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Understanding the Happiness Matrix by Examining Digital Influences on Career Happiness with the Adapted Fisher Model

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Abstract: *This study helps in understanding the impact of digital influences on career happiness by using the Adapted Fisher Model which focuses on digital contentment, digital connectedness, and digital achievement. A quantitative research design has been employed for the study and the data was collected through a structured questionnaire administered to 160 employees from both private and public sector banks. The questionnaire was designed to examine the perceptions of respondents towards digital tools in their workplaces and their career happiness. The responses were analysed using descriptive analysis and statistical techniques including regression analysis and independent t-test, to examine the relationship between digital factors and career happiness. Key findings of the study indicates that digital contentment and digital connectedness are significant predictors of career happiness. It has been found that employees reported a higher satisfaction when digital tools are user-friendly and foster communication and collaboration. It was found that Digital achievement, related to productivity gains from digital tools, did not significantly impact career happiness. A sectoral comparison was also done revealing that employees in private sector banks experience a higher-level career happiness than those in public sector banks. These results emphasize the need for organizations to not only invest in digital technology but also create an environment that supports digital connectivity and satisfaction to enhance employee well-being. This study helps in providing valuable insights for organizations that are looking to improve career happiness through the effective use of digital tools and platforms in contemporary business environment.*

Introduction

Organisations today operate in a dynamic environment that focuses on rapid technological advancements and adaptability. They focus on understanding employee expectations and structuring employee experience and satisfaction in a way that motivates employees and challenges them. According to (Bakker et al., 2021) from digital tools streamlining workflows to advanced platforms that

helps in enhancing communication and collaboration, technology has become the cornerstone of professional environments. Hence, it becomes very important for organisations to understand digitalization and how it influences employee engagement, well-being and happiness.

Career happiness is a very thoughtful construct that helps in capturing the overall employee satisfaction, sense of achievement, and emotional well-being. It is increasingly linked to the tools and technologies they use at work (Lyubomirsky et al., 2005). The traditionally accepted models of happiness, such as Fisher's (2010) framework, lay emphasis on the key dimensions like personal satisfaction, relationships, and accomplishments but these models often overlook the critical role that digitalization plays in shaping modern workplace experiences. The Adapted Fisher Model of Happiness tries to bridges this gap by incorporating technology-focused variables. These variables include Digital Contentment, Digital Connectedness, and Digital Achievement and examines their impact on employee career happiness.

Digital Contentment shows employees' satisfaction with digital tools and encompasses aspects like ease of use, accessibility, and alignment with job requirements, while Digital Connectedness focuses on how technology helps in understanding the social bonds and collaboration which are very important for a sense of belonging in organizations. Digital Achievement as a construct represents the perceived accomplishments and progress of employees through technology. It empowers them to meet goals efficiently and effectively (Venkatesh et al., 2003).

The study focuses on banking sector in Jaipur, Rajasthan. The hybrid blend of traditional processes and cutting-edge technology in banking sector today shows the dynamic relationship between digitalization and employee experiences. The management employees at middle and senior in banks usually face unique challenges and opportunities. They have been adapting to this digital shift and hence they become an ideal population for exploring the intersection of technology and career happiness (Accenture, 2021).

The aim of this study is to investigate and understand the role of digital tools in shaping career happiness. It tries to assess how employees in public and private sector banks perceive the digital transformation. The study focuses on variables like digital contentment, connectedness, and achievement. This research aims to fill the research gaps in the literature and offer insights for human resource practitioners and researchers. This study hopes to encourage policies and practices that promote digital well-being along with professional success.

A quantitative research design has been used with a survey-based methodology to collect data from employees working in both private and public sector banks. Sampling is one of the most important aspects of research and to ensure maximum generalisability stratified random sampling method was used to gather primary data from employees of selected banks through structured questionnaires. The responses were based on the experiences of employees with digital tools at the workplace and their overall career happiness. The sample consists of 160 respondents that were with demographically diverse in terms of age, gender, educational qualification, years of experience, and type of bank. For the analysis of data, the study employs statistical tools like regression analysis and independent t test to test the hypothesized relationships between digital tools and career happiness. The findings of this study will provide valuable insights into how digital environments impact employee well-being and satisfaction. The research also offers recommendations for organizations to enhance career happiness through technology integration.

Digital Contentment

Digital contentment can be understood as the emotional satisfaction derived from using workplace technology. It has become a pivotal area of focus in understanding employees' work experiences. Venkatesh et al. (2003) emphasize that perceived ease of use and utility are fundamental to employee satisfaction with technology. Employees who find their tools intuitive and efficient often experience reduced stress and increased job satisfaction. For example, streamlined platforms like task management systems or real-time communication tools can save time and reduce errors, contributing to contentment (Davis et al., 1989).

