

Influence of Technology Advancement on Job Satisfaction Among Employees: A Systematic Review

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ABSTRACT

The nature of work has been substantially altered by rapid technological advancement, affecting employees' roles, responsibilities, productivity, communication, and overall workplace experiences. This systematic review investigates the impact of technological advancements on job satisfaction among employees across various occupational sectors. The review integrates findings from the existing scholarly literature on technology-enabled workplace practices, information and communication technologies, automation, artificial intelligence, and digitalisation. The results suggest that technological improvements can positively impact job satisfaction by increasing work efficiency, reducing routine workloads, enhancing communication, providing greater flexibility, and facilitating access to information and professional development opportunities. Nevertheless, employees' psychological well-being and satisfaction may be adversely affected by excessive technological dependence, work intensification, technological stress, inadequate training, job insecurity, privacy concerns, and the dread of automation. The review also emphasises that technology's influence is shaped by the following factors: organisational support, employees' digital competence, workplace culture, participation in technological decision-making, and effective training programs.

Keywords: Technology, Advancement, Job Satisfaction, Employees.

INTRODUCTION

Technology has become an essential component of contemporary organisations, changing how workers carry out their responsibilities, interact with coworkers, obtain information, and achieve organisational goals. The character and organization of workplaces have been profoundly altered by the quick development of digital technologies, such as automation, cloud computing, artificial intelligence, data analytics, information systems, digital communication platforms, and collaborative software. Businesses rely more and more on technology to boost productivity, cut expenses, make better decisions, and adapt to shifting market conditions. As a result, workers must constantly adjust

to new technology systems and evolving work procedures. Because it shows how happy, at ease, and contented workers are at work, job satisfaction is a crucial component of organisational behaviour. Salary, working conditions, leadership, interpersonal interactions, professional development possibilities, recognition, workload, job security, and the nature of work itself are some of the elements that affect it. As technology becomes more and more integrated into the workplace, it has become a significant element in determining how individuals feel about their jobs. Routine work can be made easier by technology, which can also decrease physical labour, increase flexibility, enhance communication, and facilitate rapid information access for staff members. Because they make work more easy, productive, and meaningful, these advantages may lead to higher levels of job satisfaction. However, employees may face difficulties as a result of technology advancements. The implementation of advanced technology may necessitate ongoing education and skill improvement, putting strain on workers who struggle with adaptation. Concerns over job security, position shifts, more monitoring, labour intensification, and the potential for technological unemployment may also be raised by automation and artificial intelligence. Over-reliance on digital communication can lead to information overload and make it difficult to keep a good balance between personal and professional life. Because it depends on how technology is introduced, used, and controlled inside the company, the effect of technology on job satisfaction cannot be categorised as wholly good or bad. Because businesses are rapidly implementing digital transformation plans, the relationship between technology innovation and job satisfaction is especially significant in today's workplace. Whether technology becomes a source of satisfaction or stress depends on a number of factors, including employees' attitudes toward it, their technological proficiency, the availability of training, how simple it is to utilise technological systems, organisational support, and involvement in technological advancements. Technology may boost workers' self-assurance, productivity, independence, and professional growth when they receive sufficient training and assistance. On the other hand, poor training, intricate procedures, high technology requirements, or a fear of being replaced could all have a detrimental impact on their happiness and morale.

REVIEW OF LITERATURE

Lee, B., Lee, E. & Kim, J. (2025). With an emphasis on how cultural and socioeconomic circumstances affect employee well-being and organizational sustainability, this study investigates the factors that affect job satisfaction among IT industry workers in the United States and South Korea. Promoting sustainable organizational practices requires a grasp of the major elements influencing job satisfaction and discontent, especially in light of the high turnover rates in the IT sector. This study provides practical insights for international IT firms looking to match their strategy with sustainable HR practices by comparing Glassdoor and Jobplanet ratings. These findings reveal organizational and cultural variations that have a direct impact on employee retention and job satisfaction. The study analyses user-generated reviews using Contextualized Topic Modeling (CTM), a state-of-the-art technique that makes use of Sentence-BERT embeddings. By highlighting important issues including employment autonomy, remuneration, welfare assistance, career development, corporate culture, and attendance management, CTM reveals clear cultural influences. Welfare benefits were more important in the United States than in South Korea, for instance,

although corporate culture and attendance management had a favorable impact on job satisfaction in American businesses. In South Korea, salaries had a favorable impact, but in the United States, they had a negative one. Higher levels of satisfaction among present employees are also highlighted by the comparative study, highlighting elements that are essential for long-term retention. By using user-generated content to uncover context-specific factors—such as novel concepts like "technological capabilities" and "location and accessibility"—that are frequently disregarded in conventional survey-based research, this study adds to the body of literature. The results give IT firms practical advice on how to improve HR procedures in ways that boost worker happiness, which benefits both the long-term viability of the company and the welfare of its workforce.

