



# Enhancing Job Satisfaction Through Promotional Policies in the Tourism Sector: A Study of West Bengal

Dr. Sudatta Banerjee <sup>1</sup>(ORCID-0000-0003-1007-9640) | Dr. Debdip Khan <sup>1\*</sup>(ORCID-0000-0002-8172-830)

<sup>1</sup> Department of Business Administration, Burdwan Raj College, Burdwan, W.B., India.

Corresponding Email: <sup>1\*</sup> debdip.khan@gmail.com

## How to Cite this Article:

Banerjee, S. & Khan, D. (2026). Enhancing Job Satisfaction Through Promotional Policies in the Tourism Sector: A Study of West Bengal. International Journal of Creative and Open Research in Engineering and Management, *2*(6).  
<https://doi.org/10.55041/ijcope.v2i6.045>

## License:

This article is published under the terms of the Creative Commons Attribution 4.0 International License (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, provided the original author(s) and the source are credited.

© The Author(s). Published by International Journal of Creative and Open Research in Engineering and Management.



<https://doi.org/10.55041/ijcope.v2i6.045>

**Abstract:** This paper addresses the dearth of focused research on the influence of promotional policies on job satisfaction within the tourism sector of West Bengal, India, as well as the unique Human Resource Development (HRD) challenges faced by tourism service providers in this region. Drawing upon existing literature on job satisfaction, HRD, and tourism, this study fills crucial gaps by investigating the specific impact of promotional policies on employee satisfaction and engagement within the context of West Bengal's tourism industry. Through a combination of qualitative and quantitative methodologies, including surveys, interviews, and case studies, the research explores the effectiveness of promotional strategies in enhancing job satisfaction among tourism employees. Additionally, the study identifies and examines the distinct HRD challenges encountered by tourism service providers in West Bengal, considering the region's socio-economic, cultural, and infrastructural dynamics. By offering empirical insights and strategic recommendations, this paper contributes to both academic scholarship and practical policymaking efforts aimed at fostering organizational effectiveness, employee well-being, and sustainable growth within the tourism sector of West Bengal.

**Key Words:** Tourism policy, Job Satisfaction, HRD, Economic Development, Promotional Policy.



## Introduction

From ancient times to the present day, travel has held a deep fascination for the global community. In recent years, the tourism sector has experienced significant growth, driven by improved service facilities and the allure of tourist destinations. This paper delves into the identification of potential tourism policies aimed at enhancing job satisfaction for both current employees and future recruits. Through various human resource development (HRD) mechanisms, it is evident that factors such as employee development, promotional policies, working conditions, hierarchical structure, authority, power dynamics, prestige, and recognition play crucial roles in cultivating job satisfaction.

The tourism industry is a significant contributor to the economy, heavily relying on the satisfaction and motivation of its workforce. Employee job satisfaction within this sector can lead to enhanced performance, better service delivery, and ultimately, a more successful and sustainable industry. This study explores the impact of promotional policies on job satisfaction, providing insights for policymakers and addressing HRD challenges to enhance job satisfaction among tourism service providers in West Bengal, India.

## Literature Review

Tourism is a vital component of the global economy, contributing significantly to GDP and employment (UNWTO, 2020). The sector's growth has been fueled by increasing global mobility and the development of tourist infrastructure. In India, tourism has been identified as a key driver of economic growth, with states like West Bengal leveraging their cultural and natural attractions to attract tourists (Ministry of Tourism, 2021).

Job satisfaction is a crucial aspect that influences employee retention, productivity, and overall service quality (Locke, 1976). In the tourism sector, job satisfaction is influenced by various factors including working conditions, remuneration, career advancement opportunities, and recognition (Chiang et al., 2018). High levels of job satisfaction are associated with lower turnover rates and higher levels of employee engagement and performance (Kim et al., 2019).

Promotional policies play a pivotal role in employee motivation and satisfaction (Herzberg, 1968). Effective promotional policies can lead to higher job satisfaction by providing clear career paths, opportunities for advancement, and recognition of employee achievements (Huselid, 1995). Research indicates that employees are more likely to be satisfied with their jobs when they perceive that there are opportunities for growth and advancement (Ng et al., 2021).

HRD in tourism encompasses training, career development, and organizational development to enhance employee performance and satisfaction (Swanson & Holton, 2009). Effective HRD practices are crucial for addressing the dynamic needs of the tourism industry and ensuring employee satisfaction (Baum, 2007). Training and development programs are particularly important for equipping employees with the skills necessary to meet the demands of the tourism sector (Lee & Chen, 2020).

The organizational culture within tourism companies plays a significant role in shaping job satisfaction (Tsaor & Tang, 2019). A supportive and inclusive organizational culture can enhance job satisfaction by fostering a sense of belonging and mutual respect among employees (Deery & Jago, 2015). Organizations that prioritize employee well-being and create a positive work environment are likely to see higher levels of job satisfaction (Luthans & Youssef-Morgan, 2017).



Work-life balance is another critical factor influencing job satisfaction in the tourism sector (McGinley et al., 2021). The demanding nature of tourism jobs, which often require irregular hours and long shifts, can negatively impact work-life balance and job satisfaction (Zhao & Ghiselli, 2016). Organizations that implement policies to support work-life balance, such as flexible scheduling and adequate time off, can improve job satisfaction and reduce burnout (Karatepe & Karadas, 2014).

