisfied with myself as an individual because of my parents' support when I was a child. They taught me that I could do anything I wanted and that making people feel happy and respected would change their lives for the better, which was something I wanted to do in the long run."*

(Male, 40) mentioned: *"If I were to answer this question two years ago, I would probably mention that I am unhappy with who I am. However, with the lifestyle change I had and my achievement over the years, I believe I came a long way and am proud of who I am now."*

During the pandemic, people engaged in activities that would aid their personal growth. Because of the repetition and more engaging ways of conducting the tasks, the activities revealed their effect after months. One individual mentioned that they became more focused on their well-being due to the pandemic in certain circumstances since they were convinced they wanted to feel secure in themselves in the future. They also did not know what would happen in the future, so they wanted to do Everything before things grew worse and they could not do the things they wanted to do. Few employees were allowed to reflect on their lives and what they intended to achieve in the future to better their personalities and talents. When individuals do what makes them happy, their levels of happiness and self-satisfaction rise spontaneously. The pandemic taught individuals that they must do anything they want without considering the repercussions. It helped them understand that fulfilling society's expectations will not satisfy them in the long term if they continue to do what is required rather than what they truly desire and value. For example;

(Female, 22) stated: *"Before Covid-19, I was always eating junk food and not exercising enough; however, during Covid-19, I decided to change my mindset and behaviors. I started to eat healthily, cook healthy food, exercise at home, and go for walks frequently, leading to a healthy body and mind. I realized after Covid-19; that I was more confident in myself."*

(Female, 23) stated: *"Even before Covid-19, I was battling with myself since I did not know what I wanted to do with my employment and education in the future. I did not want to disappoint my parents by dropping out because they had always been there for me physically and financially. I had time to think about what I wanted to achieve throughout Covid-19, which helped me acquire confidence in my abilities."*

(Female, 27) mentioned: *"According to the society, I am already a bad example in education and professional field. I took one more step for myself and started working on opening my industry in the events industry as I loved what I did and was not going to give up for the sake of the society."*

On the contrary, few participants suffered mentally due to the pandemic. The findings support the previous research on mental well-being and well-being affects an individual's happiness levels. Many people were impacted psychologically and physically as a result of Covid-19. However, Covid-19 had a significant impact on employees' mental health. Individuals were demotivated to accomplish even little everyday duties due to the pandemic. These resulted in long-term postponements of survival measures, causing people to become depressed and even clinically diagnosed, corroborating Greyling et al. (2020)'s notion of increased depression numbers. For example;

(Male, 26) stated: *"Before Covid-19, I was extremely confident and content with who I was and how I performed in life and my professional sector. However, after Covid-19, my psychologist diagnosed me with depression since I lacked the motivation to interact or do anything."*

(Female, 22) mentioned: *"I struggled from insomnia during the pandemic. I could not stop overthinking about what would happen in the future and whether I would survive this. As a result, I could not often sleep, which made my energy levels very low, making me less happy."*

Other data contradict Yıldırım and Güler's (2021) optimistic future view. People who suffered due to Covid-19 were dissatisfied with themselves and refused to accept themselves for who they were. One participant mentioned that their previous life accomplishments gave them a sense of self-worth. However, following the pandemic, the activities they were involved in and the ones that provided them self-confidence and self-actualization no longer met their needs and goals. Few participants mentioned that they did not procrastinate regarding their future because of Covid-19. They believed that no matter how well they performed in their everyday lives, they would not be happy in the future. Furthermore, their hopes for the future and themselves all changed into negative sentiments and behaviors because they were not expecting anything good with the pandemic

still hurting millions. People were also unsure about who they were and what would happen to them in the future due to the pandemic. People realized they had nothing to look forward to because the atmosphere was not safe and secure. For example;

(Male, 32) stated: *"I was more optimistic about life and my future before Covid-19. I have a propensity to be content with minor things. My personality altered after covid, and I am no longer easily pleased."*

(Female, 25) mentioned: *"Before Covid-19, I was content with who I was. However, after Covid-19, I became pessimistic about the future."*

(Female, 25) stated: *"What do I do now was the first phrase that came to mind during the pandemic. I was clueless about how things will turn out in the future and if I would survive or not. Before the pandemic, I knew what I wanted to do but later, I could not figure out how I could manage the situation."*

(Male, 21) explained: *"Everything was certain before the Covid-19 circumstances, and I had already prepared what I intended to do ahead of time. However, life after and throughout Covid-19 was not enjoyable since there was a lot of uncertainty and I was in a dangerous atmosphere."*

During the lockdown, participants stated it motivated them to meditate, cook, read, and exercise at home to improve their physical and mental health. However, owing to a poor attitude, they quickly lost interest and became uninspired. Before the pandemic, almost everyone said they felt more confident in themselves. They said they were mentally strong because they understood who they were and what they stood for. When Covid-19 began and nearing the end of the lockdown, they lost confidence since they were unproductive and hesitant to return to work or focus on their mental health, decreasing their satisfaction. Following the Covid-19 lockdowns, one participant claimed their therapists diagnosed them with depression.

4.3.6 Covid-19 and Happiness

People who are working are happier than those who are not, according to Helliwell et al. (2017). Covid-19 decreased the happiness level of people as they would hear death news due to the pandemic. Uncertainty about the situation and the precautions regarding health made a few participants unhappy. They did not know the right way to protect themselves from the disease and were scared of catching it or passing the virus to someone else. Even after the lockdown, people still were unhappy because they were overwhelmed by the guidelines, supporting Seraphin's (2021) idea of individuals feeling overwhelmed by the government regulations. The pandemic influenced people's job searches and inappropriate employment applications, which lowered their happiness levels. People seeking work during Covid-19 had a lot of difficulties because many jobs were limited. As a result, positions were available for those with more experience and higher incomes. However, one participant stated that they were obliged to accept the employment offers in certain circumstances to make ends meet during difficult times. For instance;

(Female, 22) stated: *"I was glad to be permitted to stay home for a few days at first, but as the situation got murkier and more deaths were reported, my joy faded. But, while I'm glad to be able to walk outside again, having so many different guidelines are overwhelming."*

(Male, 32) mentioned: *"The government did not make things easy for the industry. Now, when an event is happening, we need to consider many health regulations; otherwise, the government will not permit the event to occur. The process was a hassle as clients were forced to change their demand and our work became less compatible."*