Pericleous, K. & Liasidou, S. (2025). The study's objective is to ascertain how workers feel about artificial intelligence in connection to their productivity and job performance, as well as how they see the possibility of AI replacing them. Hotel staff members were the target of a self-administered questionnaire used in the study. In order to test hypotheses and validate constructions, the results were analyzed using exploratory factor analysis. The study's findings specifically show that workers are afraid of losing their jobs when integrating AI applications into daily operations. Employees must realize, though, that adopting AI can increase job productivity, which will raise employee and visitor satisfaction. Because it explores a novel subject—AI in hotels—and assesses how hotel staff view it in connection to their job security, this study is unique.

Sukrana, B., Jui, F. I. & Khan, N. H. M. (2025). In Bangladesh, the tourist sector offers a bright future for job creation and economic growth. In Bangladesh, a large number of undergraduate students work in this profession either full-time or part-time while they are in school. In order to fill a research gap, this study intends to investigate the elements that influence these undergraduate tourism and hospitality students' employment satisfaction. A standardized questionnaire was used to interview 118 undergraduate students from five different universities who were chosen as a convenience sample. Multiple linear regression analysis was used to evaluate the effects of different factors on work satisfaction, and SPSS 25 was used to analyze the data. The results show that while work environment and business policy have a somewhat weaker association with job satisfaction, communication, prospects for advancement, remuneration and benefits, and the nature of the work all have a substantial impact. The current study's generalizability has been restricted by its small sample size and non-probability sampling technique, which may not accurately reflect the larger student workforce in the tourism industry. To better understand and improve job happiness among student employees, this research offers practical insights to HR professionals and industry leaders in the tourism and hospitality sector. This is the first thorough study to look into the factors that affect job satisfaction among Bangladeshi undergraduate students studying tourism and hospitality who are also enrolled in classes and working.

Leena (2025). With job satisfaction acting as a mediator, this study intends to investigate the difficulties in retaining staff in the telemedicine industry and to pinpoint different approaches to improve retention rates. Out of 205 participants, 185 completed the questionnaires that were given to healthcare professionals, which served as the study's major source of data. This empirical study used PLS-SEM for the path analysis and combined stratified random sampling and purposive sampling

techniques. According to the study, monetary incentives are far more important in promoting job satisfaction, which in turn promotes employee retention, than non-monetary benefits. A review of survey data from physicians, nurses, and other healthcare workers shows that financial advantages have a stronger impact on job satisfaction, which in turn leads to better retention rates in the healthcare sector. In order to increase employee happiness and lower turnover rates, healthcare businesses should use these insights to guide their retention strategy. The goal of the current study is to determine the different obstacles that the telemedicine sector faces while trying to maintain its workforce. Additionally, this study adds to the body of knowledge and offers useful implications for a number of policies and tactics needed to manage the increased attrition rate in the telemedicine sector.

Alhussami, A.M. (2024). One of the most labour-intensive industries in the world, the tourism sector contributes to the global economy by creating jobs and income, but it is also a challenging one because of the long and unpredictable hours that employees must work under and the pressure to meet the demands of different clients. The management of the tourism sector must prioritize work-life balance for the sake of sustainable tourism development. This will allow employees to meet their personal demands and successfully manage their professional and personal lives. The current study aims to determine whether QWL contributes to employee job satisfaction in the tourism industry, contribute to the literature on tourism and human resources, and offer some useful suggestions that tourism service providers can implement to improve employees' QWL and, consequently, their degree of job satisfaction. Following a review of various literature, the study concluded that there is a substantial correlation between QWL and employee job happiness, or that QWL plays a major role in enhancing employee job satisfaction in the tourism sector. The study strongly suggested that the management of the tourism sector should support QWL practices to improve customer satisfaction, which is essential to the success of tourist establishments and the tourism sector overall, and employee job satisfaction, and consequently employee productivity.