Sustainable tourism practices, as advocated by Banerjee and Khan (2021), are not only pertinent to ecological and mass tourism but also have implications for job satisfaction within the tourism sector. When organizations adopt sustainable practices, they often prioritize employee well-being, which can positively influence job satisfaction. Additionally, the implementation of sustainable initiatives, such as value chain mapping (Khan and Banerjee, 2020b), can involve employees in meaningful ways, leading to greater job satisfaction through engagement in environmentally conscious activities. Moreover, sustainable tourism's emphasis on balanced economic, social, and environmental approaches aligns with the goals of promotional activities aimed at enhancing job satisfaction. Promotional efforts that highlight an organization's commitment to sustainability can resonate with employees, fostering a sense of pride and purpose in their work. By integrating triple-bottom-line principles into promotional strategies (Khan and Banerjee, 2022), companies can effectively communicate their dedication to creating positive impacts on both the environment and the community, further bolstering employee satisfaction.

Furthermore, initiatives like waste management in tourism (Khan and Banerjee, 2020a) can directly impact employee experiences and job satisfaction. Implementing efficient waste management systems not only contributes to environmental sustainability but also improves working conditions for employees. A clean and organized workplace resulting from effective waste management practices can enhance employee morale and job satisfaction, as employees feel valued and supported in their working environment. Therefore, linking sustainable tourism practices and promotional activities with job satisfaction underscores the interconnectedness of organizational efforts in creating positive workplace experiences within the tourism sector.

West Bengal is a prominent tourist destination in India, known for its rich cultural heritage, historical landmarks, and natural beauty. The state's tourism sector has shown substantial growth, necessitating a focus on sustainable HRD practices to maintain and enhance job satisfaction among tourism service providers (West Bengal Tourism Department, 2022). The development of promotional policies that align with the unique characteristics of West Bengal's tourism sector is crucial for fostering job satisfaction and retaining talent in the industry (Chatterjee & Bhattacharjee, 2023).

Sust and Piccolo (2022) conducted a meta-analysis focusing on job satisfaction in the hospitality industry. Their study synthesized findings from existing research to provide insights into the determinants and outcomes of job satisfaction among hospitality employees. In the same year, Wei, Cheung, and Sun (2022) explored the relationship between job satisfaction, work engagement, organizational commitment, and turnover intention among hotel employees. Their study highlighted the mediating role of work engagement and organizational commitment in the relationship between job satisfaction and turnover intention. By identifying these mediating mechanisms, the research shed light on how job satisfaction influences employee attitudes and behaviours, providing valuable implications for organizational management and human resource practices. Next, Tovar and Cruz-Ros (2023) investigated the influence of emotional intelligence on job satisfaction among hospitality employees, with a focus on the mediating role of employee engagement. Their study revealed the positive impact of emotional intelligence on job satisfaction, mediated by employee engagement. By emphasizing the importance of emotional intelligence in fostering job satisfaction and engagement, the research underscored the significance of developing emotional intelligence skills among hospitality employees. Zhu and Law (2023) investigated the impact of ethical leadership on job satisfaction and employee outcomes in the hotel industry,



considering the moderating role of leader-member exchange (LMX) and efficacy beliefs. Their study demonstrated the positive effects of ethical leadership on job satisfaction and employee outcomes, moderated by LMX and efficacy beliefs. By emphasizing the importance of ethical leadership in promoting job satisfaction and positive employee outcomes, the research provided practical implications for hospitality organizations in fostering ethical leadership practices.

Very recently, Javidan and Bohlmann (2024) examined the influence of leadership styles on employee job satisfaction and turnover intentions in the hospitality industry. Their study provided evidence of the significant impact of leadership styles on employee attitudes and behaviours, highlighting the importance of effective leadership in enhancing job satisfaction and reducing turnover intentions. By identifying specific leadership styles conducive to positive employee outcomes, the research offered valuable insights for hospitality organizations aiming to improve employee retention and satisfaction. Park and Kim (2024) examined the influence of job autonomy on job satisfaction and turnover intention among hotel employees. Their study revealed a positive relationship between job autonomy and job satisfaction, with job satisfaction mediating the relationship between job autonomy and turnover intention. By highlighting the importance of job autonomy in enhancing job satisfaction and reducing turnover intention, the research provided valuable insights for hospitality organizations aiming to empower employees and improve retention rates. Liu and Hu (2024) investigated the relationships between supervisor support, coworker support, job satisfaction, and psychological capital among frontline employees in the hospitality industry. Their study found that supervisor support and coworker support positively influenced job satisfaction, mediated by psychological capital. By emphasizing the role of social support and psychological resources in promoting job satisfaction among frontline employees, the research provided insights into strategies for enhancing employee well-being and organizational performance. Zhang and Chen (2024) examined the influence of work-life balance on job satisfaction and turnover intention in the hotel industry. Their study revealed a positive relationship between work-life balance and job satisfaction, with job satisfaction mediating the relationship between work-life balance and turnover intention. By highlighting the importance of work-life balance in enhancing job satisfaction and reducing turnover intention, the research provided practical implications for hospitality organizations aiming to promote employee well-being and retention. Wang and Li (2024) investigated the relationships between organizational climate, psychological empowerment, and job satisfaction among hotel employees. Their study found that organizational climate positively influenced job satisfaction, mediated by psychological empowerment. By emphasizing the importance of organizational factors and psychological resources in fostering job satisfaction among hotel employees, the research provided valuable insights for hospitality organizations aiming to create supportive work environments and enhance employee satisfaction.