Several studies have elaborated on these findings. Baruch and Nicholson (1997) argue that employees' acceptance of digital tools depends not only on the usability of the tools but also on the organizational culture promoting their use. Moreover, research by DeLone and McLean (2003) on information system success highlights that user satisfaction is significantly influenced by system quality

and perceived value. However, challenges exist when digital tools are complex or poorly integrated, leading to frustration and disengagement (Bakker et al., 2021). Additionally, a study by Sharma et al. (2020) on Indian workplaces found that ineffective training programs on digital tools further exacerbate dissatisfaction.

Digital Connectedness

The concept of digital connectedness highlights the role of technology in improving collaboration, communication, and social bonding in the workplace. Tools like Microsoft Teams, Slack, and Zoom have become indispensable in ensuring employees feel connected, especially in hybrid or remote work environments. Krasnova et al. (2013) assert that frequent use of such tools can significantly enhance teamwork and build organizational loyalty. Similarly, Tarafdar et al. (2015) suggest that technology enhances employee connectivity by removing geographical barriers, enabling seamless collaboration.

Although digital tools are important but sometimes overuse of digital communication tools can have contrasting effect. Brown and Duguid (2017) caution that digital interactions, though efficient, may lack the emotional depth of face-to-face communication, potentially leading to feelings of isolation. A research study by Golden and Veiga (2005) further elaborates that remote employees often struggle with social connectedness, even though the employees were accessing digital tools. This highlights the importance of intentional, human-centred approaches to digital collaboration.

Research in the banking industry highlights the ambivalent effect of digital connectedness. Lee et al. (2020) noted that the staff of technologically progressive banks experience more collaboration but with higher levels of digital fatigue. With the spread of digital tools, the freedom of access and dependence is vital in building real relationships in the workplace.

Digital Achievement

Digital achievement is the feeling of the employees who satisfy themselves when using technology to achieve professional objectives. According to Grant and Ashford (2008), performance-tracking tools include dashboards and analytics platforms, which allow employees to track performance and accomplish milestones in an effective way. Equally, Dabbish and Kraut (2008) also discovered that technology enhances a feeling of ownership to work, which encourages employees to encourage themselves to take initiative to attain their objectives.

These assertions are supported by research in the banking sector. Such technologies as automation have enabled workers to spend time on strategic decision-making instead of doing something routine, which results in increased productivity and satisfaction (Accenture, 2021). However, researches have not been able to leave potential pitfalls unnoticed. As Bakker et al. (2021) observed, excessive dependence on technology may place excessive stress on the employees to deliver steadily high results, which could lead to burnout. Moreover, Chatterjee et al. (2018) also stress that the perceived usefulness of digital tools in promoting achievement also significantly differs regarding the level of digital literacy of employees, which points to the necessity of specific training programs.

Career Happiness

Career happiness is a multi-dimensional construct, which includes emotional well-being, fulfilment at work, and social connectedness. The classical models, like the model offered by Fisher (2010), much like their traditional predecessor, have a framework that tends to acknowledge satisfaction, relationships, and accomplishments as the main factors of happiness. These dimensions are also becoming more technologically integrated in the digital workplaces.

Studies indicate that employees who find satisfaction in the use of digital tools, have good virtual relationships, and can achieve a feeling of accomplishment in the use of technology tend to report career happiness (Lyubomirsky et al., 2005). This relationship has been further examined in the recent studies. To provide an example, Tims et al. (2013) have found that employees who are well-adapted to digital change have a higher level of job satisfaction and well-being. In the same way, the demand-control-support model of Karasek and Theorell (1990) states that employees who have access to supportive digital tools are more empowered and experience less stress, which leads to career happiness.

Research by Sharma et al. (2020) and Lee et al. (2020) notes the impact of digital transformation in the banking sector in transforming career happiness. Workers in digitally mature companies enjoy increased freedom and productivity, resulting in an increase in their level of satisfaction.

Digital overload and lack of support systems may negatively affect these advantages; however, these issues are associated with the significance of balanced and staff-focused digital approaches (Tarafdar et al., 2015).

The interaction between online satisfaction, connectivity, and success has a great impact on career satisfaction. Indicatively, content employees will find it easier to feel connected and will more likely meet their goals with the presence of a positive feedback loop. Venkatesh et al. (2003) points to the mediating role of perceived ease of use in achieving both connectedness and achievement. At the same time, the level of teamwork and productivity among digitally satisfied employees is also higher, which positively affects employee career happiness (Chen et al., 2022).