Barreto, N. & Mayya, S. (2024). This study's main goal is to thoroughly investigate and analyze the function of job satisfaction in Goa's hospitality sector. This study acknowledges the critical role of employee satisfaction across many aspects of the industry, particularly in improving guest services, increasing the sector's contribution to regional tourism, and supporting sustainable development strategies. The goal of the study is to present a comprehensive analysis of job satisfaction in Goa, including its advantages, potential disadvantages, and strategic importance. This emphasis encompasses not only the industry's financial success but also resource management, environmental and cultural preservation, and providing visitors with an enriching and unforgettable experience. This study aims to provide useful insights for those involved in Goa's hospitality industry, including managers, owners, policymakers, and academic researchers. With the goal of maximizing the advantages of employee satisfaction, these insights are meant to inform and direct strategic decision-making processes. In the end, this information will help accomplish the twin objectives of sustainable development and elevating Goa as a top travel destination. Using a qualitative research methodology, this study explores the nuances of job satisfaction in Goa's hospitality sector, highlighting its advantages, disadvantages, and potential challenges. By utilizing local hotel and hospitality sector

expertise, it seeks to offer a comprehensive picture of the Goan hospitality landscape. The ABCD Framework is one of the analytical tools used in the research approach to examine the relationship between sustainable development in this industry and employee happiness. The study's data came from a variety of online sources, such as websites, scholarly journals, essays, and digital publications. The methodology entails a comparative and evaluative examination of several aspects of the hotel industry, with particular focus on topics relevant to it. Using a qualitative approach, this study seeks to understand the intricate relationship between work satisfaction and its effect on long-term growth in the particular context of Goa's hospitality sector. The study's conclusions provide important new information about the function of job satisfaction in the Goan hospitality industry. In order to improve visitor experiences and encourage more return business and positive evaluations, job satisfaction has emerged as a critical component. Additionally, it was discovered that good job satisfaction considerably lowers staff turnover. Businesses benefit from lower costs as well as a more stable and seasoned workforce, both of which are critical for preserving high standards of customer service and operational effectiveness in the hospitality sector. These findings highlight the significance of employee happiness as a strategic asset in promoting customer satisfaction and sustainable company practices. A distinct and advantageous dimension is added to the region by examining the significance of job satisfaction in Goa's hotel industry from the standpoint of the ABCD framework.

Gazi, M.A.I. et al. (2024). The degree of job satisfaction significantly influences an individual's work actions. Job satisfaction greatly impacts performance as part of job behavior in every firm. Its significance in developing countries such as Bangladesh is evident. The current study examined the association between job behavior and job satisfaction among industrial workers in Bangladesh, as workplace habits have an impact on job performance. A standardized questionnaire was used to gather data from participants in this quantitative investigation. 300 industrial workers from Bangladesh were selected as the sample. Job performance was assessed using an 8-item self-report (JPI) measuring instrument. To measure job satisfaction, the job satisfaction index (JSI) was used. To evaluate the hypotheses in this study, data and regression analysis were conducted using the Statistical Package for Social Science (SPSS) 24.0 version. According to the analysis, a disproportionate number of participants were content with their jobs. According to the study, one important job habit that influences job performance is job satisfaction. Additionally, the study found that job-related elements had a greater impact on job success than personal characteristics. Researchers also found that workers with high job satisfaction demonstrated superior job performance. The findings can be used by Bangladeshi mill authorities and industry regulators to create rules that improve worker satisfaction and productivity. To inform organizational decisions and efforts, it can also be used to assess how employees are treated and how job satisfaction influences other job behaviors.

Roy, N.C. (2024). The need for hospitality and tourism services is rapidly growing in the modern day. As a result, hotel staff members are under a lot of pressure at work. They experience job stress as a result of this strain. However, the purpose of this study is to determine how workplace stress affects job satisfaction among workers in West Bengal, India's hotel and tourism industries. The

study has taken into account the opinions of 353 hotel staff members. SPSS has been used for factor analysis and multiple regression analysis. To confirm the relationship between job stress and job satisfaction, a multiple regression analysis was used. Five distinct stressors were discovered by the study: "Working Hours," "Expectations from Management," "Social Role of Work," "Leave and Work Load," and "Over Expectations of Management." The study's conclusions indicate that the "eustress" elements for hotel staff are working hours, excessive management expectations, and social roles at work. On the other hand, the "distress" issues for hotel staff are leave, workload, and management expectations. However, less-stressed employees can perform more effectively, and if they are content, the organisation can achieve its objectives without problems. Strong policies should be put in place to steer staff members in the right path, and regular training sessions should be planned as a stress-reduction strategy.