(Female, 23) stated: *"I was unhappy before Covid-19, but it became even worse after Covid-19. The reason was my inability to locate a suitable career and maintain a positive relationship with my chosen field of study."*

Individuals' happiness levels dropped since they could not hang out and spend time with their family and friends, validating Hamermesh's (2020) theory of happiness with others. The theory suggests that people's pleasure levels are determined mainly by their connections; spending time with loved and respected ones makes people happier, as supported by one participant's reply. It was also discovered that people found it more challenging to communicate with one another after the pandemic. Miscommunications occur due to people's inability to engage and communicate their thoughts for an extended period, resulting in conflict and dissatisfaction. Covid-19 influences people's net-working since it makes it difficult to express oneself adequately and communicate effectively. One participant's answer to the interview questions supported the claim. For instance;

(Female, 27) stated: *"It is difficult to respond because I was happier before Covid-19 in terms of social interactions and hanging out with people."*

(Male, 21) specified: *"Before Covid-19, I was a lot happier. Everything I did was enjoyable, and I learned a lot from the relationships I formed. Because there were still ambiguities and people dying from the sickness, it became difficult to discern what others genuinely wanted and what I truly wanted after Covid-19."*

Many individuals tried a lot before the meetings to enjoy minor cheerful occasions throughout the pandemic. When scheduled gatherings, the guests were required to be tested before the event. The findings demonstrate that the participants are socially attentive to those in their immediate vicinity and do not want them to get the sickness. It also demonstrates that individuals are prepared to go the additional mile to have enjoyable events and maintain interactions even under challenging circumstances; one finding supported the idea. Consider this:

(Male, 40) mentioned: *"My satisfaction level improved as a result of Covid-19 since I was able to spend more time with my family and friends while also being tested ahead of time to stop the virus from spreading."*

Interestingly, one employee claimed that the pandemic did not affect their happiness levels. The reason might be because they were happy with their career, money, self, relationships, and overall well-being before Covid-19. They may see that the pandemic is unavoidable and that new technology and inventions will aid mankind in overcoming the challenges. Also, they believe that if they work together, they can overcome obstacles. For instance;

(Female, 35) stated: *"My happiness level is the same as before Covid-19. It was as though Covid-19 had never happened."*

The replies of the interviewees back up previous research. Due to the pandemic and a lack of fair work, one individual reported losing their job. They claimed that their happiness has decreased as a result of their unemployment. They expressed a desire to work and keep themselves occupied throughout the pandemic. However, one participant remarked in the interview that they are happy now that they are unemployed owing to the virus. They expressed dissatisfaction with their occupations before the outbreak, which substantially influenced their pleasure levels. They enhanced their satisfaction level after being unemployed due to Covid-19. They said they had enough time to figure out what they wanted to accomplish in the future while not being in an unpleasant environment. As a result of Covid-19, employees are happier when they are jobless in certain situations and less happy in others. External factors like as work happiness, compensation, and long-term professional goals can also be evaluated.

4.3.7 Conclusion

As a result of the interviews, it is clear that each employee has a unique approach to dealing with challenging situations. The study focuses on the hypothesis that there is a substantial difference in employee happiness levels regarding the standard of living, relationship, wage, education, and self before and after Covid-19.

4.4 Job satisfaction and Covid-19

Employees look for fair treatment, value, and opportunities to further their knowledge and experience in the working environment. The answers varied when asked about how satisfied the employees in the event management industry were before and after Covid-19. The interview results suggest a significant change in the satisfaction levels of employees in the events industry before and after Covid-19.

According to Vroom (1964), employees' work responsibilities and duties impact their level of pleasure and contentment. The study's findings corroborate Vroom's (1964) notion. According to one of the participants, they were satisfied with their jobs before Covid-19 since their duties and tasks were compensated. Due to defined duties, employees can research and prepare for a project ahead of time. Before beginning the event, players decide what they need to do well and get an extra accomplishment. There were many ambiguities and fluctuating duties in the workplace as a result of Covid-19, making employees uneasy and dissatisfied with their employment. Employees can better manage, plan, and perform when preparing for an event if they know what is expected. As a result, their working satisfaction would improve. One participant supported the idea of how having sufficient duties and tasks helped balance and improvise their happiness levels. Their job happiness fell after Covid-19. They expressed gratitude for having a job amid challenging times. However, they were dissatisfied with it because their duties and obligations rose while still getting half of their primary income. They stated that they were doing the tasks of two employees since the firm could not hire additional personnel owing to budgetary constraints. They unanimously agreed that they felt uninspired, un-supported, undervalued, and exploited, resulting in poor work satisfaction. Employees who are overworked and not fairly rewarded become demotivated and hesitant to return to the same company. People do not accept being treated unfairly or harshly by their employers after Covid-19. Because the pandemic has already harmed their pleasure levels, they value being in an atmosphere where they are cherished, respected, and taken into account. They do not want to be in an environment where they feel uncomfortable. Consider this;

(Female, 23) stated: *"Before the Covid-19 incident, I was thrilled with my employment and the work atmosphere. I felt respected and taken into account. I was satisfied with my work pre-Covid-19 because of my clear duties and responsibilities.*

I knew what was expected from me while I was in the office. I was not given additional tasks and responsibilities. However, after Covid-19, I realized that my satisfaction level decreased because my responsibilities and duties increased, and the guidelines were unclear. My boss expected me to perform tasks I did not have any experience in, making me furious, worried, and uncomfortable."