The individual variables have been studied well but the combined effect of these variables and their interaction still remain underexplored especially in the banking sector. This study tries to fill this gap by examining and analysing the collective impact of digital contentment, connectedness, and achievement on career happiness. The study also tries to provide a holistic understanding of how technology shapes workplace experiences.

Fisher's Model of Happiness

One of the most accepted models of happiness studies is the Fisher's Model of Happiness. This model emphasizes on four key pillars - personal contentment, connectedness, achievement, and work-life balance. As per the model, all these four constructs collectively contribute to overall happiness and well-being of employees in any organisation. This model is widely recognized for its holistic approach, integrating emotional, social, and professional factors to understand individual happiness. Fisher's framework provides a framework for analysing the internal and external factors that influence satisfaction in various life domains (Fisher, 2010).

Adapted Fisher Model of Happiness

The study uses the fisher model as a base frame work to understand employee happiness but with necessary adaptation. Adapted Fisher Model integrates Fisher's foundational concepts meanwhile incorporating various modern technological advancements. The framework in the adapted model focuses on digital contentment, digital connectedness, and digital achievement as primary determinants of happiness. This adaptation acknowledges the necessary and significant impact of digital tools on work environments, career satisfaction, and interpersonal relationships. The model has been specifically designed for the workplace. It tries to explores the role of technology in facilitating communication and collaboration. It also focuses on productivity that is ultimately responsible for enhancing employee career happiness. By addressing the digital transformation of workplaces, the adapted model provides a relevant and contemporary perspective on achieving happiness in a digitally advanced workplace and industry.

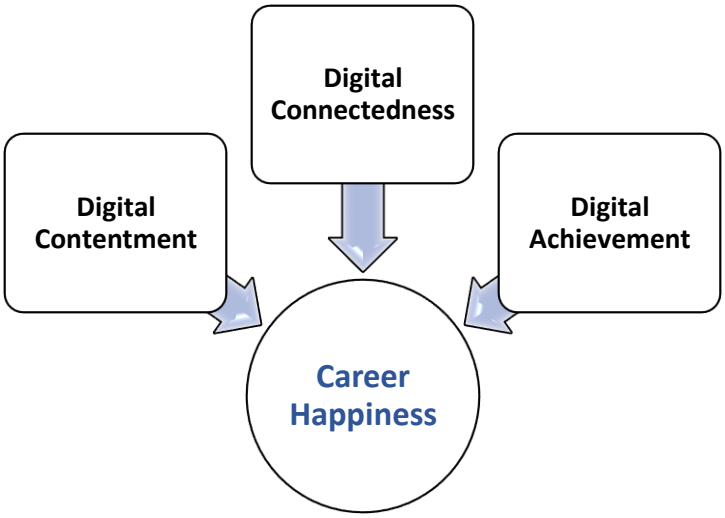


Figure 1: Proposed Model of the study

Objectives of the Study

- To explore how digital tools and platforms contribute to career happiness among bank employees.
- To analyse the impact of digital contentment, connectedness, and achievement on career happiness.
- To compare career happiness between employees in public and private sector banks based on digitalization factors.

Hypotheses

H_1: Digital contentment has a significant impact on career happiness.

H_2: Digital connectedness has a significant impact on career happiness.

H_3: Digital achievement has a significant impact on career happiness.

H_4: There is a significant difference between the career happiness levels between public and private sector bank employees.

Research Methodology

This study adopts a descriptive research design to examine the relationship between digital contentment, digital connectedness, digital achievement, and career happiness among employees in the banking sector. The focus of the study is on understanding the impact and influence of digital tools and methods on employee career satisfaction and well-being especially focussing on public and private sector banks. A quantitative research design was approached because it provides measurable insights and help in establishing patterns between the variables that have been identified.

The population of this study includes the middle and senior-level employees that are working in public and private sector banks in Jaipur, Rajasthan. The roles of these employees require exposure to digital tool and techniques thus are suitable for the study as they can provide suitable insights on how these impact the overall employee happiness. The sampling was conducted with help of a stratified random sampling technique as it ensures a fair representation of employees from both public and private banks. The population was divided into public and private banks as two strata and then participants were randomly selected from each group. A total of 160 respondents were surveyed which ensures the need of sample size adequacy in quantitative research.