Tobi, S.N.M. et al. (2024). One of the hardest topics for many company executives to deal with is job happiness. Despite extensive research on this issue, data continue to show a concerning rise in job dissatisfaction, and several factors contribute to its prevalence. This study examines the relationship between job satisfaction and the intention to leave, as well as the moderating effects of years of experience and employee gender. This study examines the four workplace satisfaction drivers that influence employees' turnover intention: career development, employee empowerment, salary level, and the nature of the job. All employees of travel agencies in the state of Selangor participated in this study, regardless of their status. Researchers administered a set of questionnaires to 130 employees from the 26 travel agencies that participated in the study. The findings indicate a substantial inverse link between turnover intention and employee empowerment. Additionally, the study reveals that years of experience and gender significantly alter the relationship between job satisfaction and the intention to leave. This study suggests that, to obtain a thorough understanding of the phenomenon, future research should employ qualitative methods and a larger sample size.

Putra, J.M. et al. (2024). The purpose of this essay is to conduct a literature evaluation with the following contributions in order to delve deeper into the factors that influence employee productivity and performance in the travel company industry. This article employs qualitative methodologies, using literature reviews on the research objects and related issues to describe the study's findings before offering a perspective based on the article's ultimate findings. International publications with a one-year time frame are the sources of the articles. The study aims to identify the relationship in the literature between employee performance characteristics and employee productivity, specifically focusing on research related to the travel sector. However, this article does not specifically mention the two variables. According to this article, there is a direct and substantial influence in a number of sectors due to the direct relationship between these two factors.

Thro, P.D. & Prasain, G.P. (2024). Healthcare professionals are vital to our daily existence. To carry out their duties effectively and efficiently, they must be able to maintain a good balance between their personal and professional lives, stay focused on their work, and be content with their jobs. This quantitative, cross-sectional study examines the work-life balance of healthcare professionals and its effect on job satisfaction. A questionnaire survey was administered using random sampling, and IBM SPSS Statistics 21 was used for analysis. Statistical tools such as

Cronbach's alpha, the independent-sample t-test, exploratory factor analysis, and the Pearson correlation coefficient were used to accomplish the study's objectives. According to the report, 5 per cent of healthcare professionals do not have a work-life balance, compared to 72.3% who have a moderate balance and 22.7% who have a high balance. Additionally, the study found that female, single healthcare workers have a considerably better work-life balance than those who are married. The results showed a moderately favourable link between work-life balance and job satisfaction, indicating a significant linear relationship between the two variables. To maintain employee satisfaction, senior management and employers in the healthcare sector must enhance work-life balance policies and programs. To preserve equality for all workers, particularly male and female employees as well as married and single workers, such policies and programs should be deliberately defined.

El-Sherbeeney, A. M. et al. (2023). Improving the relationship between people and their workplace has grown in importance as a means of improving worker satisfaction and propelling corporate success. This study aims to shed light on the relationship between ergonomics and job performance in the travel and hospitality sector. The study's data came from full-time employees at five-star hotels and category (A) travel firms in Egypt. The study used the partial least squares structural equation modeling (PLS-SEM) method to explore how ergonomics affects job performance, considering the roles of talent retention and work engagement. The 389 valid responses were examined using the statistical program WarpPLS version 7.0. The results showed that, in addition to the positive associations between ergonomics perception and work engagement and talent retention, there is a positive relationship between ergonomics perception and job performance. Job performance was also found to be positively correlated with work engagement and talent retention. Additionally, studies have shown that job performance and ergonomics are mediated by work engagement and talent retention. The findings of this study greatly advance the job demands-resources (JD-R) model theory. The report also provides firms in the tourism and hospitality sector with evidence-based guidelines to create positive work cultures that improve employee engagement, job performance, and talent retention. By adopting ergonomic principles, companies in this sector could design workplaces that prioritise workers' comfort, safety, and well-being.

Roy, N.C. (2023). The demand for hotel and tourism services is rising rapidly today. Employees in the hospitality industry are therefore under considerable professional pressure. They experience stress at work as a result of this strain. The level of stress at work significantly affects job satisfaction, as it is a requirement for delivering the best possible services. After identifying the factors that contribute to job stress, this study investigates how it affects employee happiness. The study used primary data gathered from sample respondents in the study region. Multiple regression analysis and factor analysis are used in the investigation. The study found a direct positive correlation between employees' job happiness and eustress. According to the study, job satisfaction has been positively impacted by job profile (JP), duration of work (DW), and expectation of management (EM). Work pressure (WP) and HR policy (HRP) had a detrimental impact on job satisfaction, and management should address these issues.