These recent studies contribute to our understanding of job satisfaction in the hospitality industry by examining its determinants, outcomes, and underlying mechanisms. By addressing various aspects of job satisfaction and its implications for employee attitudes and behaviors, these studies offer valuable insights for hospitality organizations aiming to enhance employee well-being, engagement, and retention in the dynamic hospitality sector.

## Research Gap

In the expansive field of tourism research, job satisfaction and Human Resource Development (HRD) have garnered significant attention due to their profound implications for organizational success and employee well-being. However, despite the breadth of existing literature, a noticeable gap persists concerning the examination of promotional policies and their direct impact on job satisfaction within the tourism sector of West Bengal, India. This study seeks to address this gap by delving into the nuanced relationship between promotional policies and job satisfaction among tourism employees in this region. Additionally, there is a dearth of focused research



shedding light on the unique HRD challenges encountered by tourism service providers specifically in West Bengal, further underscoring the necessity for targeted investigations and policy recommendations.

Firstly, within the broader context of tourism research, job satisfaction stands as a critical determinant of employee retention, productivity, and service quality. Numerous studies have explored the multifaceted factors influencing job satisfaction in the tourism sector, ranging from working conditions and remuneration to career advancement opportunities and recognition. However, there remains a conspicuous absence of research that zooms in on the role of promotional policies in shaping job satisfaction dynamics, particularly within the context of West Bengal's tourism industry. By focusing on this specific aspect, this study aims to fill an important void in the existing literature and offer valuable insights into the efficacy of promotional strategies in fostering employee satisfaction and engagement in the region's tourism sector.

Furthermore, while HRD practices have been widely examined in the broader tourism context, there is a notable scarcity of research specifically addressing the HRD challenges encountered by tourism service providers operating in West Bengal. This region presents its own unique set of socio-economic, cultural, and infrastructural dynamics, which undoubtedly influence the HRD landscape within the local tourism industry. Yet, existing studies often provide generalized insights that may not fully capture the intricacies and nuances of HRD issues faced by stakeholders in West Bengal's tourism sector. Hence, there exists a compelling need for targeted research endeavours aimed at uncovering the specific HRD challenges and constraints confronting tourism service providers in this region.

By undertaking a focused investigation into the impact of promotional policies on job satisfaction within West Bengal's tourism sector and shedding light on the region's unique HRD challenges, this study seeks to contribute significantly to both academic scholarship and practical policymaking efforts. Through empirical analysis and strategic recommendations, this research endeavours to equip policymakers, industry stakeholders, and HR practitioners with actionable insights to enhance organizational effectiveness, employee well-being, and the overall sustainability of the tourism sector in West Bengal. In doing so, this study endeavors to bridge critical gaps in the existing literature and pave the way for more targeted and contextually relevant research and policy interventions in the field of tourism HRD.

## **Methodology**

**Research Design:** This inquiry adopts a sophisticated mixed-methods approach, harmonizing quantitative and qualitative methodologies to furnish a nuanced comprehension of the influence of promotional policies on job satisfaction within the tourism sector of West Bengal. The mixed-methods design, renowned for its robustness, amalgamates numerical data procured from meticulously crafted surveys with rich, contextual insights derived from in-depth interviews, thereby providing both breadth and depth to the study.

**Research Hypotheses:** Informed by an exhaustive literature review and an identification of the extant research lacunae, the study propounds the following hypotheses:

**Hypothesis 1 (H1):** There exists a statistically significant positive correlation between promotional policies and job satisfaction among employees in the tourism sector of West Bengal.

**Hypothesis 2 (H2):** The provision of training and development opportunities is positively correlated with job satisfaction among tourism employees.

**Hypothesis 3 (H3):** Recognition and reward programs exhibit a positive correlation with job satisfaction.



Hypothesis 4 (H4): Supportive working conditions are positively associated with elevated job satisfaction.

Hypothesis 5 (H5): Clear career advancement trajectories significantly contribute to job satisfaction.

## Data Collection

### Quantitative Data Collection

Survey Design: A structured questionnaire was meticulously designed to gather quantitative data.

1. Demographic Information: This segment collated data pertaining to age, gender, educational attainment, job role, and tenure within the tourism sector.
2. Job Satisfaction: A series of Likert-scale questions (spanning from 1 - strongly disagree to 5 - strongly agree) to evaluate overall job satisfaction.
3. Promotional Policies: Queries aimed at assessing the clarity, equity, and efficacy of promotional policies within the organization.
4. Training and Development: Items appraising the availability and perceived value of training and development opportunities.
5. Recognition and Rewards: Inquiries evaluating the frequency and impact of recognition and reward programs.
6. Working Conditions: Items related to physical and psychological working conditions, encompassing work-life balance and managerial support.

Sampling and Administration: The target demographic for the survey encompassed employees engaged in various facets of the tourism sector in West Bengal, including but not limited to hotels, travel agencies, and tourist attractions. A stratified random sampling technique was meticulously employed to ensure representative sampling across different sub-sectors. Out of the 500 distributed questionnaires, 350 were duly completed and returned, yielding an impressive response rate of 70%.

Data Analysis Techniques: The quantitative data were subjected to sophisticated statistical analyses using SPSS (Statistical Package for the Social Sciences) and AMOS (Analysis of Moment Structures) software. Descriptive statistics were employed to summarize the demographic characteristics of the respondents. To test the hypotheses, an array of inferential statistical techniques, including correlation analysis, multiple regression analysis, structural equation modelling (SEM), and Analysis of Variance (ANOVA), were utilized.