Data has been collected using a structured questionnaire which has been designed to ensure that relevant information is captured for the study. The questionnaire comprised five sections. The first section was designed for collecting demographic details that included age, gender, education level, years of experience, and bank type. The next three sections were designed to collect data that can measure the independent variables—digital contentment, digital connectedness, and digital achievement. The last section helped in assessing the dependent variables which is career happiness. A five-point Likert scale ranging from "strongly disagree" to "strongly agree" was used for all variable-related questions. This ensured uniformity and ease of response from the participants of the study.

The measurement of variables has been guided by established theoretical frameworks. Digital contentment was evaluated using items adapted from Davis's Technology Acceptance Model.The model emphasized on perceived ease of use and usefulness (Davis, 1989). Digital connectedness was assessed using a modified version of Lee and Robbins's Social Connectedness Scale (1995). The model was carefully adapted with relevant constructs so that it focuses on digital interactions and collaboration. Digital achievement has been drawn from Locke and Latham's Goal Setting Theory (1990). It emphasis's goal accomplishment and productivity facilitated by digital tools. Career happiness was measured by using elements that are inspired by Fisher's Model of Happiness (2010). The model has been adapted to include the digital dimension for the study.

Data analysis was conducted using SPSS software. Descriptive statistics has been used to present and summarize the demographic characteristics of the respondents. Reliability of data was checked using Cronbach's alpha that shows the internal consistency across the variables. Multiple regression analysis was applied to explore the influence of independent variables (digital contentment, digital connectedness, and digital achievement) on the dependent variable (career happiness). Along with regression, an independent t-test was also performed to compare the difference between career

happiness between employees of public and private sector banks in order to provide insights into sectoral differences.

The research methodology adopts a structured quantitative approach and accompanied by a robust sampling strategy and validated instruments. Such a methodology significantly ensures a systematic investigation into the impact of digitalization on career happiness within the banking sector. It thus helps in offering valuable insights for both public and private institutions.

Data Analysis

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.828	17

Table 2: Reliability Statistics of each Variable

Variables	Cronbach's Alpha	N of Items
Digital Contentment	0.876	4
Digital Connectedness	0.782	4
Digital Achievement	0.799	4
Career Happiness	0.856	5
Total		17

The reliability analysis that has been shown in table 1 and table 2 interprets that the overall scale (that consists of 17 items), has a strong internal consistency. The Cronbach's Alpha value of 0.828 shows the same. The Digital Contentment variable demonstrates the highest reliability (α = 0.876, 4 items), which is followed by Career Happiness (α = 0.856, 5 items). Digital Achievement (α = 0.799, 4 items) and Digital Connectedness (α = 0.782, 4 items) also exhibit a reliability value that is acceptable for further testing. These results suggest that the data is reliable and also consistent in measuring the constructs within the study.

Demographic Profile of respondents

Table 3: Gender

		Frequency	Percent
Valid	Male	98	61.3
	Female	62	38.8
	Total	160	100.0

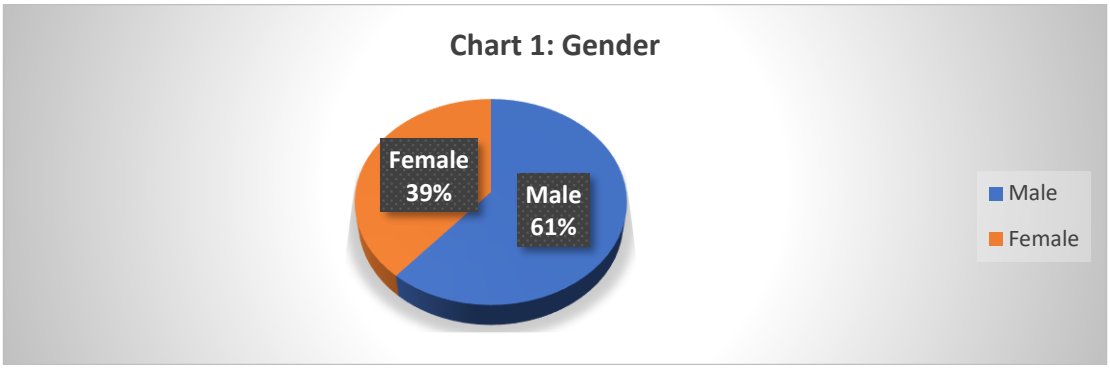


Table 4: Age

		Frequency	Percent
Valid	20 - 30	32	20.0
	30 - 40	53	33.1
	40 - 50	39	24.4
	Above 50	36	22.5
	Total	160	100.0