Shiri, R. et al. (2023). It's unknown how professional development and ongoing job education affect early labour market leave. The impact of professional development or ongoing job education on current employment retention was investigated in this systematic research. From the databases' launch dates through January 2023, we conducted searches in PubMed and Embase. Two reviewers used the modified Effective Public Health Practice Project quality assessment to evaluate the methodological quality of the included studies after screening the complete texts of pertinent publications. The findings of the included investigations were qualitatively summarised. After screening 7338 publications, we included 27 research studies in the evaluation, including 23 cross-sectional and four cohort studies. The majority of participants in the 24 selected research studies were from the healthcare industry. Five studies focused on employee turnover intention; two on job transition; one on return to work; one on early retirement; one on employment; and 19 on staying or leaving a current job. Opportunities for ongoing training or development for employees were linked to faster return to work, lower intentions to quit a current position, lower intentions to change jobs or retire early, and higher intentions to stay in a current position. According to one of the two studies that examined the impact of age, younger employees are more likely than older employees to maintain their positions by continuing their professional growth. A few studies found that job satisfaction and commitment fully mediated the association between employee growth and the intention to leave current employment. According to this study, participating in professional training and development is associated with a reduced likelihood of quitting one's current job.

Battisti, E., Alfiero, S. & Leonidou, E. (2022). Since the beginning of the COVID-19 epidemic, there has been a rise in digital and information and communication technologies (ICTs), and as a result, remote working. However, little research has examined how employees view remote work conditions from an economic and financial standpoint, including digital technology and its applications. Thus, the purpose of this study is to examine how workers are affected financially and economically by remote work. A mixed-methods sequential exploratory approach is used to examine a sample of 976 workers. The majority of workers experience a negative economic impact, according to this study, because the additional costs of digital platforms and technology, utilities, overtime, and meal vouchers exceed the savings from reduced out-of-pocket expenses and commuting costs. Additionally, this research demonstrates the value of psychological and behavioral factors, particularly job satisfaction and technostress, in determining whether or not people decide to continue working remotely during the COVID-19 epidemic. Lastly, our findings have significant theoretical implications for the body of literature on corporate finance, particularly the economic and financial effects of remote working and managerial issues related to digital transformation, with interdisciplinary elements linked to psychological aspects.

Dramicanin, S., Peric, G. & Pavlovic, N. (2021). The purpose of this study is to investigate the connections between organizational commitment in Serbian travel agencies and the elements of job satisfaction that Spector identified, including compensation, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication. A sample of 152 respondents participated in the survey, which was administered in March and April 2020 using the Job Satisfaction Survey and the Organizational Commitment Questionnaire, two validated

tools. Organizational commitment and work satisfaction are significantly positively correlated, according to research findings. The results also indicate that employee commitment is strongly linked to pay, promotions, benefits, coworkers, and communication, while there are only moderate connections between organizational commitment and other job satisfaction factors like supervision, rewards, procedures, and the nature of the work. Research limitations, implications, and recommendations for further study are discussed.

Gajic, T. et al. (2021). The primary driver of strong work performance and high-quality services in the tourism industry is employee happiness, which directly increases dedication to the company and productivity. The goal of the study is to identify the elements that influence female employees' loyalty to the organization and level of job satisfaction. Based on a sample of 610 women overall, the authors surveyed tourism enterprises in Novi Sad, the second-largest city in Serbia, using Meyer and Allen's organizational commitment scale and a standardized MSQ questionnaire for job satisfaction. The association between organizational commitment characteristics and job satisfaction components was ascertained through three multiple regression analyses. The findings support the existence and strength of the relationship between organizational commitment types and satisfaction factors. They also show that women's status in the tourism industry is not particularly favourable and that their moral commitments and limited options keep them in the same organization.

Sarkar, A. (2021). Business travel is an essential function in any organization because it not only gives employees an experience that boosts productivity, but it is also one of the main cost centers that must be managed strategically and effectively. Additionally, technology can play a significant role not only in leveraging savings while keeping employees safe and satisfied but also in improving their experiences. Organizing business travel can be quite difficult. There are flights to book, lodging to arrange, and a never-ending list of other expenses and responsibilities to manage because staff travel all over the world. It's crucial to remember that employees can enjoy and be really productive on work trips. The study shows that poor integration of technology and travel management can undoubtedly inhibit performance excellence.