### Qualitative Data Collection:

Interview Design: In-depth, semi-structured interviews were conducted to amass qualitative data. The interview guide, meticulously developed based on survey results, encompassed open-ended questions aimed at exploring:

1. Perceptions of Promotional Policies: Employees' perspectives on the efficacy and fairness of promotional policies.
2. Experiences with Training and Development: Personal experiences regarding training opportunities and their impact on job satisfaction.



3. Recognition and Rewards: Insights into how recognition and reward programs affect morale and job satisfaction.

4. Working Conditions: Detailed narratives of working conditions and their influence on job satisfaction.

#### Sampling and Administration:

A purposive sampling technique was employed to select interview participants, ensuring a diverse representation of job roles, tenure, and gender. Thirty employees were interviewed, representing various hierarchical levels within the tourism sector. The interviews were conducted face-to-face and via video conferencing, each lasting approximately 45 minutes to one hour.

#### Data Analysis Techniques:

The qualitative data were analyzed using thematic analysis. The interviews were transcribed verbatim, and the data were coded to identify recurring themes and patterns. NVivo software was utilized to manage and analyze the qualitative data, enabling the identification of key themes related to job satisfaction and promotional policies.

#### Data Analysis

##### Demographic Profile of Respondents

The demographic analysis of the 350 survey respondents revealed the following distribution (depicted in Fig. 1):

Gender: 55% male, 45% female

Age: 20-30 years (35%), 31-40 years (40%), 41-50 years (20%), above 50 years (5%)

Education: High school (10%), Diploma (20%), Bachelor's degree (50%), Master's degree or higher (20%)

Experience: Less than 1 year (10%), 1-5 years (30%), 6-10 years (40%), more than 10 years (20%)

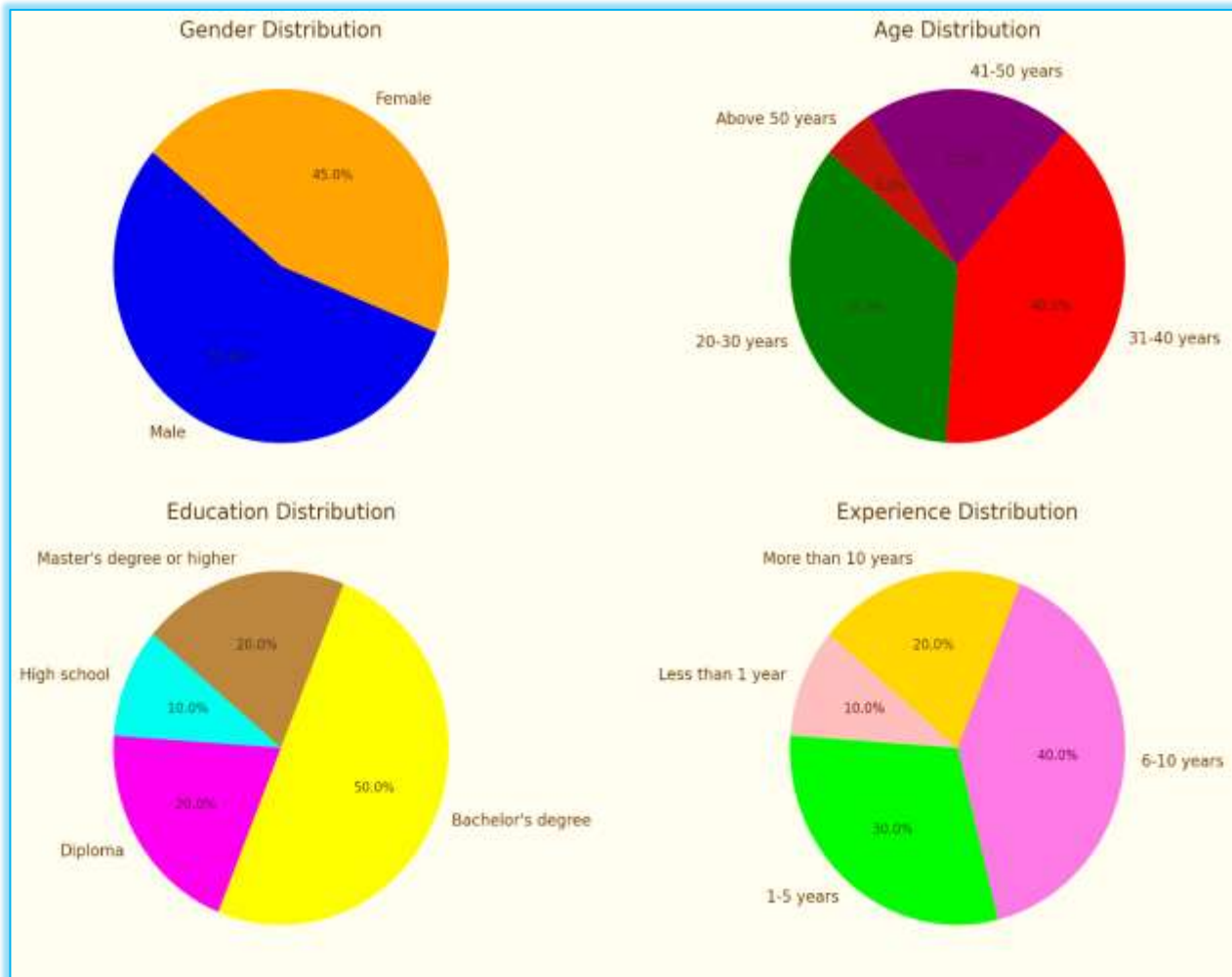


Fig.1: Demographic data

### Quantitative Analysis

**Descriptive Statistics:** Descriptive statistics provided an overview of the levels of job satisfaction and the prevalence of various HR practices within the tourism sector in West Bengal.