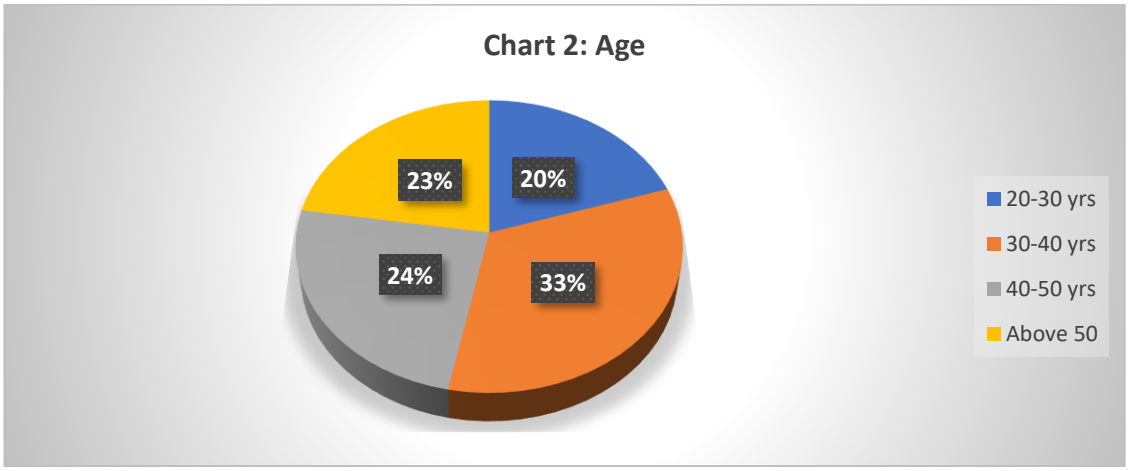


Table 5: Qualification			
		Frequency	Percent
Valid	Graduate	55	34.4
	Post Graduate	96	60.0
	Other	9	5.6
	Total	160	100.0

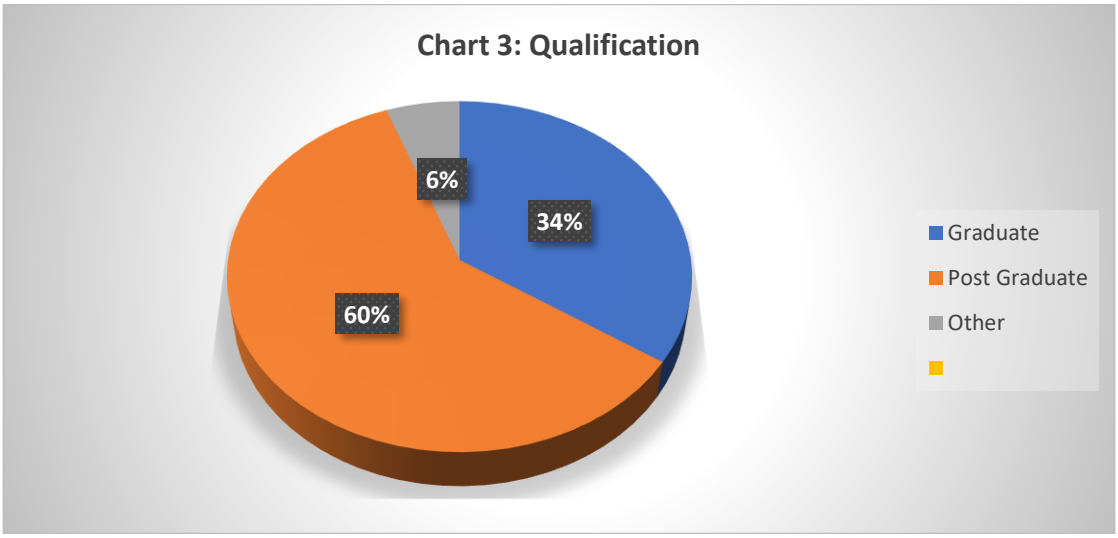


Table 6: Experience			
		Frequency	Percent
Valid	Less than 1 year	22	13.8
	1 - 5 yrs	14	8.8
	5 - 10 yrs	32	20.0
	10 - 15 yrs	15	9.4
	15 - 20 yrs	40	25.0
	20 - 25 yrs	24	15.0
	More than 25 yrs	13	8.1
	Total	160	100.0

