# Factors Affecting Job Satisfaction in the Tourism Sector of Bangladesh

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**Research Article**

## Abstract

*Purpose: Tourism is a very potential sector for Bangladesh in terms of growth and employment. Analyzing the literature, it can be observed that most of the researchers studied the tourist market and the degree of satisfaction of tourists. But job satisfaction as a human resource management concept, in the tourism sector, has not been sufficiently investigated. Job satisfaction is particularly important in the tourism sector as it is service-oriented and people-intensive. This study identified the antecedents of job satisfaction in the tourism sector and their relative importance to the employees.*

*Methods: The study is quantitative in nature. Several hypotheses were tested for relationships between job satisfaction and related facets like payment and benefits, advancement and growth, the work itself, leadership, communication, performance feedback and recognition, rewards, colleagues, and employee stress. Data were collected through survey method and structured questionnaires from employees of different tourism-related businesses. With an 81.8% response rate, a total of 409 error-free response sheets containing a total of 38 independent variables were considered for the analysis through Smart PLS 3.01 software. The hypotheses were tested by following the path coefficients of the factors where job satisfaction was the dependent variable. The model of the satisfaction of employees for Bangladesh was established by using the coefficients of relationship with all nine facets and job satisfaction.*

*Results: The standardized regression weights are shown with the nine factors Payment and Benefit (PB), Advancement and Growth (AG), Work Itself (WI), Work Itself (WI), Leadership (LE), Communication (COM), Performance feedback and Recognition (PFR), Rewards (RE), Colleague (COL) and Stress (STR). It was found that five factors (PB, AG, WI, LE, COM) are relatively more significantly responsible for job satisfaction or dissatisfaction, than the other four factors (PFR, RE, COL, STR). It also found that the managerial and non-managerial employees show considerable differences in their job satisfaction across the organizations.*

*Implications: The results found in the study may act as a basis for future research in the HR issues of the tourism sector. The owners and managers of tourism companies should appreciate the necessity of*

*employees being satisfied because this will lead to greater commitment, loyalty, and quality service to the customers.*

***Originality****: Due to the dominance of other factors like machines, materials, and other technologies, there is weak evidence in some cases whether there is always a positive and strong relationship between job satisfaction and firm performance. But in a human-intensive service industry like tourism, job satisfaction of employees who are directly responsible for consumer experience, is bound to be a dominant factor. This paper is expected to be cited in that particular idea or context.*

**Keywords:** Tourism, Bangladesh, Human Resource Management, Job Satisfaction, Service industry.

## 1. Introduction

The tourism sector is a very potential sector for Bangladesh. According to a study published by official-esta.com based on data from Knoema and The World Bank, 944 jobs are created per 100 tourists that arrive in Bangladesh, which is the highest in the world (The Bangladesh Monitor, 27 March, 2020). The tourism sector is customer-driven and quality-focused, and the service quality of the businesses is dependent on the people employed in them (Appaw-Agbola, Afenyo-Dehlor & Agbola, 2011). The human element plays a major part in the overall success of any organization, but especially so in the largest service sector: tourism. Many members of the workforce (waiters, room staff, receptionists, ticketing officers, and others) are in direct contact with consumers (guests) and are directly responsible for the satisfaction of tourists and firms' business objectives. Companies need to appreciate that understanding the factors associated with job satisfaction is a major step toward developing high-quality human resources (HR) and its management (HRM). One of these factors is job satisfaction, which has been studied widely by organizational researchers and has been linked to organizational commitment as well as to organizational performance (Ostroff, 1992). Job satisfaction is considered a strong predictor of overall well-being, as well as a good predictor of intentions or decisions of employees to leave a job (Agarwal, 2001). Thus, it is obvious that to get the highest level of professional commitment and performance from employees, the tourism industry must understand the factors that can ensure a higher level of job satisfaction among those employees. Job satisfaction is a general attitude in the mind of an employee towards the job and nature of work (Robbins,1997). Mobey and Lockey (1970) argued that job satisfaction and dissatisfaction are functions of the perceived relationship between what one expects and obtain from one's job and how much importance or value one attributes to it. Porter and Lawler (1972) defined job satisfaction as a one-dimensional contract: one is generally satisfied or dissatisfied with one's job. However, Smith, Kendall, and Hulin (1969) argued that job satisfaction was multidimensional: one may be satisfied (or not) with one's supervisor, pay or workplace, etc. According to Robbins (1997), finding summation of satisfaction regarding different job facets is a sophisticated approach for measuring job satisfaction. The five key elements are the nature of the work, supervision, present pay, promotion opportunities, and relationships with coworkers. Despite ample works on job satisfaction itself, and tourism as a sector, job satisfaction in the tourism sector, in a particular country context is not so common. This paper attempted to contribute in this regard.