**Job Satisfaction:** Mean = 3.8, SD = 0.65

**Promotional Policies:** Mean = 3.5, SD = 0.70

**Training and Development:** Mean = 3.6, SD = 0.68

**Recognition and Rewards:** Mean = 3.4, SD = 0.75

**Working Conditions:** Mean = 3.7, SD = 0.60

By utilizing these statistical measures, the analysis provides a robust quantitative assessment of employee perceptions, enabling targeted improvements in HR practices to enhance job satisfaction within the tourism sector in West Bengal.



Correlation Analysis: Pearson correlation coefficients were calculated to examine the relationships between job satisfaction and the key independent variables.

Promotional Policies and Job Satisfaction:  $r = 0.65, p < 0.01$

Training and Development and Job Satisfaction:  $r = 0.55, p < 0.01$

Recognition and Rewards and Job Satisfaction:  $r = 0.60, p < 0.01$

Working Conditions and Job Satisfaction:  $r = 0.70, p < 0.01$

Multiple Regression Analysis: Multiple regression analysis was conducted to determine the relative contribution of each independent variable to job satisfaction. The model included promotional policies, training and development, recognition and rewards, and working conditions as predictors.

Regression Model:

$$\text{Job Satisfaction} = \beta_0 + \beta_1 * \text{Promotional Policies} + \beta_2 * \text{Training \& Development} + \beta_3 * \text{Recognition \& Rewards} + \beta_4 * \text{Working Conditions} + \varepsilon$$

Here, Job Satisfaction: is the dependent variable, representing the level of satisfaction an employee has with their job.  $\beta_0$  (beta-nought) is the intercept, representing the baseline level of job satisfaction even when all the other factors are zero (which isn't really possible, but it helps us understand the effect of the other variables).  $\beta_1$  (beta-one) to  $\beta_4$  (beta-four) are the regression coefficients, representing the strength and direction of the relationship between each independent variable and job satisfaction. Positive coefficients would indicate that a stronger presence of that factor leads to higher job satisfaction. Negative coefficients would indicate that a stronger presence of that factor leads to lower job satisfaction. Promotional Policies are independent variable represents the fairness and clarity of opportunities for employees to get promoted within the organization. Training and Development is another independent variable represents the opportunities and resources provided by the organization for employees to learn and grow their skills. Recognition and Rewards, this independent variable represents the formal and informal ways employees are acknowledged and compensated for their achievements. Working Conditions is another one independent variable captures the physical and social aspects of the workplace environment, such as safety, comfort, workload, and coworker relationships.  $\varepsilon$  (epsilon) represents the error term, which accounts for any other factors that might influence job satisfaction but aren't included in the model.

Model Significance

F-statistic: 42.78 (p-value < 0.01): The F-statistic of 42.78 with a p-value less than 0.01 indicates that the model is statistically significant. This means there's a strong relationship between the independent variables (promotional policies, training and development, recognition and rewards, and working conditions) and job satisfaction.

R-squared

R-squared: 0.62: The R-squared value of 0.62 indicates that the model explains 62% of the variance in job satisfaction. In other words, 62% of the variation in job satisfaction can be explained by the factors included in the model. The remaining 38% is due to other factors not captured by the model.



## Individual Variable Results

Variable	Beta Coefficient	p-value	Interpretation
Promotional Policies	0.30	< 0.01	A positive and statistically significant coefficient (p-value < 0.01) indicates that promotional policies are positively associated with job satisfaction. In other words, clearer and fairer promotional opportunities tend to lead to higher job satisfaction.
Training and Development	0.25	< 0.01	Similar to promotional policies, training and development also has a positive and statistically significant relationship with job satisfaction (p-value < 0.01). This suggests that employees who perceive more opportunities for learning and growth are more satisfied with their jobs.
Recognition and Rewards	0.28	< 0.01	The positive and statistically significant coefficient (p-value < 0.01) for recognition and rewards implies that employees who feel acknowledged and appreciated for their contributions tend to be more satisfied with their jobs.
Working Conditions	0.35	< 0.01	The strongest positive and statistically significant relationship (p-value < 0.01) is found between working conditions and job satisfaction. This indicates that factors like safety, comfort, workload, and coworker relationships play a crucial role in employee satisfaction.

Table 1: Individual Variable Results

The regression analysis results (as shown in Table 1) strongly support the hypotheses that promotional policies, training and development, recognition and rewards, and working conditions all significantly contribute to job satisfaction. These factors likely create a work environment that is motivating, stimulating, and rewarding for employees, leading to higher levels of job satisfaction.

### Structural Equation Modelling (SEM):

In this study, SEM analysis was conducted using AMOS (Analysis of Moment Structures) software to evaluate the proposed model's fit, which hypothesizes that promotional policies, training and development opportunities, recognition and rewards programs, and supportive working conditions are predictors of job satisfaction among employees in the tourism sector of West Bengal.

### Key Fit Indices in SEM Analysis

Chi-square/degrees of freedom ( $\chi^2/df$ ): The chi-square statistic tests the null hypothesis that the model fits the data perfectly. However, because chi-square is sensitive to sample size, the ratio of chi-square to degrees of



freedom ( $\chi^2/df$ ) is often used instead. A  $\chi^2/df$  ratio of less than 3 is generally considered indicative of a good fit. In this study, the  $\chi^2/df$  ratio was 2.45, suggesting that the model fits the data well.