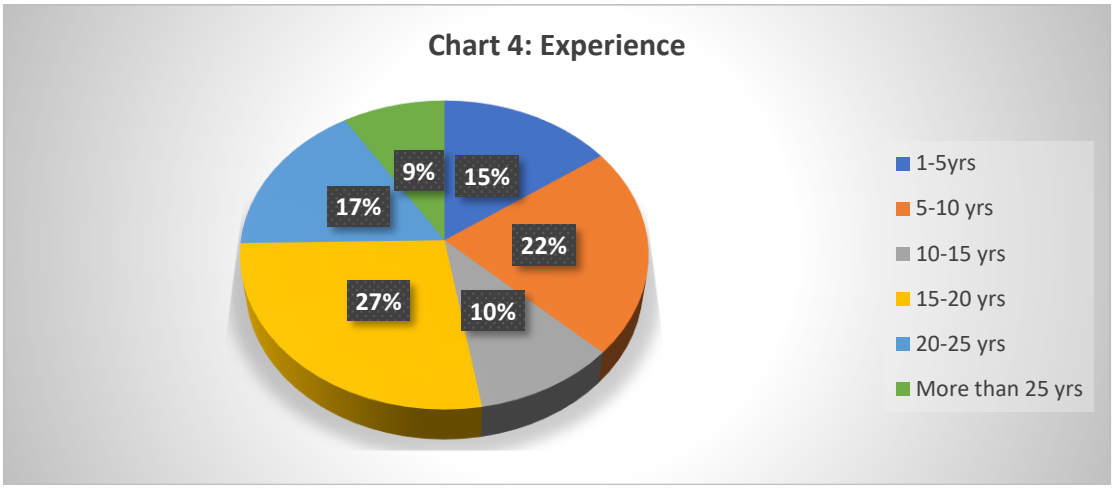
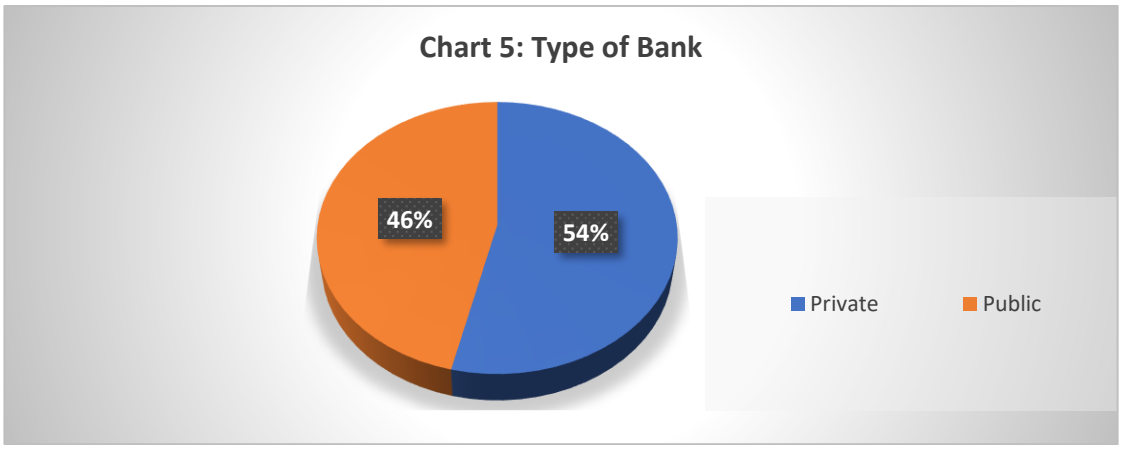


Table 7: Type of Bank			
		Frequency	**Percent**
Valid	Private	86	53.8
	Public	74	46.3
	Total	160	100.0



The demographic profile of the respondents indicated in tables above shows that 61.3% are male and 38.8% are female. The majority of the employees belong to age group of 30–40 years category (33.1%), followed by 40–50 years (24.4%), above 50 years (22.5%), and 20–30 years (20.0%). With respect to educational qualification, 60.0% employees are Postgraduates, 34.4% are Graduates, and 5.6% bank employees fall under other categories. The experience levels of the respondents are found to be diverse, with 25.0% of bank employees having 15–20 years of experience, 20.0% with 5–10 years, 15.0% with 20–25 years, 13.8% with less than 1 year, 9.4% with 10–15 years, 8.8% with 1–5 years, and about 8.1% of employees with more than 25 years of work experience. The respondents are found to be nearly equally distributed across public and private sector bank types, with 53.8% from private sector banks and 46.3% from public sector banks. This indicates a balanced representation.

Hypotheses Testing

H_1: Digital contentment has significant impact on career happiness.

H_2: Digital connectedness has significant impact on career happiness.

H_3: Digital achievement has significant impact on career happiness.