(Male, 26) claimed: *"My job satisfaction dropped after Covid-19 since my work and responsibilities grew, but I was still only paid half of my base income. I had no financial difficulties, but I did not think it was acceptable for our boss to treat his staff with disdain and provide them with unfair advantages. Due to laws and cost constraints, the manager became bossier as he struggled to identify the true events to perform and execute them correctly. He urged staff to work overtime and attend extra classes on their own time and expense. Many employees hand in their registration letters because the workload was physically and emotionally exhausting."*

Many firms were obliged to hire more licensees to survive the financial burden and avoid filing for bankruptcy. The findings revealed that there were insufficient tasks available for the licenses they presently possessed; as a result, they needed to implement a new system to keep up with new developments, customer demands, and wishes. Performing tasks in a new way entail investigating and improving each choice to collaborate successfully. As one participant mentioned, the necessitated training and a significant amount of time spent examining the characteristics. The staff appreciates employers who try not to terminate employees under challenging circumstances. Many staff was laid off as a result of the pandemic. As one participant mentioned, employees become more ready and willing to take on new jobs and responsibilities after being laid off for some time. Employees were delighted with their job throughout the pandemic since they were occupied with work and financially independent. For instance;

(Female, 23) stated: *"Because there was not enough employment to aid them financially, my firm had to alter its vocation. As a result, they formed a new firm focusing on social media events. But it was difficult because this was not the job I had applied for. When arranging the events, more analytes and analyses were*

taken into account. Because it was something new to me, I had to research extensively. It was a difficult moment for me because it was my first time. To keep up with the latest advances, I had to give up my social life for a while, making me unhappy."

(Female, 35) stated: "Prior to Covid-19, I was content with my employment. Because there were no jobs available during Covid-19, they put me on hold. Because I was offered a higher income and additional duties following Covid-19, my happiness level increased. I was relieved that I was not fired but rather placed on hold as a result of the dismissal of several employees. I do not think it necessary to communicate with my employees since I consider them coworkers."

According to Locks (1970), job satisfaction is when employees complete their duties effectively and efficiently. Participants claimed they felt more fulfilled when they met their responsibilities or brainstorm solutions to challenging problems. On the contrary, several employees stated that they were as content with their company's conditions and rules before today's pandemic, even though their pay was lower. They were pleased with the assistance provided by their company, which pushed them to come up with new and imaginative solutions to help them overcome the challenging issue without placing too much pressure on them and making them feel valued.

Employees in the events industry lost their sense of accomplishment because of Covid-19. Before Covid-19, one participant mentioned that people would be joyful and confident after completing a given assignment. Employees believed their tasks were not up to the company standards. It is strongly believed that they must perform better after Covid-19, regardless of how well they succeeded in a project. They were unhappy and insecure about the jobs they performed, which negatively impacted their happiness levels. One participant claimed that the pandemic had had their tasks made more difficult by their lack of technology awareness and ability. They needed to familiarize themselves with online platforms since all of the events were moved to being held online utilizing new technology that they were previously unaware of because they were only concerned with improving their events in the physical sense. It made workers understand that their efforts were insufficient since they had no expertise in conducting events on online platforms. It made them recognize that what they had been taught and learned in the industry was

ineffective for usage during the pandemic. As a result, employee satisfaction was impacted since they were not looking forward to investing more time, money, and effort into something wholly new and, in some ways, unpredictable. For instance;

(Male, 24) reported: *"Even though I was satisfied with my relationship with my job and coworkers after Covid-19, I was happier with my work before Covid-19 since it provided me a greater sense of achievement."*

(Female, 22) claimed: *"It was challenging to accomplish anything during Covid-19 since you could not do anything except when it was online. I was dissatisfied with our work at the start of the Covid-19 because it was difficult to transition from what we had learned to new and more imaginative ways of conducting events. I was satisfied with our pre-Covid-19 events due to their excellent quality. What we understood about event management was irrelevant in this case."*

Also, one participant mentioned that their satisfaction levels decline when they feel under pressure and that the employer expects far more from them than they can deliver into the job. Employees want to work in an atmosphere where they feel at ease and are not obligated to reach deadlines that might stress them out and lower their satisfaction. It takes some time to come up with new ideas. Employees who put pressure on their bosses may get anxious and unable to communicate or develop new ideas. They will be compelled to submit suggestions that may or may not be valuable to avoid being chastised for failing to come up with something. On the other hand, the findings support the notion that some personnel seek challenges because they feel they perform better under pressure. Because new initiatives were needed as a result of the pandemic, each person in the events industry was given a lot of responsibility. Employees will be more encouraged to work and try their hardest to devise effective and efficient activities to satisfy themselves first, then their employers, if they know that their employer would back them no matter what. As a result, these factors have influenced employee satisfaction in the events industry during the pandemic. For instance;

(Male 40) stated: *"As the senior manager of an events firm, I was under pressure to provide better and more motivating opportunities for the staff. Prior to Covid-19, I was happy with my employment. Covid-19, on the other hand, drove me to*

like my job more because it was more difficult and helpful for my self-esteem. I was highly appreciated in the organization since others in higher levels trusted me and my ability to overcome difficult situations."

(Female, 23) claimed: *"After Covid-19, the quality of work declined, and I became less satisfied with my work since the firm I was working for did not hire enough staff to complete the event correctly, owing to financial constraints. As a result, I was forced to do most of the job quickly, paying less attention to details and delivering unsatisfactory service. The work atmosphere was charming and enjoyable prior to Covid-19. Employees were expanding their knowledge and talents by coming up with creative ideas. They were obliged to come up with ideas after Covid-19 since they were under so much pressure that they could not think of anything and quit their work."*

Conversely, one individual stated that Covid -19 did not affect their job satisfaction. They indicated that they were already dissatisfied with their employment because it was not something they intended to perform professionally in the future. The findings showed that some employees believe their employer must be helpful, caring, and understanding to work in a calm atmosphere and perform special activities. They also like it when roles and duties are clearly defined, and they are allowed to demonstrate their expertise. It is also critical for employers not to abuse their position by treating employees unjustly and over-burdening them with tasks and obligations. Covid-19 assisted workers in determining what they wanted to do and how they might attain their goals. Employees' Job satisfaction or work colleagues do not hinder employees' desire to pursue their aspirations. Employees that are happy with their jobs still quit pursuing their ambitions. Their previous employer determines how workers desire to treat their prospective employees. People make sure to support, cherish, and respect their prospective workers when their employment changes and when they receive help and understanding from their existing employers. They understand what will improve employee contentment, productivity, and motivation at work. Following such practices in the aftermath of the Covid-19 pandemic will ensure employee contentment and pleasure. For instance;

(Female, 24) explained: *"I was content with my work before Covid-19, but I always desired more. As a result, in the Covid-19 scenario. With my pals from high school, I took advantage of the time off and founded my events industry firm. My previous employment satisfied me; my boss was kind and encouraging of my ideas and talents. When I was working with them, they even gave me feedback on my ideas. They gave me a lot of helpful advice and feedback on my industry. I eagerly embraced their suggestions because they were substantial and helpful. I felt appreciated at work and that my suggestions were considered. They gave me a better job and a higher income to keep me from leaving. However, I refused to take it and resigned. They taught me that a successful leader must be supportive and understanding of their staff in order for them to feel appreciated, respected, and considered. I felt thrilled after finishing my task."*