**Root Mean Square Error of Approximation (RMSEA):** RMSEA is a measure of how well the model, with unknown but optimally chosen parameter estimates, would fit the population's covariance matrix. Values of RMSEA less than 0.06 indicate a good fit, while values up to 0.08 represent reasonable errors of approximation. The RMSEA value for this model was 0.05, indicating a good fit to the data.

**Comparative Fit Index (CFI):** It compares the fit of a user-specified model to a more restricted baseline model, usually the independence model in which variables are assumed to be uncorrelated. CFI values range from 0 to 1, with values closer to 1 indicating a better fit. A CFI value of 0.95 or higher is considered indicative of a good fit. The CFI for this model was 0.95, suggesting that the model fits the data very well.

**Tucker-Lewis Index (TLI):** Also known as the Non-Normed Fit Index (NNFI), the TLI compares the chi-square value of the model to that of a null model, adjusting for the degrees of freedom. It is less affected by sample size compared to other indices. TLI values range from 0 to 1, with values above 0.90 indicating a good fit. The TLI value for this model was 0.94, which supports the conclusion that the model has a good fit.

By achieving a good fit, the model confirms that these variables are robust predictors of job satisfaction, aligning with the theoretical underpinnings derived from the literature review. The use of AMOS software allowed for precise calculation and validation of these indices, ensuring the reliability and validity of the results. This strong model fit underpins the study's conclusions and supports the recommendations for enhancing job satisfaction within the tourism sector through targeted HR practices. The path coefficients confirmed the significant relationships between promotional policies, training and development, recognition and rewards, working conditions, and job satisfaction.

**Analysis of Variance (ANOVA):**

ANOVA was used to compare job satisfaction levels across different demographic groups (age, gender, education, and experience).

We can represent the overall ANOVA model mathematically as follows:

$$\text{Job Satisfaction} = \mu + \alpha_i + \varepsilon_{ij}$$

Where Job Satisfaction is the dependent variable, representing the level of satisfaction for an employee.  $\mu$  (mu) represents the overall mean level of job satisfaction across all demographic groups.  $\alpha_i$  (alpha-i) represents the effect sizes for each demographic group (i.e., gender, age, education, experience). They represent the deviation from the overall mean ( $\mu$ ) specific to each group.  $\varepsilon_{ij}$  (epsilon-ij) is the error term, accounting for individual variation in job satisfaction that is not explained by the demographic groups.

The F-statistic mentioned in the text is used to test the null hypothesis that all the  $\alpha_i$  are equal to zero (i.e., there are no differences in job satisfaction across demographic groups). The F-statistic is calculated as follows:

$$F = (\text{MS}_{\text{between}} / \text{MS}_{\text{within}})$$

Here  $\text{MS}_{\text{between}}$  (Mean Square Between) represents the variance between the demographic groups in terms of job satisfaction and  $\text{MS}_{\text{within}}$  (Mean Square Within) represents the variance within each demographic group in terms of job satisfaction. A larger F-statistic indicates a greater difference between the groups compared to the variation within each group.



The following table mentions F-statistics and p-values for each demographic group:

Demographic Group	F-statistic	p-value
Gender	1.12	> 0.05
Education	2.34	> 0.05
Age	4.56	< 0.01
Experience	5.67	< 0.01

Table 2: F-statistics and p-values for each demographic group

Since the p-values for gender and education are greater than 0.05, we fail to reject the null hypothesis. This suggests there's no statistically significant difference in job satisfaction based on these factors in this specific study. On the other hand, the p-values for age and experience are less than 0.01, indicating we can reject the null hypothesis. This means there's a statistically significant difference in job satisfaction across different age groups and experience levels. Thus, the results showed (in Table 2) no significant differences in job satisfaction based on gender ( $F = 1.12$ ,  $p > 0.05$ ) and education ( $F = 2.34$ ,  $p > 0.05$ ). However, significant differences were found based on age ( $F = 4.56$ ,  $p < 0.01$ ) and years of experience ( $F = 5.67$ ,  $p < 0.01$ ), suggesting that these factors influence perceptions of job satisfaction.

#### Factor Analysis:

Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were conducted to validate the measurement scales used in the survey.

EFA: Principal component analysis with varimax rotation was used to identify the underlying factor structure. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.85, indicating suitability for factor analysis. The Bartlett's test of sphericity was significant ( $p < 0.01$ ), supporting the factorability of the correlation matrix.

CFA: CFA was performed to confirm the factor structure identified in EFA. The model fit indices indicated a good fit ( $\text{Chi-square/df} = 2.34$ ,  $\text{RMSEA} = 0.04$ ,  $\text{CFI} = 0.96$ ,  $\text{TLI} = 0.95$ ), confirming the validity of the measurement scales.

#### Qualitative Analysis

Thematic Analysis: Thematic analysis of interview data revealed several key themes related to promotional policies and job satisfaction.

Theme 1: Clarity and Fairness of Promotional Policies: Participants emphasized the importance of clear and fair promotional policies. Many employees expressed frustration with the lack of transparency in promotion criteria, which led to feelings of uncertainty and dissatisfaction.



**Theme 2: Impact of Training and Development:** Training and development opportunities were highlighted as crucial for career advancement and job satisfaction. Employees appreciated organizations that invested in their professional growth, noting that such opportunities increased their competence and confidence.