The rest of the paper is organized accordingly. First, a thorough literature review has been done about the job satisfaction issue, the tourism sector, and related matters, and relevant hypotheses developed. Then the methodology section explained the sampling, data collection method, analytical tools, and other issues. In the following sections, results have been reported with sufficient discussion and analysis. In the final section, a conclusion, further research direction has been stated.

## 2.  Literature Review

### 2.1  Job satisfaction and factors influencing it

Herzberg et al. (1959), after conducting a massive study, developed the *Two Factor Theory*, which that identifies two sets of factors contributing to job satisfaction and dissatisfaction. Those are (1) *Hygiene factors*: salary, relations with superiors and peers, quality of technical supervision, company policy and administration, working conditions, etc.; and (2) *Motivation factors*: achievements, recognition, work itself, responsibility, advancement, and the possibility of growth. Applebum and Grigore (1997) identified a positive correlation between the nature of the job design that includes task complexity, task variety, task independence, and job satisfaction. The nine most important factors influencing job satisfaction are pay, benefits, advancement and growth, the work itself, leadership, communication, performance feedback and recognition, relation with a coworker, and stress (Rahman and Parveen, 2006; Cowin, Johnson, Craven & Marsh,2008; Amissah, Gamor, Deri, & Amissah, 2016). Some demographic factors influence job satisfaction, as shown in some studies. Kalleberg and Loscocco (1983) showed that in the USA, older workers were more satisfied than younger workers. Shapiro and Stern (1975) found that in the USA professional women experienced lower levels of job satisfaction than did their male counterparts.

The literature on job satisfaction in Bangladesh reveals that most of the studies have identified the relationship between job-related factors and job satisfaction. According to Islam (1999), Government employees are deemed to have higher levels of job satisfaction than NGO employees and male employees are more satisfied than women employees in Bangladesh. Rahman and Sarcar (1990) found that, among professional women, occupational stress was higher for those unmarried. Khaleque and Rahman (1987) conducted a study on job satisfaction of Bangladeshi industrial workers regarding the influence of job facets such as job content, coworkers, supervision, wages, promotion, work environment, and communication. They concluded that such job facets are the reasons for both satisfaction and dissatisfaction at the workplace; overall job satisfaction of industrial workers was not only influenced by these job facets but also by personal life. The degree of satisfaction also depended upon the perceived importance of the job facets. Alam (2003) conducted a study on the job satisfaction of female workers in garment factories in Dhaka and concluded that the level of satisfaction was positively correlated with the level of wages received. Ziaul, Anwar, and Nazrul (2005), in their study on comparative job satisfaction of senior male and female executives in Bangladesh, showed that there were insignificant differences between male and female executives regarding satisfaction in different facets of their jobs.

## 2.2 The Tourism Industry

For the purposes of our research, we have defined the scope of the tourism industry in line with International Association of Scientific Experts in Tourism (www.aiest.org) based in St. Gallen, Switzerland, which outlined the tourism industry as the sum of phenomena and relationships arising from the travel and stay of nonresidents insofar as they do not lead to permanent residence (Williams, 2004). The tourism industry is identified with individuals, businesses, and organizations working to provide products and services (including information) to tourists. Camilleri (2018) identified four major sectors in the tourism industry:

(i)    Transportation: Air Travel, Water-borne Transportation, Land Transportation

(ii)   Accommodation: Hotel Brands and the Corporate Chains, Consortia hotels, Bed and Breakfast (B & Bs), Farmhouse Accommodation, Camping and caravanning, Second Homes and Time-share Accommodation, Educational Accommodation, Air BnB Model of Shared Accommodation

(iii)  Ancillary Services: Food and Beverage: restaurants, bars, fast food shops, takeaways, Entertainment: cinema, night clubs, theatres, plays and shows, Retail Facilities, Education and Training, tour operators and tourist guides, Tourist publications and online content, Public Service and Amenities, Financial services

(iv)   Sales and Distribution: wholesalers (tour operators) and retailers (or travel agents), adventure or activities for example; trekking, jet-boating, rafting and surfing, Attractions: natural wonders, man-made attractions, special events, cultural or historic sites, theme parks, live-theatres, museums arts and crafts, sport, music or dance, unusual or unique flora and fauna, nightlife, Governments tourist offices or tourism authorities.