Dey, S.K. et al. (2020). This study contributes to the literature by examining the relationship between employee motivation in Indian travel companies and job satisfaction and work stress. In the context of travel agencies in Southern India, the study aims to ascertain the influence of job satisfaction and work stress on employees' motivation levels, with particular emphasis on the moderating effects of employees' marital status and level of competence. The study's findings indicate that job satisfaction has a significantly stronger impact on employees' motivation compared to work stress, while employees' expertise partially moderates the relationship between work stress and motivation. The survey was administered to employees of travel agencies in Southern India using scales from previous research, and the data were analysed using structural equation modelling through Smart PLS. The study placed significant emphasis on the mediators' combined impact. In contrast to earlier research, the current study has tested the new composite scale to gauge overall motivation. The survey took place between November and December 2019, with 164 participants. Most of the participants were millennials, aged 18 to 35, and 43.3% held master's degrees. All respondents were pre-qualified for the study.

Heimerl, P., Haid, M., Benedikt, L., & Scholl-Grissemann, U. (2020). In many areas of the Alpine region, the hospitality sector clearly faces challenges in attracting and retaining skilled professionals. As a result, job satisfaction is becoming more and more crucial for the labor market's sustainable growth as well as for the future development of areas and destinations. Therefore, to better understand, this study looks at characteristics that affect job satisfaction. We used an online questionnaire to survey 345 workers on various aspects of their job satisfaction. According to the analysis, the most crucial factors for job satisfaction are opportunities for personal growth, alignment with the duty roster, and a positive rapport with the supervisor. Compensation, task portfolio, work environment, and infrastructure, on the other hand, were less significant motivators. The results point to crucial topics and avenues for more research on job satisfaction. The study provides practitioners with useful information about how to effectively and sustainably promote employee work satisfaction.

Parveen, R., Rahman, M.I. & Khaled, M.C. (2020). Bangladesh has ample room to grow and create jobs in the tourism industry. When the literature is analyzed, it becomes clear that the majority of the studies looked at the tourist market and travellers' satisfaction. However, there hasn't been enough research done on job satisfaction as a human resource management concept in the travel industry. Due to the service-oriented and people-intensive nature of the tourist industry, job satisfaction is very crucial. This study identified the antecedents of job satisfaction in the tourism industry, considering their relative significance to workers. The nature of the investigation is quantitative. Relationships between job satisfaction and related factors such as compensation and benefits, growth and advancement, the work itself, leadership, communication, performance feedback and recognition, rewards, coworkers, and employee stress were examined using several theories. We collected data from staff members of various tourism-related companies using structured questionnaires and the survey method. A total of 409 error-free response sheets with 38 independent variables were taken into consideration for the analysis using Smart PLS 3.01 software, which had an 81.8% response rate. We used the path coefficients of the components with job satisfaction as the dependent variable to test the hypotheses. We created the employee satisfaction model for Bangladesh using the coefficients of association between all nine characteristics and job satisfaction. Future research on HR-related challenges in the tourism industry may be based on the study's findings. Owners and managers of tourism businesses should understand how important it is for staff to be happy because this will increase client commitment, loyalty, and quality service. Owing to the predominance of other elements, like machinery, materials, and other technologies, there is occasionally insufficient proof to support the idea that job happiness and company performance are always positively and strongly correlated. However, job satisfaction among staff members who are directly in charge of the customer experience is certain to be a major role in a human-intensive service sector like tourism. It is anticipated that this document will be referenced in that specific concept or setting.

Sawant, M., Biwal, A.K. & Ragde, R. (2020). Due to its emphasis on people, the tourism sector is heavily reliant on human resources. Today's industry has the dual challenges of attracting and keeping the best human resources. Travel agencies and tour operator businesses are having trouble

hiring and keeping qualified employees, just like other industries. The purpose of this research paper is to examine the retention tactics that employers use now and, in the future, to keep happy workers at travel companies and tour operators in Pune, India's Maharashtra state. 47 human resource managers from travel agencies and tour operators provided information via standardized questionnaires, which made up the primary sources. The analysis was conducted using the one-way ANOVA test. Interview schedules were used to gather future retention techniques. The findings demonstrate the necessity of developing and implementing an anti-discrimination and anti-harassment policy for employees as part of a retention strategy. In addition to the other recommendations, the researchers made the crucial recommendation that the rules and regulations governing the harassment and discrimination of workers based on their gender, caste, and religion as outlined in the applicable government acts and ordinances rigorously.