Table 7: Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.799[a]	.639	.632	.34005
a. Predictors: (Constant), Digital contentment, Digital connectedness, Digital achievement				

Table 7 indicates the model summary that shows a strong correlation (R = 0.799) between the predictors (Digital Contentment, Digital Connectedness, and Digital Achievement) and the dependent variable (Career Happiness). The R Square value (0.639) indicates that 63.9% of the variance in Career Happiness can be explained by the combined effects of these predictors, demonstrating a substantial fit. The Adjusted R Square (0.632) accounts for the number of predictors and sample size, affirming the model's reliability.

Table 8: ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	31.881	3	10.627	91.899	.000[b]
	Residual	18.039	156	.116		
	Total	49.920	159			
a. Dependent Variable: Career Happiness						
b. Predictors: (Constant), Digital contentment, Digital connectedness, Digital achievement						

The ANOVA results indicated in table 8 shows that the model is statistically significant. The F-value is 91.899 and a p-value is 0.000. This confirms that the combined effect of Digital Contentment, Digital Connectedness, and Digital Achievement has a significant impact on Career Happiness and predicts it considerably. The low residual sum of squares (18.039) again supports the effectiveness of the model and explains the variation in the dependent variable appropriately.

Table 9: Coefficients[a]							
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**Hypotheses Supported/Not supported**
		B	**Std. Error**	**Beta**			
1	(Constant)	.837	.186		4.496	.000	
	Digital Contentment	.358	.064	.402	5.582	**.000**	**H1 Supported**
	Digital Connectedness	.318	.052	.410	6.152	**.000**	**H2 Supported**
	Digital Achievement	.069	.054	.082	1.273	**.205**	**H3 Not Supported**
a. Dependent Variable: Career Happiness							

The above coefficients table demonstrates the individual contributions of the predictors (Digital Contentment, Digital Connectedness, and Digital Achievement) toward Career Happiness. The values suggest that Digital Contentment shows a significant positive effect and with a standardized beta coefficient of 0.402 and a p-value of 0.000, indicates that higher levels of digital contentment is strongly associated with increased levels of career happiness in employees. Digital Connectedness also has a significant positive impact, with a standardized beta coefficient of 0.410 and a p-value of 0.000, and it suggests that feeling digitally connected and relevant helps in enhancing the overall career happiness. Digital Achievement also has not been found to exhibit any statistically significant effect on Career Happiness, as indicated by its standardized beta coefficient of 0.082 and a p-value of 0.205. This suggests that while digital achievement might have some influence on career happiness levels but it is not a very significant determinant of career happiness in this model.

It can be concluded that Digital Contentment and Digital Connectedness significantly impact Career Happiness and thus it confirms our proposed hypothesis I and hypothesis II. However, Digital Achievement does not have a statistically significant impact and thus leads to the rejection of Hypothesis III. Together all three predictors are found to explain a substantial portion of the variance in Career Happiness. This highlights the importance of contentment and connectedness in fostering career satisfaction.

H_4: There is a significant difference in career happiness levels between public and private sector bank employees.

Table 10: Group Statistics					
	Type of Bank	**N**	**Mean**	**Std. Deviation**	**Std. Error Mean**
Career Happiness	Private	86	3.7578	.47873	.05162
	Public	74	3.5318	.66181	.07693

The above table shows that the mean career happiness value for private sector bank employees is 3.7578 (standard deviation = 0.47873) and it is found to be higher than that of public sector bank employees with a mean of 3.5318 (standard deviation = 0.66181). This finding suggests that private sector employees show a greater career happiness level on average when compared to their public sector counterparts.

Table 11: Independent Samples Test											
		Levene's Test for Equality of Variances		**t-test for Equality of Means**							**Hypotheses supported/ not supported**
		F	**Sig.**	**t**	**df**	**Sig. (2-tailed)**	**Mean Difference**	**Std. Error Difference**	**95% Confidence Interval of the Difference**		
									Lower	**Upper**	
Career Happiness	Equal variances assumed	5.032	.026	2.498	158	.014	.22603	.09048	.04732	.40475	
	Equal variances not assumed			2.440	130.768	**.016**	.22603	.09265	.04275	.40932	**H4 Supported**

Table 11 indicates the differences in level of career happiness between employees in private and public sector banks. The values of Levene's Test for Equality of Variances indicate a p-value of 0.026. This suggests that equal variances cannot be assumed and that the "Equal variances not assumed" row of the t-test is much more appropriate for its interpretation. The t-test shows a t-value of 2.440 with 130.768 degrees of freedom and a p-value of 0.016 which is less than 0.05. This clearly reflects that the difference in career happiness levels between the both private and public sector employees is statistically significant. The mean difference is 0.22603, with a 95% confidence interval ranging from 0.04275 to 0.40932. It confirms that private sector employees experience significantly higher career happiness compared to public sector employees.