According to Lawler and Porter (1967), a company's incentive system influences its employees' satisfaction levels. Employee assistance during the job time with promoting possibilities and appreciating their thoughts might be the incentive scheme. One employee reported higher levels of satisfaction when they were regarded and respected at work, indicating that they esteem their colleagues' contributions. For instance;

(Female. 27) stated: *"I had more freedom at work after the Covid-19 issue, and I could choose my schedule. However, there is a significant drawback and tradeoff today that I cannot interact and speak with my coworkers because there is no set time for us to spend together and engage in enjoyable activities. There is no one in the office."*

Working hours have changed due to health rules prohibiting many employees from entering the workplace to reduce the danger of the virus spreading. Employees have the option of choosing their shifts and when they are available to come to work. However, this reduces staff communication and collaboration because they will not be there. The findings depict how, as a result of the pandemic, professional connections were forced to adapt, leading solely to work colleagues and not friends beyond the job.

Before Covid-19, employees had more opportunities to communicate with one another. Before the pandemic, they would exchange knowledge and get feedback from their colleagues. However, the workplace got more competitive, and individuals were given more options to stay motivated and content with their existing jobs. As a result, the employees' pleasure and satisfaction levels increased, as one participant mentioned. For instance;

(Female, 27) stated: *"I was happier before the Covid-19 scenario regarding relationships and interactions with coworkers. I also feel that my employer provides several possibilities and duties for me to advance in my profession and get further information, making me happier and more fulfilled. In the firm, my ideas and hard work are considered and listened to, making it more enjoyable to go to work."*

One participant stated that following the pandemic, personnel in the event sector began to value immediate satisfaction; this is because the workplace became extremely competitive as new ideas were given to demonstrate the new knowledge gained due to the new approach to accomplishing things. Employees grew egotistical and stopped aiding one another, believing their ideas were superior and deserved greater career prospects. As a result, employees were less motivated and content with their work since they were under mental and physical pressure to do better to keep up with or out-perform their peers. Consider this;

(Male, 21) stated: *"Prior to Covid-19, I was quite happy with my job and coworkers. However, after Covid-19, I began to despise the work atmosphere since I noticed that no one was driven or supporting those in need because everyone wanted to accomplish the greater good to advance in their careers. Before Covid-19, the corporation provided several possibilities to pursue your education. People sought rapid pleasure and rewards for their efforts; therefore, the work atmosphere became increasingly competitive following Covid-19."*

According to the findings of the interviews, there is a substantial difference in the satisfaction levels of event employees before and after Covid-19 due to various external and internal variables. When looking for a job, it is important to be well-liked and respected.

4.5 Event Management Industry and Covid-19

4.5.1 Impacts of Covid-19 on the Industry

When asked how the Covid-19 issue affected the event management industry, several respondents stated that a lot has changed since the outbreak. They said that several events were canceled or rescheduled, that attendance was down, and that activities were held under stringent Covid-19 rules. However, respondents had different ideas regarding canceling events' advantages and disadvantages.

The pandemic has had a significant impact on the events industry. Many papers and studies have been published to assess the damage's severity. According to Madray (2020), many events industry employees have lost their employment due to event cancellations. The findings of the participants also corroborate it. An interview participant indicated that they lost their jobs due to a lack of accessible positions in the industry. As a result, they had to hunt for other work while also considering other employment unrelated to the company to maintain themselves financially. Due to the severe pandemic condition, individuals are trying to make a livelihood, regardless of the employment they seek. Many employees in the events industry lost their job due to the pandemic. The pandemic affected them financially as they could not cover their expenses during the lockdown. The job hunt is continuously happening for employees that lost their jobs; however, because there are not enough events occurring in the industry, companies do not find it necessary to employ additional staff members. When employees were dismissed, the industry began to take advantage of the situation. They connected with employees with expertise and skill and offered them jobs with more outstanding salaries and positions to assist the firm in overcoming the crisis. Employees left their present firms to take alternative offers since they were unsure how long the pandemic would endure and needed extra finances to combat the virus, as mentioned by an employee. For example;

(Male, 21) stated: *"I was doing quite well financially before Covid-19; but, following the pandemic, I was placed on a waitlist at my firm. As a result, I could not spend much money and began looking for work, although I have yet to find one."*

(Male, 26) reported: *"Staff was fired. Other firms interested in the personnel offered them larger money or better positions, so they left our company and moved directly to others."*

Employees were transferred to focus on building technology improvement to be able to produce events online, according to Yudiyana et al. (2018). When people focus on technology innovation, they understand organizing activities online and maximizing the physical work. The assertions of the participants backed up the notion. Almost all participants mentioned that the influence of Covid-19 forced them to modify the way they held events. They added that they had to undergo additional training and courses on technical improvements to enhance the number of responses to the online events they were hosting due to the pandemic. They realized that previously, whatever information and expertise they had was meaningless and could not be applied in this scenario since everything had become virtual. They also claimed to invest heavily in technological development and interactive marketing to attract customers and raise brand awareness. As a result of Covid-19, the industry was forced to change its focus to online event planning to continue providing services even online. The industry employees became aware that they were not occupied with the proper knowledge and tools to make the events work during the pandemic. The pandemic led to demotivation and uncertainty within the workspace. Many firms gave additional classes and courses on how to use technology for hosting online events, supporting Yudiyana et al.'s (2018) hypothesis of technological advances. The findings gave the staff a more excellent grasp of the technology's purpose and use. The courses would help them feel less worried and more aware of what and how they should use technology to achieve their goals and satisfy clients, as stated by one employee. Companies were obliged to develop features that would suit the demands and wishes of clients who wanted to host online events when they switched to online events. One employee mentioned that the process involved devising activities that will boost participant engagement at the event, ensure that they have fun, and get more knowledge from the events. Additionally, to ensure customer satisfaction, they will return to host another event with their company. For instance;