The tourism and hospitality industry is considered one of the potential sectors for many countries that shows a significant impact on their socio-economic development. Many countries such as India, the Maldives, Malaysia, the UAE, Thailand, etc. became successful in changing their economic base within a very limited timeframe by developing tourism- and hospitality-based businesses. According to the World Tourism & Travel Council (WTTC), the Bangladeshi tourism and hospitality industry earned about $0.175 billion. This sector has the potential for huge employment generation. In 2017 travel and tourism directly supported 1.8% of total employment and contributed to 2.2% of total GDP (WTTC, 2018). This is expected to rise by 4.0% and become 1.9% of total employment by 2024. Travel and tourism is a very labor-intensive industry. Over the last three decades this industry has provided economic growth in many economies, especially in the developing countries, by generating employment, creating spillover growth effects in other sectors of the economy, and increasing foreign exchange earnings, thereby contributing to an improved balance of payment (Durbarry, 2004; Oh, 2005; Lee and Chang, 2008; Belloumi, 2010). The potential economic importance of this sector makes it a necessity to consider what might make this labor-intensive sector more efficient – and where job satisfaction might be an obvious answer.

## 2.3 Job Satisfaction in the Tourism Industry

Employee satisfaction represents a component of the success of each company. Employees who are not satisfied will not perform their job properly, and thus the company will suffer direct damage (Gajićet al., 2014). Employee satisfaction directly or indirectly affects their behavior in absenteeism, intention to leave, productivity, etc. (Yee et al., 2008). When an employee is dissatisfied at work and lacks the motivation to act in a profession that is mainly customer-service related, such as a hotel, this will directly affect their level of efficiency and quality of service (Ogbonnikan, 2012). The tourism and hospitality industry is a service-oriented human-intensive sector where an efficient workforce is a prerequisite for delivering better services to guests. The story of successful tourism enterprises is one that is largely about people – how they are trained and educated, how they are valued and rewarded, and how they are supported through a process of continuous learning and career development. Better service delivery can help to attract more tourists to ensure the financial sustainability of the industry (Bulletin UASVM, 2018).

Szivas (1999) argues that "only competent and motivated employees can deliver high-quality service and achieve competitive advantage for their firms and tourist destinations". Again the Job satisfaction of tourism employees is not influenced by the same factors in all the industries or all the countries (Rahman & Sanzi, 1995; Lam, Zhang, & Baum, 2001; Gallardo et al., 2010; Santa Cruz et al., 2014). The professional identity and the social esteem of the tourism career have been found to be very low in Bangladeshi society. The common perception about the tourism industry is mostly confined to tourist guides and cooks or chefs who are not perceived as adding much human dignity to Bangladeshi culture (Huda et al., 2012).

Analyzing the literature, it can be observed that most of the researchers so far, researched the tourist market and the degree of satisfaction of tourists. Job satisfaction among employees in the tourism sector has not been fully investigated, even though the degree of employee satisfaction directly affects customer satisfaction in tourism. The present study attempted to contribute in this regard, which may act as a basis for future research in the HR issues of the tourism sector.

## 3. Objectives of the Paper

In line with the research gap as mentioned above, the objective of this study is to explore the job satisfaction factors and suggest an empirical model. The growth of the tourism industry globally, as well as in Bangladesh, requires a more competent level of professionalism of employees in the sector, which in turn is dependent on the level of their job satisfaction. Thus, it is a current matter of interest as to whether the job satisfaction of tourism employees is at an acceptable level or not. Specifically, the study objectives are as follows:

- To analyze the factors affecting the job satisfaction of the human resources related to the tourism sector in Bangladesh.
- To create a research model for job satisfaction and tourism relationships, and test it empirically in the context of Bangladesh.

Thus, this study empirically evaluates the job satisfaction level in the tourism industry and the factors underlying it.

## 4. Methodology

The study is quantitative in nature. It has followed a survey method for collecting data from the field. The study further targeted a range of organizations in the tourism sector. The primary data were collected using a structured questionnaire directed to employees working in different tourism organizations among those were hotels, restaurants, lodging, tourist service providers, travel agents, and tour operators, transport companies, and theme parks. The questionnaire was developed following the standard set of questions by Murray (1999), Leysen (2009), and Khan (2013). Employees and service providers from the organization types listed were covered within the framework of the definition of the sector. The respondents were chosen from existing employees by crosschecking their identity or office desk. The facets of job satisfaction considered in the questionnaire were payment and benefits, advancement and growth, the work itself, leadership, communication, performance feedback and recognition, rewards, colleagues, and employee stress. Under each facet, between two and five independent variables were considered. Therefore, a total of 38 independent variables were considered for the analysis.