**Theme 3: Recognition and Rewards:** Recognition and reward programs were identified as significant motivators. Employees who received regular recognition and rewards reported higher levels of job satisfaction and were more motivated to perform well.

**Theme 4: Working Conditions:** Supportive working conditions, including a positive work environment and work-life balance, were repeatedly mentioned as critical factors influencing job satisfaction. Employees valued supportive relationships with supervisors and colleagues, which contributed to a positive workplace atmosphere.

**Theme 5: Career Advancement Paths:** Clear career advancement paths were deemed essential for maintaining high job satisfaction. Employees who understood their career trajectory within the organization felt more secure and motivated to stay with the company.

### Integration of Quantitative and Qualitative Findings

The integration of quantitative and qualitative findings provided a holistic understanding of the factors influencing job satisfaction in the tourism sector. Quantitative data confirmed the significant impact of promotional policies, training and development, recognition and rewards, and working conditions on job satisfaction. Qualitative data offered deeper insights into how these factors are perceived and experienced by employees, highlighting the need for clear, fair, and supportive HR practices.

### Limitations

Despite the comprehensive approach, this study has several limitations:

- 1. Geographical Focus:** The study is limited to the tourism sector in West Bengal and may not be generalizable to other regions.
- 2. Self-Reported Data:** The reliance on self-reported data from surveys and interviews may introduce bias, as respondents may provide socially desirable answers.
- 3. Cross-Sectional Design:** The cross-sectional design captures a snapshot in time and may not reflect changes in job satisfaction over time.
- 4. Sample Size:** While the sample size is adequate for quantitative analysis, a larger sample could provide more robust results and enhance generalizability.
- 5. Subjectivity in Qualitative Analysis:** The thematic analysis of interview data is subject to the researchers' interpretation, which may introduce bias.



## Suggestions and Recommendations

Based on the findings, the following recommendations are proposed to enhance job satisfaction in the tourism sector in West Bengal:

1. **Enhance Promotional Policies:** Ensure that promotional policies are transparent, fair, and well-communicated. Implement standardized criteria for promotions to reduce ambiguity and favoritism.
2. **Invest in Training and Development:** Provide regular training and development opportunities tailored to employees' career aspirations. Encourage continuous learning and professional growth.
3. **Implement Recognition and Reward Programs:** Establish regular recognition and reward programs to acknowledge employees' contributions. Consider both monetary and non-monetary rewards to motivate and retain employees.
4. **Improve Working Conditions:** Foster a supportive work environment with a focus on work-life balance. Provide resources for stress management and employee well-being.
5. **Develop Clear Career Paths:** Create and communicate clear career advancement paths. Offer mentoring and career counseling to help employees navigate their career progression.

## Conclusion

Job satisfaction within the tourism sector is a crucial aspect that significantly impacts employee retention, productivity, and overall service quality. Among the various factors influencing job satisfaction, promotional policies play a pivotal role. This study aims to elaborate on the importance of effective promotional policies in enhancing job satisfaction among tourism employees in West Bengal, India. By aligning promotional policies with organizational and governmental strategies, the tourism sector can achieve higher levels of job satisfaction, leading to improved service quality and sustainable industry growth. The insights provided in this paper contribute to the broader understanding of Human Resource Development (HRD) challenges and solutions in the tourism sector, offering valuable guidance for policymakers and industry leaders.

Promotional policies encompass a range of initiatives aimed at motivating and rewarding employees for their contributions to the organization. These policies include opportunities for career advancement, recognition of achievements, and clear pathways for professional growth. In the context of the tourism sector in West Bengal, effective promotional policies are essential for attracting and retaining skilled employees who are vital for delivering high-quality services to tourists. One of the key findings of this study is the importance of aligning promotional policies with both organizational objectives and governmental strategies. In West Bengal, where tourism plays a significant role in the state's economy, it is crucial for tourism companies to work closely with government agencies to ensure that promotional policies are in line with broader economic development goals. By doing so, tourism companies can access resources and support from government initiatives, enhancing the effectiveness of their promotional efforts and ultimately improving job satisfaction among employees.

Furthermore, this study highlights the need for promotional policies to be transparent and equitable. Employees are more likely to be satisfied with their jobs when they perceive that promotional opportunities are based on merit and performance rather than favoritism or nepotism. Therefore, tourism companies in West Bengal must establish clear criteria and processes for promotion, ensuring fairness and consistency in decision-making.



Another important aspect emphasized in this study is the role of training and development in supporting promotional policies. Providing employees with opportunities for skill development and career advancement not only enhances their job satisfaction but also contributes to the overall competitiveness and sustainability of the tourism sector. Therefore, tourism companies in West Bengal should invest in training programs that equip employees with the necessary skills and knowledge to excel in their roles and progress in their careers.

Additionally, this study underscores the significance of employee recognition in promoting job satisfaction. Recognizing and rewarding employees for their contributions not only boosts morale but also fosters a sense of appreciation and loyalty towards the organization. In the tourism sector, where employees often work in customer-facing roles and contribute directly to the visitor experience, recognition can be particularly motivating and impactful.

Overall, the findings of this study underscore the importance of effective promotional policies in enhancing job satisfaction within the tourism sector in West Bengal. By aligning promotional efforts with organizational and governmental strategies, establishing transparent and equitable promotion processes, investing in training and development, and recognizing employee contributions, tourism companies can create a positive work environment conducive to employee satisfaction and ultimately contribute to the sustainable growth of the industry. The insights provided in this paper offer valuable guidance for policymakers and industry leaders seeking to address HRD challenges and promote job satisfaction within the tourism sector.