(Male, 32) explained: *"We needed to migrate all our events online, but we were unsure which technology to employ. As a result, the corporation provided re-search groups and courses to familiarize us with the technologies and run successful and eye-catching online events with a high level of participation."*

(Female, 24) empathized: *"During the pandemic, I founded my events firm, which specialized in conducting excellent internet events. It was difficult to persuade clients to attend the events at first. However, we gave several benefits with the events organized, including encouraging physical exercise throughout the event and boosting mental wellness."*

Seraphin (2021), on the other hand, believed that the pandemic had a good impact on the sector. Seraphin (2021) believes that the pandemic gave the industry a chance to reflect on how they were carrying out their events, unprepared for such scenarios and primarily focused on offline event preparation. One participant stated that as a result of Covid -19, the industry was forced to change its focus to online event planning to continue providing services even online. Participants agreed with Seraphin (2021) that the Covid-19 pandemic caused the industry to reconsider how they were executing tasks. They have been hosting events similarly for so long that they have failed to contemplate the possibility that something may go wrong. It allowed them to build more advanced, imaginative, caring, and cooperative ways of presenting events that would grab clients' attention. For instance;

(Female, 24) stated: *"The Covid-19 pandemic has significantly impacted the industry. Because we were unprepared for such harsh events, all of our expertise and experience were meaningless."*

(Female, 35) claimed: *"One advantage for the industry was that we knew we had been doing everything easily without more research and that we had been on the same page for a long time to avoid disagreement and client discontent."*

According to Seraphin (2021), the pandemic had various effects on the events. The pandemic led to some events being canceled, others being postponed, while others were made into the hybrid format of holding events and entirely online. In other circumstances, the

event was held, but with tight safety requirements and the possibility of an increase in the number of participants or a change in site to avoid the spread of Covid – 19. The findings of the research supported Seraphin's (2021) claim. They decided many corporate activities would be canceled, with only a handful being rescheduled for later. They also said that they had to adhere to health standards if an event was being hosted. Also, to provide masks, hand sanitizers, and appropriate space between event attendees, and urge them to sign up ahead of time so that they may notify them if one of the participants is afflicted with the virus.

Nonetheless, several attendees reported that their organization held its activities routinely, without regard for safety rules, government restrictions, or social responsibility. It means that some industry were safeguarding their image by adhering to government restrictions and attempting to find appropriate alternative methods to partake in events without endangering people's lives. On the other hand, companies held their events regardless of the scenario to obtain financial profit and a competitive edge over their competitors, even throughout the pandemic. Clients or the government canceled events to prevent the illness from spreading further, causing financial hardship for many, says one participant. When events were canceled, many industries were finalizing their event preparations. The pandemic resulted in the firm incurring additional costs and not being able to be reimbursed for their efforts, time, and items created for the event. Following government health rules while conducting events takes the event organizers much time. Employees had to check attendees' details to confirm that they had been vaccinated or had a negative Covid-19 test. Participants were sometimes invited to check in before attending events; however, not everyone did, resulting in miscalculations of the number of attendees and an inability to notify everyone if someone in the audience tested positive. For instance;

(Female 27) stated: *"There were several 3-4 powerful performances that had to be canceled due to the pandemic, which had a financial impact on the firm I work for, the artist, and the country since all of the expenditures associated with the event were foregone."*

(Female, 22) reported: *"All were forced to follow the 2G regulations. The places we chose had constraints on the number of people who may attend or distance requirements. The registration process for the events was complicated. We could*

not track who was coming and who was not due to Covid-19. Some people who signed up could not attend since they were infected and did not notify us. As a result, we did not know the exact number of people who would attend the events."

The events that were held did not fulfill the clients' expectations due to the inability to organize all of the events online and following the standard procedure due to health constraints. Because they could not provide clients with high-quality service, industries were obliged to decline new work to avoid further harm to their brand. Clients also contacted other event companies hoping to receive better service and quality. The first thing the clients expected when the events were canceled was reimbursements. Some firms, on the other hand, did not have the luxury of returning the money that clients had supplied for the events in the first place since they had spent money on irreversible and intangible qualities. One participant mentioned that it resulted in client unhappiness and a reluctance to host future events with the same firm. For instance;

(Male, 27) exclaimed: "The participants were dissatisfied with the event's service. Five events were canceled, three were rescheduled, and many clients left our firm to go to another due to the poor service. Many work opportunities were lost due to the pandemic."

(Female, 27) mentioned: "Some canceled events were entirely refundable, while others were not. They were given tickets to the subsequent events. However, in certain circumstances, participants' schedules did not coincide, resulting in their inability to attend the event and receive refunds for their tickets. Nothing is given back in exchange, which is demotivating and discouraging for future occurrences."

Werner et al. (2021) asserted that firms increasingly focus more on hybrid events; the findings also supported the theory. These are the events that take place both online and offline. One participant mentioned that they rejected the notion and claimed that hosting online and offline events are expensive and time-demanding. They indicated that the attention would be separated into two halves, which might impact the quality of service offered. However, some industry has chosen to remain online even after Covid-19 to save further fees, even though their productivity is jeopardized. Due to the pandemic and the hybrid nature of the office job, a lot was coming and departing. Employees were required

to be always available and present in the office when needed. It prevented the employees from having a predictable and consistent schedule, leading to unhappiness and stress. Employees were compelled to sit alone at home with their computers for lengthy periods due to the hybrid work style. Employees were dissatisfied with the hybrid approach to event execution, says one employee. For instance;

(Female, 25) stated: *"Even after the lockdown, I was still performing my work from home and could go to the office when required. It was convenient and irritating."*

(Female, 24) claimed: *"My firm is not abandoning internet network. Every employee joins online and is graded based on that. It is exhausting for some of us to sit in front of a computer for long periods. Our boss was joining the meeting from the office, though."*

Some companies were adequately prepared for situations such as switching events to an internet platform and utilizing technology. Companies ensured that they were prepared for such scenarios by training their personnel on how to communicate and give a high-quality event to their employees, even if the events were hosted online. They were aware of the technology constraints and requirements for executing online events. They also discussed ways to improve the enjoyment and participation of event attendees online. For instance;

(Male, 40) stated: *"It had a significant impact on the industry, but not on our firm, since as a matter of corporate policy, we always had backup plans in place and had made significant investments in technology. Our events were successfully transferred to internet platforms. Some activities took place both online and in person. It caused the industry to reconsider how much it was paying for its events and to realize that focusing on online events and platforms would yield a better return in the future."*