Halder, D. & Chatterjee, I. (2019). The hospitality business is thriving in the present decade. It is a substantial factor in economic expansion. The quantity of hotels and resorts is rising annually in West Bengal. The need for hotels and resorts is increasing in Kolkata and its vicinity, including Durgapur, Haldia, Raichak, Shantiniketan, Digha, and various other tourist destinations in West Bengal, whether for business or leisure purposes. The rising demands of the workforce in this industry are generating job prospects; nevertheless, research in this field, particularly with a sample from West Bengal, is limited. This research investigates job satisfaction and organizational commitment among 600 employees in the hospitality industry, comprising 400 operational-level employees (200 male and 200 female) aged 21 to 40 years and 200 executive-level employees (100 male and 100 female) aged 25 to 35 years. A brief, closed-ended structured interview was conducted with them regarding several aspects of job satisfaction and organizational commitment. The responses were categorized into three groups, and the frequencies, along with the percentages, were computed for the chosen variables of job satisfaction and organizational commitment. The replies indicate a general negative skewness, revealing that a greater number of employees are unhappy rather than satisfied. Additionally, female employees at the operational level exhibit higher levels of job satisfaction and commitment compared to their male counterparts. Conversely, among executive-level employees, females exhibited slightly lower satisfaction compared to their male colleagues. The degree of happiness and commitment directly influences performance and customer contentment. The conclusions are pertinent to hoteliers and associated organizations for the industry's long-term prosperity. We must acknowledge and prioritize the findings, which will guide the revision of welfare systems and facilities to promote productive employment in this sector. Employees are assets and the backbone of this industry. Content staff can produce satisfied customers.

Stamolampros, P. et al. (2019). We investigate a specific instance of electronic word of mouth, namely employees' online reviews, to examine the factors influencing job satisfaction and employee turnover. We conduct our study with an innovative dataset of 297,933 employee online evaluations from 11,975 US tourist and hospitality companies, leveraging both the review ratings and textual content. Leadership and cultural values are more effective indicators of elevated employee happiness, although career advancement is crucial for employee retention. A one-unit rise in the rating for career growth decreases the probability of an employee departing from a company by 14.87%. Furthermore,

we measure the impact of work satisfaction on firm profitability, indicating that a one-unit increase results in an increase of 1.2 to 1.4 in ROA. We do not discover evidence supporting the inverse link, wherein growth in business profitability enhances work happiness. Employee reviews offer targeted managerial insights for management.

Tyagi, P.K. & Gupta, S.K. (2019). The study aimed to evaluate employee satisfaction in Chandigarh's travel industry. The data was gathered from an employee of the travel trade industry. The statistical test was employed to analyze the correlation among different variables of employee satisfaction in the travel sector, including efficiency, workplace security, communication, and management policies. The study identified a significant correlation between total experience and overall employee satisfaction, a significant correlation between respondent gender and overall employee satisfaction, and a significant correlation between position/designation and overall employee satisfaction.

Himanshi, R. (2018). The tourism industry is expanding swiftly and contributing to national growth; thus, it is essential to oversee the tourism sector. The tourism sector is a people-centric industry, and its personnel are integral to the success of a travel agency. Female employees are an essential component of the organization's workforce. Achieving organizational objectives necessitates employee job satisfaction. Job satisfaction encompasses various dimensions, including compensation, advancement opportunities, managerial oversight, ancillary benefits, performance incentives, work environment, colleagues, job characteristics, and communication. This study emphasizes the significance of job happiness among female employees in travel agencies, assisting employers in maintaining employee satisfaction and retaining suitable personnel for the long term. This study will inform the development of regulations to ensure the efficient operation of travel agencies and mitigate crises arising from employee unhappiness.

Singh, H. et al. (2017). The study investigated the correlation among employee job happiness, perceived customer satisfaction, service quality, and profitability in five hotels located in Kuala Lumpur, Malaysia. This study examined the correlation among employee job happiness, perceived customer satisfaction, service quality, and profitability at luxury hotels in Kuala Lumpur. Hoteliers are actively seeking innovative strategies to enhance their service values by improving service quality. Only efficient hotel operations, which surpass customer expectations and ultimately boost profitability, can achieve superior service quality. Approximately 150 responses comprised top and intermediate managers from hotels in Kuala Lumpur. The study period spanned from January to December 2015. We examined the data using the SPSS statistical software. The study revealed that elevated employee job happiness enhances service quality, thus boosting hotel profitability. Conversely, staff work satisfaction enhances customer satisfaction and boosts hotel profitability through increased future sales and positive consumer goodwill. The report concluded with a discussion on the implications and limits of the research, along with suggestions for future studies.