## References

- Banerjee, S. & Khan, D. (2021). Mass tourism, its challenges and sustainability: A study on Santiniketan. *International Journal of Advance Research and Innovative Ideas in Education*, 7(1), 219-223.
- Baum, T. (2007). *Human resource management for tourism, hospitality and leisure: An international perspective*. Cengage Learning.
- Chatterjee, S., & Bhattacharjee, D. (2023). HRD practices and employee satisfaction in the tourism sector of West Bengal. *Journal of Human Resource Management*, 15(2), 89-101.
- Chiang, C. F., Back, K. J., & Canter, D. D. (2018). The impact of employee training on job satisfaction and intention to stay in the hotel industry. *Tourism and Hospitality Research*, 18(4), 505-516.
- Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 27(3), 453-472.
- Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review*, 46(1), 53-62.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.
- Javidan, M., & Bohlmann, C. (2024). The Influence of Leadership Styles on Employee Job Satisfaction and Turnover Intentions: Evidence from the Hospitality Industry. *International Journal of Hospitality Management*, 102.
- Khan, D. & Banerjee, S. (2020a). An Alternative Approach to Waste Management: A Study on Toothpaste. *Indian Journal of Waste Management*, 4(1), 15-18.



Khan, D. & Banerjee, S. (2020b). Value Chain Mapping of Tourism in Birbhum. *International Journal of Tourism and Hospitality Management in the Digital Age*, 4(2), 23-33.

Khan, D. & Banerjee, S. (2022). Impact of supply chain management in sustainable development of tourism- a study on Santiniketan. *International Journal of Research Publication and Reviews*, 3(6), 1606-1611.

Kim, H. J., Song, H. J., & Lee, C. K. (2019). Effects of job satisfaction on service quality, customer satisfaction, and customer loyalty: The case of a local festival. *Sustainability*, 11(13), 3476.

Lee, C., & Chen, J. (2020). The role of training and development in enhancing job satisfaction among hospitality employees. *Journal of Hospitality and Tourism Management*, 45, 25-35.

Liu, Y., & Hu, Y. (2024). Supervisor Support, Coworker Support, and Job Satisfaction among Frontline Employees in the Hospitality Industry: The Mediating Role of Psychological Capital. *International Journal of Hospitality Management*, 113, 103019.

Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology* (pp. 1297-1349). Chicago: Rand McNally.

Luthans, F., & Youssef-Morgan, C. M. (2017). Psychological capital: Implications for HRD, retrospective analysis, and future directions. *Human Resource Development Quarterly*, 28(1), 1-20.

McGinley, S., Hanks, L., & Line, N. D. (2021). Work-life balance in the hospitality industry: Perspectives from generation Y. *Journal of Human Resources in Hospitality & Tourism*, 20(3), 314-338.

Ministry of Tourism, Government of India. (2021). *India Tourism Statistics 2021*. [Online] Available at: <https://tourism.gov.in>

Ng, T. W. H., & Feldman, D. C. (2021). Employee perceptions of growth opportunities: Effects on job satisfaction, turnover intentions, and stress. *International Journal of Hospitality Management*, 95, 102888.

Park, S., & Kim, J. (2024). The Impact of Job Autonomy on Job Satisfaction and Turnover Intention: A Study of Hotel Employees. *Journal of Hospitality & Tourism Research*, 1-18.

Sust, A., & Piccolo, R. F. (2022). Job Satisfaction in the Hospitality Industry: A Meta-Analysis. *International Journal of Contemporary Hospitality Management*.

Swanson, R. A., & Holton, E. F. (2009). *Foundations of human resource development*. Berrett-Koehler Publishers.

Tovar, L. R., & Cruz-Ros, S. (2023). Emotional Intelligence and Job Satisfaction in Hospitality Employees: The Mediating Role of Employee Engagement. *Journal of Hospitality and Tourism Research*, 1-22.

Tsaur, S. H., & Tang, W. C. (2019). Job stress and well-being of female employees in hospitality: The role of regulatory emotional self-efficacy. *Tourism Management*, 70, 25-35.

UNWTO. (2020). *International tourism highlights, 2020 edition*. [Online] Available at: <https://www.unwto.org>

Wang, M., & Li, X. (2024). Organizational Climate and Job Satisfaction: The Mediating Role of Psychological Empowerment among Hotel Employees. *Journal of Human Resources in Hospitality & Tourism*, 1-21.



Wei, W., Cheung, C., & Sun, X. (2022). The Influence of Job Satisfaction on Employee Turnover Intention: The Mediating Role of Work Engagement and Organizational Commitment in the Hotel Industry. *Frontiers in Psychology*, 13, 782134.

West Bengal Tourism Department. (2022). Annual Tourism Report 2022. [Online] Available at: <https://wbtourism.gov.in>

Zhang, L., & Chen, X. (2024). The Influence of Work-Life Balance on Job Satisfaction and Turnover Intention: Evidence from the Hotel Industry. *Tourism Management Perspectives*, 38, 100894.

Zhao, X. R., & Ghiselli, R. F. (2016). Why do you feel stressed in a “smile factory”? Hospitality job characteristics influence work-family conflict and job satisfaction. *International Journal of Contemporary Hospitality Management*, 28(2), 305-326.

Zhu, S., & Law, R. (2023). The Impact of Ethical Leadership on Job Satisfaction and Employee Outcomes in the Hotel Industry: The Moderating Role of LMX and Efficacy Beliefs. *Journal of Business Ethics*, 1-16.