Surprisingly, one participant stated that they were not socially responsible and did not postpone their gatherings in order to prevent the disease from spreading further during the pandemic. As a result, when clients learn that firms are still doing events during the pandemic, they call the company to host events, increasing revenues and spreading the sickness. For instance:

(Male, 40) stated: *"My firm did not cancel or postpone any events, based on my experience. We experienced a rise in the number of clients due to Covid-19; consequently, we could not decline the offers during the lockdown."*

4.5.2 Advantages and Disadvantages of Canceling Events:

Based on their own experience, personnel in the events industry calculated the benefits and drawbacks of canceling an event during the pandemic. Many participants agreed that one of the advantages of canceling an event would be to halt the spread of the virus, which may lead to long-term sickness or death. It means that the interviewees are socially responsible and feel that they may change circumstances if everyone is assisted from one side. For example;

(Male, 24) reported: *"We must all work together to limit the virus's spread and return to normalcy as quickly as possible. Please!"*

(Female, 25) stated: *"When events are canceled, the number of cases decreases. I also feel that wearing masks and adhering to the social distancing norms was an act of societal duty."*

(Female, 27) explained: *"It aids in the virus's containment. Furthermore, it instills dread in those attending the event, leading to disloyalty and a negative image of the organization due to disseminating non-compliance with rules."*

Many people were socially responsible and aware that activities must be canceled in order to reduce the number of cases. Government restrictions obliged them to cancel their activities; nevertheless, several clients and industry es canceled their events on their own to avoid public embarrassment and a reputation for being unsocial.

Furthermore, canceling an event would give people time to strengthen their connections with loved ones, enhance their mental and physical well-being, and expand their knowledge on many facets of life and the new standard established by the pandemic. For example;

(Female, 22) exclaimed: *"The lockdown aided me in gaining confidence and physical fitness. I started exercising at home and reading a lot. Canceling events helped with the mental and physical well-being of employees working in the industry. They had the time to work on themselves and spend time developing themselves. It can be beneficial for employees to feel well enough to come up with more innovative ideas to help with the Covid-19 situation."*

(Female, 25) reported: *"The benefit of canceling an event is that it might motivate staff to develop more imaginative and appropriate solutions for the present scenario. It also provides a competitive atmosphere among the employees."*

Employees can enhance their ties with their families by canceling gatherings. Miscommunications between parents and children may arise, and if they are not handled, both parties may struggle. The lockdown provided the ideal opportunity for the families to communicate and work out their differences. To others, the benefit of Covid-19 was that it improved family connections by reducing the danger of infection and the uncertainty of what might happen in the future. For example;

(Male, 21) stated: *"Because I had to spend months with my family due to the pandemic, I was able to strengthen my bonds with them. We reached an agreement on previous problems and established boundaries for future conflicts."*

Instead, Covid-19 increased the number of family disagreements. The participant mentioned that they did not have a strong relationship with their family prior to Covid-19 and that their relationship deteriorated when they were forced to spend the night together. It might be because they are not excellent at expressing themselves or because spending too much time with the same individual can irritate them. For example;

(Male, 40) stated: *"I was obliged to spend more time with my family due to the pandemic. Our relationship had been strained before the lockdown, and as a result of the lockdown, it deteriorated, and we began to argue about everything, making me miserable and frustrated."*

On the other hand, employees felt there were more downsides to canceling an event than positives. The most significant drawback several employees agreed on was the financial expense of canceling an event. They stated that all the expenditures they incurred to arrange and plan an event were a waste because they could not collect reimbursements in some circumstances and were only partially repaid in others. Companies were unable to meet corporate expenditures when events were canceled, resulting in a reduction in staff salaries. They were unable to provide their full earnings to the employers since they did not have any available positions and were paying half of their prior savings. Employees had financial difficulties as a result of this. They were obliged to take on more employment since they could not afford their previously reasonable costs. Due to financial concerns, some firms struggled to catch up to the expenditures following Covid-19. As a result, one employee mentioned that their contract was forced to be terminated. It also underlines the need to manage financial accounts in the event of an emergency in order to protect the brand image, reputation, clients, and staff. For instance;

(Female, 23) reported: *"Because I was not financially secure, earning my basic pay was the only way I could make a living; but, due to Covid-19, I only earned half of my basic wage, forcing me to work a part-time job to fund my costs."*

(Female, 24) stated: *"Many employees suffered financially because of event canceling. Some of my colleagues were forced to take a second job because they could not cover their expenses with the current salary."*

(Female, 27) mentioned: *"All of the money we spent on activities to plan and prepare the site before the lockdown was completely squandered. We could not obtain the return, and as a result, our firm suffered considerably, resulting in the termination of certain employees."*

Each event takes a long time to plan and perfect, requiring a lot of ideas and work from each employee. Canceling the events will depress the staff and leave them unmotivated to come up with fresh ideas, impacting their mental health. Furthermore, all the effort and hard work that has been put into the event have been foregone. In some cases, participants stated that they were not given credit for their efforts, making them feel unappreciated and unhappy. In addition, due to the low number of events, unemployment rates rose. Also, employees would be under a lot of strain and uncertainty if they had to put in a lot of effort and time to come up with fresh and inventive ideas appropriate for the present circumstances. The uncertain circumstances and the cancellation of events generated a competitive work climate among staff. Employee unhappiness and a sense of being devalued in the job resulted in decreased productivity. Employees feel disrespected, as if their hard effort has been lost when events are canceled since they will not be able to display the ultimate results of their project. Employees make every effort to develop concepts that will meet the client's demands. They invest much time, money, and effort into one event. As one participant mentioned, when that event is canceled, they become demotivated and hesitant to work on anything else. For example;

(Male, 26) stated: *"Although I presented numerous good ideas and activities to promote consumer involvement, I felt unappreciated and unconsidered. My colleague received credits, which made me quite angry."*

(Female, 22) stated: *"Employees feel demotivated since they devote all of their time, energy, and thoughts to this project, and they strive to come up with something wonderful to add more value to the events, only to have it canceled."*

(Female, 25) reported: *"The downsides would include a loss of employee effort, credit, and, in certain situations, unemployment and discouragement of employees to strive more."*

(Male, 26) mentioned: *"During the pandemic, our employer became very authoritarian and placed a lot of pressure on us. She overlooked that we were also suffering from the pandemic on a mental and physical level, and she failed to consider our sentiments, leading to a lack of drive to work harder."*

Additionally, one employee mentioned that they were also emotionally affected by the activities' cancellation. When employees do not have anything to do with their time or keep their minds occupied, they get nervous and upset. If someone has not been doing activities for a long time, they become accustomed to being unable to do simple jobs. Because other employees' expectations are high and always more is anticipated when events are conducted, being unable to complete little chores creates a sour attitude in the team. For example;

(Female, 23) stated: *"Mentally, not being able to perform any job impacts me. I get sluggish, which creates a negative work environment."*

According to the interview, several participants claimed that Covid-19 pandemic significantly influenced the events management industry. According to the participants, cancelling an event had more drawbacks than benefits.