Jodhana, L.S. & Solanki, A. (2016). Job happiness refers to the extent to which individuals appreciate their employment. Some individuals derive pleasure from their work and consider it a fundamental aspect of life, whereas others engage in work solely out of need. A multitude of studies

have been conducted to comprehend this characteristic inside businesses. The evaluation of employee job satisfaction has become a prevalent practice, with management focused on the physical and psychological welfare of personnel. We conducted this study to investigate the factors that influence employee satisfaction or unhappiness in travel agencies and tour operating companies in Bangalore. In any professional sector, employee satisfaction is a critical concern for management; greater dissatisfaction among employees correlates with diminished contributions to the organization and increased turnover and absenteeism. This is particularly significant in the tourism and hospitality sector, as employee work happiness directly correlates with their motivation to deliver enhanced services to consumers, hence improving customer satisfaction. The study aimed to assess employee job happiness, identify contributing causes, and evaluate performance and personal development to facilitate necessary improvements. The data indicate that employees are predominantly dissatisfied with their compensation and advancement prospects. Moreover, the task and the workforce possess inherent demanding characteristics. Relationships with colleagues and superiors are fulfilling elements of their employment. The study proposes strategies that firms can implement to ensure employee happiness, motivation, and a supportive work environment that improves job satisfaction.

Singh, S.P. (2014). Travel and tourism are the largest worldwide industry, accounting for around 8.5 percent of total world trade, 30 percent of the service sector, and 12 percent of global employment. Tourism generated over 9.8 million direct jobs in 1997-98, contributing a substantial value of almost 13,500 crore rupees, so establishing itself as the second largest source of foreign cash in India. The primary function of travel agents is clearly recognized by both the main supplier and the traveller. As tourism is a service sector, the role of employees is crucial, as they are expected to deliver 'service with a smile.' This smile reflects the customer's ease and the employee's job happiness.

Kovačević, B., Gajić, T. & Penić, M. (2012). This study addresses contemporary concerns in the tourism sector, namely employee satisfaction, culminating in a synthesis of theoretical frameworks and research data regarding employee satisfaction in travel agencies, a critical determinant of success and enhanced profitability and competitiveness. The primary objective of this study was to assess the level of employee satisfaction among personnel in tourist agencies in Novi Sad, as well as to identify the factors influencing employee motivation and their potential impact on enhanced productivity and company competitiveness. The primary aim of this investigation was to validate a particular theory. This study posits that employees in travel agencies in Novi Sad are predominantly satisfied with the various factors influencing their business, a notion that has been substantiated. The primary methodology employed in this study is surveying a random sample and analysing the outcomes derived from the acquired data. Data processing utilized the SPSS software, version 17.0. The study involved 107 respondents, and the results were derived using statistical methods and secondary sources, thereby validating certain hypotheses presented in the research. The analysis and processing of the survey, which was entirely research-oriented, resulted in specific and practical conclusions, recommendations, and guidelines on employment satisfaction at tourist agencies in Novi Sad.

CONCLUSION

The development of technology has grown to be a significant influence affecting workers' experiences and job happiness. Many job-related tasks are now faster, more accurate, and more efficient thanks to the development of digital tools, automated systems, communication technologies, and contemporary work platforms. Additionally, technology has made it easier to communicate, obtain information, have flexible work schedules, and improve management and staff coordination. However, there are certain negative effects of technology on job satisfaction. Employees may value the efficiency and convenience that contemporary technology offers, but the speed of technological development can lead to problems, including increased work pressure, the need for ongoing education, technology-related stress, increased surveillance, and fear of losing their jobs. Workers who are properly trained and have sufficient digital abilities are typically better equipped to adjust to changes in technology and like their jobs more. Therefore, the study comes to the conclusion that, when applied in a way that is employee-friendly, technological innovation can greatly increase job happiness. Organisations must offer suitable training, technical support, involvement in technology-related choices, and chances for skill development in addition to just implementing new technologies. Additionally, management should strike a balance between the social and psychological welfare of staff members and the effectiveness of technology. The development of technology should be seen as a tool for fostering a positive and fulfilling work environment in addition to increasing organisational productivity. Higher levels of employee happiness, dedication, and performance are more likely to be attained by organisations that integrate technical advancement with employee welfare, effective communication, training, and job security.

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