Since no sampling frame was available for employees or organizations, a convenience sampling procedure was followed to collect a total of 500 respondents from the capital city, Dhaka, and its surroundings. In Bangladesh, the organizations belonging to the hospitality industry and the tourism industry are mostly situated in Dhaka and its outskirts. Data were collected by trained data collectors from March to July of 2017. One or more volunteer respondents from each organization were the respondents.

A total of 458 organizations responded (81.8% response rate). A total of 409 were error-free and were analyzed through statistical software, the Partial Least Square (PLS) Method, using SMART-PLS 3.01. Based on power analysis the minimum sample size is 166 (Hair et al., 2013). Since the sample size here is 409, this is a good representation of the subject investigated. In the first step, data reliability was checked by AVE (Average Variance Extracted) and Composite Reliability. The important factors were then chosen using Discriminant Validity.

## 5. Hypotheses:

A total of 11 hypotheses (H 1 to 11) were tested for a thorough understanding of job satisfaction in the tourism sector in Bangladesh, and related facets:

o Hypothesis 1 (H-1): There is a significant relationship between payment and benefits (PB) and job satisfaction (Job Sat) of the tourism sector in Bangladesh;

o Hypothesis 2 (H-2): There is a significant relationship between advancement and growth (AG) and job satisfaction (Job Sat);

o Hypothesis 3 (H-3): There is a significant relationship between the work itself (WI) and job satisfaction (Job Sat);

o Hypothesis 4 (H-4): There is a significant relationship between leadership (LE) and job satisfaction (Job Sat);

o Hypothesis 5 (H-5): There is a significant relationship between communication (COM) and job satisfaction (Job Sat);

o Hypothesis 6 (H-6): There is a significant relationship between performance feedback and recognition (PFR) and job satisfaction (Job Sat);

o Hypothesis 7 (H-7): There is a significant relationship between rewards (RE), and job satisfaction;

o Hypothesis 8 (H-8): There is a significant relationship between the relationship with colleagues (COL) and job satisfaction(Job Sat);

o Hypothesis 9 (H-9): There is a significant relationship between stress (STR) and job satisfaction (Job Sat);

o Hypothesis 10 (H-10): There is a significant difference between job satisfaction (Job Sat) of male and female employees;

o Hypothesis 11 (H-11): There is a significant difference between job satisfaction (Job Sat) of employees in management and non-management positions.

The hypotheses were tested by following the path coefficients of the factors where job satisfaction of the employees of tourism sectors was the dependent variable. Finally, the model of the satisfaction of employees for Bangladesh was established by using the coefficients of relationship with all nine facets and job satisfaction.

## 6. Results and Discussion

### 6.1 Descriptive Statistics
The study included various types of tourism organizations in the sample, in which a larger proportion were hotels (26%) and tourist areas (15.3%). Other organizations are distributed as shown in Table 1. Of the 409 employees surveyed, the majority are between 18-34 years old (58%) and most are aged below 44 years (86%). The descriptive analysis shows that overwhelmingly (94%) respondents are male. There were 45.7% of employees working in a managerial position and 54.3% of employees in non- managerial positions.

In general, the employees in the tourism sector seem to be satisfied. (see Annex 1, Table 1). The frequency distribution shows that, in most cases, the mean of responses ranging from 1.06 to 3.01 reveals that employees either strongly agree or agree with satisfaction factors related to a job aspect. The overall satisfaction of employees is measured with the statement 'I am satisfied with my job', which had a mean response of 2.34, showing an average overall satisfaction of all types of employees. The higher values are found in some cases: 'I have enough time to spend with my family' (3.01), 'There are good rewards for those who work here' (2.84), and 'I am satisfied with my chances for promotion' (2.75). This indicates that employees are on average less satisfied with these aspects related to job stress, the rewards system, and promotion opportunities. The standard deviation scores of the responses are near to 1, which means that the respondents' answers were consistent, and most of the disparities were found in the cases of training facilities (1.20) and reward opportunities (1.18).