4.6 Incentives to boost employee happiness

The Covid-19 pandemic is taught to all workers, particularly those in the events industry. On the other hand, companies are working hard to develop concepts and aspects that will increase employee satisfaction. Respondents proposed multiple options when asked about various incentives that a firm may implement to boost employee satisfaction.

Employees who believe their boss and industry value are more likely to be happy; according to Al Maktoum (2017), employee happiness will rise due to being helpful, cooperative, and understanding. Participants back up the hypothesis as well. They stated that developing an honest and trustworthy connection with the firm and the employer has a high possibility of enhancing their level of satisfaction at work and overall comfort. Participants also said that organizing gatherings to interact and present their results with everyone in the firm and the employer is another aspect that might contribute to their satisfaction level. It suggests that individuals wish to be encouraged and respected to work better and effectively. Furthermore, they indicated that if the organization gives more workshops and training to improve its employees' abilities, it will boost their contentment.

They are adding to this by introducing workplace competitions for furthering the development of ideas while obtaining intrinsic and extrinsic incentives in the long term. It shows that workers highly value their relationships with their employers.

One employee mentioned that they would be more likely to work for organizations that appreciate their employees' well-being both within and outside the workplace. Companies that care for their employees have better levels of pleasure and satisfaction, which leads to increased productivity and well-being. Additionally, one participant mentioned that employees highly emphasize workplace connections and interactions. Employees who interact well with one another will have the opportunity to get to know one another better, share their ideas, and seek help when needed. In the long term, creating a hostile work atmosphere will drive people to come to work and increase their satisfaction levels. One employee mentioned that the industry must help their employees' mental health. They hope that by doing so, employee contentment will rise dramatically. According to the theory, employees will perform better if they feel at ease and respected at work. Mental assistance to employees is seen as a long-term investment for the organization, leading to increased production. For example;

(Female, 23) stated: *"The firm must promote mental, physical, and work-life balance. They must also be explicit about the workers' roles and tasks."*

(Female, 27) exclaimed: *"The company can arrange some gatherings with the coworkers to meet them in person, especially to meet the newly recruited ones during the pandemic that we did not have the chance to meet or be welcomed to the company. The company allows employees to join online and offline when they want to work."*

(Female, 35) reported: *"Everyone's mental health was affected by Covid-19. If the organization provides psychological assistance, I believe it can increase employee contentment. They may advertise weekly therapy appointments for each employee. Although this will increase their costs, the employees will profit in the long term and can do their tasks more successfully in the future."*

Companies should urge employees to offer backup plans for each event, reducing employee anxiety and increasing the event's chances of success, even if a problem rises. It will increase employee contentment since they will know that if the event will follow as planned and that their efforts will be recognized and not squandered, stated one participant. Furthermore, employee happiness may be increased by the firm's understanding of the challenging circumstances; by not pressing them to be more productive and driven, the company can help them be happier. As stated by one participant, employees are more willing to share new ideas when they feel understood and not alone. The company might offer staff more time to gather knowledge by allowing them to go around and watch how other organizations and nations handle their events. Employees will be happier and trust the employer more since they will feel appreciated if they are exposed to different ways of doing events and allowed to travel. For instance;

(Female, 22) reported: *"We strive to provide backup plans for each occurrence to prevent unforeseen events from demotivating personnel. It reduces tension since you know what you can do if the project doesn't work out."*

(Male, 26) stated: *"Employers, in my opinion, should be more understanding and sympathetic to their employees. They should not place too much pressure on their personnel and avoid overburdening them with jobs and obligations."*

(Female, 24) mentioned: *"Increasing employee satisfaction, in my opinion, might be difficult. However, I feel that some initiatives, at least in my case, might boost happiness levels. I believe the organization should promote brainstorming sessions amongst departments and coworkers to generate fresh and original ideas. It would be difficult, but if they could grant extra vacation days or cover a portion of employee travel expenses to encourage them to work harder and study new ideas, it would benefit everyone in the long term, making them happy and appreciated."*

The employee mentioned that their satisfaction levels might rise if they do not feel like falling behind because of a competitive work environment. Employees must be encouraged to work in a cooperative environment to avoid becoming competitive and manage their time effectively. For example;

(Male, 21) empathized: *"Because of the pandemic, the workplace has become more competitive, making people physically and emotionally unhappy. As a result, I recommend that the organization foster a less competitive climate and encourage work-life balance to increase employee contentment."*

(Male, 40) exclaimed: *"Employers should arrange monthly competitive events and award the winner to boost employee happiness. It would be beneficial for both parties: the firm would be inundated with new processes for performing things, and the employees would be happy since they would get cash rewards if they won the competition."*

On the other hand, one employee felt that organizations should create a competitive climate so employees may be more productive and obtain immediate satisfaction, which could help them be happier. This approach will boost staff productivity while allowing fresh organization ideas.

4.6.1 Conclusion

Many industries strive to develop fresh ideas and elements to stay up with the current creative and employee expectations. Employees always anticipate various factors from firms to discover an excellent and accessible work environment.

5 CONCLUSION

5.1 Conclusion

The study aimed to ascertain how Covid-19 influenced employee happiness in the event management industry. Based on the theoretical background material gathered and the qualitative study analysis, it is possible to conclude that Covid-19 influenced employees in various ways.