The hypothesis (H4) is supported, as there is a significant difference in career happiness levels between employees in private and public sector banks, with private sector employees reporting greater career happiness.

Discussion

The study focuses primarily on understanding the impact and role of digital factors that possibly influencing career happiness. Digital contentment relates to employees' job satisfaction with the ease and efficiency of the digital tools at their disposal has been emerged as a key contributor to career happiness. This finding is aligned with and found to be consistent with previous studies. The previous studies have

shown that positive perceptions of digital tools can significantly enhance employees' job satisfaction (Davis, 1989). The present study and its findings clearly suggest that when employees feel comfortable and supported by the digital resources at their workplace then career happiness levels of such employees are found to be notably higher. This aligns with research by Venkatesh and Bala (2008), who found that perceived ease of use and usefulness of digital tools are very important determinants of employee satisfaction which then in turn positively influences the overall job satisfaction among employees.

Digital connectedness was found to be another strong predictor of career happiness. Digital tools that help in easy and seamless communication, exchange of feedback and collaboration are foun to be essential for enhancing employees' sense of connection to their team members. This finding supports the work of Lee and Robbins (1995), who have argued that digital connectedness creates a sense of social integration and thus contributes positively to career happiness. The ability to communicate and collaborate effectively through digital platforms enhances professional relationships and reduces feelings of isolation (Bell & Kozlowski, 2002).

In contrast to the above findings digital achievement although has been linked to productivity and task completion but do not show a statistically significant effect on career happiness. Digital tools have been found to improve work efficiency but they do not assure a higher level of job satisfaction among employees. When they are integrated within a broader supportive work environment that promotes work-life balance, professional development, and meaningful work (Locke & Latham, 1990). This is in line with the findings of the previous researches suggesting that task performance alone is not sufficient to enhance the overall career satisfaction and it does not contribute to employee’s motivation at intrinsic level or professional growth (Ryan & Deci, 2000).

The comparative analysis between private and public sector bank employees revealed a significant difference in career happiness. The employees in the private sector show a higher level of career happiness. This result aligns with previous research that indicates that private sector organizations often provide more flexible work arrangements and better access to technology that can contribute to greater job satisfaction (Robinson & Judge, 2013). Organizational culture and the availability of digital tools that support innovation are often found to be more than prominent in private sector firms which in turn leads to higher employee happiness (Jansen et al., 2016).

This study draws a significant attention towards the need and importance of digital tools. Digital tools and methods helps in enhancing productivity and helps organisation build an environment where digital resources contribute well to overall career satisfaction and work-life balance of employees.

Findings and Implications

The key findings of this study highlight that the digital contentment and digital connectedness significantly promote career happiness. Based on the findings both variables emerged as strong predictors of career happiness. This clearly emphasize on the need and importance of user-friendly technologies and strong communication platforms in the workplace. Employees that feel they are supported by technology and able to stay connected to their teams are found to be more likely to report higher levels of career happiness and better employee experience. Digital achievement did not show a significant impact on career happiness. This suggests that while digital tools are crucial for enhancing work performance, they are not only sufficient on their own to improve the overall job satisfaction. It is possible only if they are integrated into a broader supportive digital environment that helps in encouraging a better work-life balance and professional development in organisations.

The significant difference in career happiness between private and public sector employees suggests that organizational factors including work culture, digital tool accessibility, and job flexibility, can influence the relationship between digital tools and career happiness. Private sector employees have reported a higher career happiness that is potentially due to more flexible working conditions and better access to digital resources. Such climate support innovation and efficiency.

The implications of these findings are very far-reaching for any organizations that is aiming to improve employee satisfaction through various digital means that are accessible. Companies should emphasise on increasing the usability and effectiveness of their digital tools. It helps in fostering a connected and collaborative digital work environment. This ensures that employees feel supported in using new technologies and that these technologies help facilitate their professional growth. An enhanced career progression can significantly enhance their career happiness. Promoting digital tools

that support work-life balance and professional relationships can also help in significantly boosting employee satisfaction.

Future Scope of Studies

This study opens various paths for future research in relation to the intersection of digitalization and career happiness. The mediating role of work-life balance between digital tools and career happiness can also be studied further. Future studies could also try to examine how digital technologies contribute to work-life balance focussing on remote or hybrid work settings. While this present study on employees in the banking sector the future research could be extended to the scope of employees across various industries. Comparing the effects of various digital influences and constructs on career happiness across different sectors could also provide valuable insights into sector-specific factors.

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