## Table 1: Types of Organizations

| Types of Organizations | Percent |
|---|---|
| Hotel | 26.2 |
| Restaurant | 9.2 |
| Lodging | 9.2 |
| Tourist spot | 15.3 |
| Travel Agent/Tour Operator | 7.1 |
| Transport Companies | 11.5 |
| Theme Park | 9.9 |
| Total | 88.3 |
| Missing | 11.7 |
| Total | 100.0 |

Source: Filed Survey

## 6.2  Research Model

The model for job satisfaction is shown in Figure 1 through a path analysis. Path analysis is the diagrammatic representation of the theoretical model using standardized notation. Regression equations are specified between measured variables. Effect of predictor variables on dependent variables (Satisfied with the job) is measured by Standardized Regression Weights and Factor Lodgings.
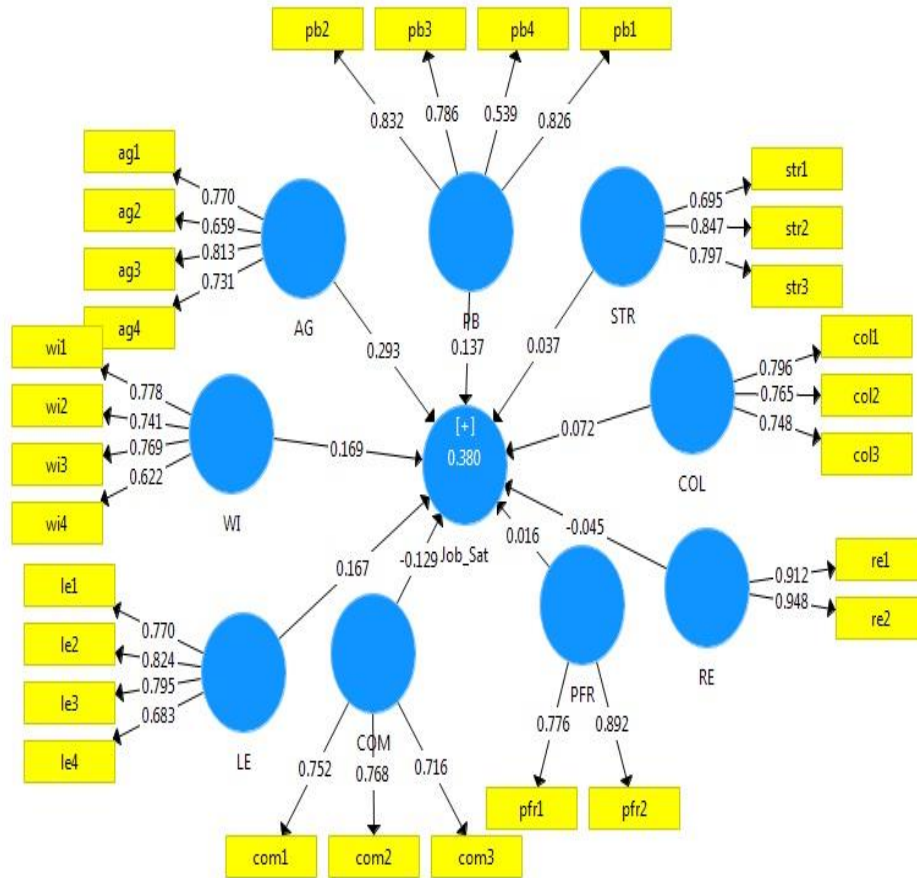


## Figure 1: Research Model

From the above model, it is shown that a total of 38% (Value of R2) variation of job satisfaction in the tourism sector is explained by the model under the considered variables. The standardized regression weights are shown with the nine factors Payment and Benefit (PB), Advancement and Growth (AG), Work Itself (WI), Work Itself (WI), Leadership (LE), Communication (COM), Performance feedback and Recognition (PFR), Rewards (RE), Colleague (COL) and Stress (STR). The dependent variable, 'job satisfaction of the employees', is placed at the center point, whereas the nine factors, along with the independent variables (Please see Annex Table 2: Factors and Variable Description), are placed in surrounding areas. It is visible that payment and benefits (0.137), advancement and growth (0.293), work itself (0.169), leadership (0.167), and communication (0.129) are significant factors of job satisfaction. Those factors have higher loadings in relation to the Dependent variable Job_Sat. In all those factors the t-test statistics were found over 1.96 (not shown in the model).