Based on the diverse responses of the participants, the spread of Covid-19 has had a significant impact on their happiness levels. According to the findings, some employees stated that Covid-19 negatively impacted their happiness levels. In contrast, others indicated that it had a positive effect and that their happiness level was the same before and after the outbreak. The study also revealed which factors influence and can assist enhance employee happiness. Employee incentives, such as intrinsic and extrinsic rewards, were cited by participants as a factor that might help raise their satisfaction levels during the pandemic.

Furthermore, it was addressed and proven that the pandemic impacted employees' job satisfaction levels. The employee's duties, tasks, and expectations of catching up with rivals and functioning in the new regular market were enormous, resulting in a shift in their satisfaction levels. Participants, for example, claimed that they were more content with their job before Covid-19 since their duties and responsibilities increased after the Covid-19 outbreak. Also, employees stated that they were more satisfied with their work environment and jobs following the outbreak.

Moreover, employees and the findings suggest that the event industry and countries suffered severely as a result of Covid-19. It also serves the objective of determining how the Covid-19 affected the event industry in Vienna. The findings revealed that many events were canceled, others were postponed, some were transferred to be hosted online, and some took place but followed the government's health and safety rules. It demonstrated how a country's GDP and unemployment levels altered due to the pandemic. Furthermore, it explored technological improvements and inventive ideas to compete with the situation and reduce the impact of Covid-19 on employees, clients, and the industry.

Participants have several assertions that supported the previous study on employee satisfaction, happiness, and the benefits of Covid-19 on the sector. However, specific claims made by participants are unsubstantiated or have not been thoroughly explored.

5.2 Why are the findings important?

The research findings are relevant for various reasons and may be used to improve employee and individual well-being. First, it demonstrates how the Event Management Sector has been influenced by Covid-19 and determines what the new normal is for the industry to prosper. The findings aid in the future development of industrial ideas and concepts. They show how the industry was pushed to change its mindset from offline event planning to online event planning through modern technology. It also demonstrates the significance of technology advancement and innovation in interacting with consumers and capturing their attention. Additionally, it presents how the employees working in the events industry were affected by the pandemic regarding themselves, their relationships, salary, and happiness levels.

Furthermore, it identifies the elements that influence people's and workers' happiness levels in the short and long run-in terms of happiness. At the same time, the employer's initiatives to raise employee satisfaction and happiness levels were examined. The first-hand information supplied by industry participants can assist organizations in establishing new rules and regulations about the expectations of present or prospective employees. It demonstrates how employees should be treated to maximize productivity, high satisfaction rates, and minimal turnover while also establishing what elements influence their satisfaction levels. Furthermore, the data show what workers perceive as the benefits and drawbacks of event cancellation based on their own experience.

Additionally, the interviews will add value to the industry by means of employee expectations from their companies and how they could be supported to perform better within the industry. Also, the research adds to the idea of the event industry not being prepared in the long run and the changes that need to be made for a successful progress of the industry.

5.3 Research Limitations

The research was carried out with great care and consideration for numerous elements; however, one must consider certain limits while assessing the results. First, the sample size is too small to generalize the study's findings. Based on the sample size, it is impossible to tell how Covid-19 affected every employee in the events industry. Furthermore, the method employed to collect data was ineffective. Due to health laws and lockdowns in certain circumstances, interviews were done online. The data gathering procedure was hampered by a lack of a reliable internet connection or recording of the discussion. Finally, according to restrictions, gathering information and data from participants was conducted in a limited amount of time. In other circumstances, it takes longer to interview a participant because their calendar was too open or rescheduled for another day.

5.4 Recommendations

Some recommendation are suggested for the further study of the industry and the topic. First, it is extremely important to manage the interview time properly, since several participants went into great length discussing their challenges, leaving little time to fully explore other subjects. Moreover, the communication process must be improved because English was not some employees' native language, they struggled to communicate themselves clearly. Organizing and categorize the results of the interviews into relevant themes is important for the proper way of transcribing the findings. Researchers must avoid interviewing people who are suffering from mental illness prior to the pandemic, since this will have a detrimental influence on the study. It is also advised that the researcher have access to a bigger sample size for greater generalization of the results. The industry on the other hand, must take into consideration some processes to avoid damage in the long run. The event companies must make sure that their employees are prepared in every way for similar circumstances. They must be trained beforehand in different fields to increase their engagement levels and provide a better service. All personnel must get training that covers the fundamentals of the technologies that are utilized globally for professional and communication purposes. Additionally, encourage the staff to enroll in courses that will help them better grasp environmental issues and that will assist sustainability in terms of

both technology and the environment. Additionally, it would be advantageous if the company created a research and development department or another department with the responsibility of alerting the sector to any potential economic, environmental, and societal threats that may emerge in advance. The industry would then have access to information that may have an influence on it. With the knowledge, the staff will be more prepared for what to expect and more proactive in protecting their relationships with their clients and companies.

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APPENDICES

1.1 Interview Questions:

Question 1: Please tell me how Covid-19 has impacted your life in terms of standard of living, relationships, salary, education, and self? How about your happiness level, how has covid impacted that? Before and after Covid-19.

Question 2: Please tell me how Covid-19 has impacted the relationship and situation you have with your job, in terms of satisfaction?

Question 3: Please tell me how Covid-19 has impacted the Event Management Industry from your personal experience in terms of events and participants of the event?

Question 4: Could you please tell me what initiative can new policies should the industry undertake to increase your happiness level following Covid-19?

1.2 Interview participants:

Participant 1: (Male, 32). Married. Bachelor's Degree. 8 years of experience.

Participant 2: (Female, 25). Single. Bachelor's Degree. 3 years of experience.

Participant 3: (Male, 24). Married. Master's Degree. 1 year of experience.

Participant 4: (Female, 22). Taken. Bachelor's Degree. 2 years of experience.

Participant 5: (Female, 23). Single. High School Graduate. 3 years of experience.

Participant 6: (Female, 27). Single. Master's Degree. 2 years of experience.

Participant 7: (Male, 26). Taken. Bachelor's Degree. 2 years of experience.

Participant 8: (Female, 24). Taken. High School Graduate. 4 years of experience.

Participant 9: (Male, 21). Taken. High School Graduate. 2 years of experience.

Participant 10: (Male, 40). Married. PHD. 10 years of experience.

Participant 11: (Female, 35). Single. Bachelor's Degree. 5 years of experience.