It should also be observed that the factor loadings (shown in between factors and variables) for all the nine factors are very high. Only one case (Factor-PB variable pb4) shows the loadings 0.539 which is, indeed, not very low. In all other cases, the loadings are more than 0.622 (Factor WI variable wi4). Therefore, the model indicates five factors (payment and benefit, advancement and growth, the work itself, leadership, and communication) as significant as well as influential in determining the satisfaction of the employees of the tourism sector of Bangladesh.

### 6.3 Data Reliability Test

The data were first analyzed by measure to assess average convergent validity (AVE), which is the average amount of variance in indicator variables that a construct can explain (Table 2). The internal consistency of the data set was measured by following a measure of scale reliability, composite reliability (Fornell and Larcker, 1981).

**Table 2: Data Reliability Test**

| Variables | Average Variance Extracted ( AVE) | Composite Reliability |
|---|---|---|
| Job satisfaction (Dependent variable) | 1.000 | 1.000 |
| Payment and benefit | 0.571 | 0.838 |
| Advancement and growth | 0.556 | 0.833 |
| Work Itself | 0.533 | 0.819 |
| Leadership | 0.592 | 0.853 |
| Communication | 0.556 | 0.790 |
| Performance feedback and recognition | 0.699 | 0.822 |
| Rewards | 0.865 | 0.927 |
| Colleagues | 0.592 | 0.813 |
| Stress | 0.611 | 0.824 |

Source: Filed Survey

Hair et al. (1998) have recommended composite reliability above the 0.70 thresholds and an extracted variance above the 0.50 threshold. From the second column of the Table, we see that all the values for the factors considered are above the thresholds (i.e., greater than .05 and .07,

respectively). Therefore, there exists a fairly good reliable condition in the data set. Most of the facets have composite reliability above .813, except for communication (.790).

### 6.4 Data Validity Test

Next, the relationship between the facets was studied using discriminate validity tests to explain whether the concepts or measurements were significantly related. Table 3 shows the coefficients that explain the correlations.

**Table 3: Data Validity Test**

| Variables | Job satisfaction | P b | A n g | W I | Le | Com | P f n r | Re | Col | Str |
|---|---|---|---|---|---|---|---|---|---|---|
| Advancement and growth | 0.745 | | | | | | | | | |
| Colleagues | 0.441 | 0.770 | | | | | | | | |
| Communication | 0.517 | 0.537 | 0.746 | | | | | | | |
| Job satisfaction (Dependent variable) | 0.542 | 0.365 | 0.308 | 1.000 | | | | | | |
| leadership | 0.575 | 0.514 | 0.533 | 0.483 | 0.770 | | | | | |
| Payment and benefit | 0.614 | 0.339 | 0.409 | 0.468 | 0.504 | 0.755 | | | | |
| Performance feedback and recognition | 0.567 | 0.360 | 0.494 | 0.387 | 0.532 | 0.485 | 0.836 | | | |
| Rewards | 0.541 | 0.287 | 0.340 | 0.310 | 0.376 | 0.480 | 0.500 | 0.930 | | |
| stress | 0.478 | 0.371 | 0.470 | 0.344 | 0.425 | 0.432 | 0.483 | 0.385 | 0.770 | |
| Work Itself | 0.600 | 0.555 | 0.542 | 0.500 | 0.608 | 0.552 | 0.544 | 0.408 | 0.372 | 0.782 |

Source: Filed Survey

The diagonal values similarly show a threshold of above 0.7 for all the factors, including for job satisfaction (the dependent variable). Hence the model does not exclude any variable among the factors under study. The constructed hypotheses were tested by following t-statistics (Table 4). The sample mean standard deviation, t-statistics, and the probability values are shown in columns 3 to 6. Of a total number of nine factors, payment and benefits, advancement and growth, the work itself, leadership, and communication are significant factors of job satisfaction in the tourism sector (probability values less than 0.05 ). Therefore, those are the crucial factors responsible for job satisfaction in the sector. The t-test revealed that performance feedback and recognition, rewards, colleagues, and stress are not significant factors for job satisfaction, as the probability values were estimated at more than 0.05 in those cases.

## Table 4: Significant Factors for Job Satisfaction

| Factors | Original sample | Sample mean | Standard Deviation | T-Statistics | P Values | Hypothesis | Result |
|---|---|---|---|---|---|---|---|
| Payment and benefit -> Job satisfaction | 0.137 | 0.145 | 0.063 | 2.190 | 0.029 | 1 | supported |
| Advancement and growth -> Job satisfaction | 0.293 | 0.282 | 0.076 | 3.848 | 0.000 | 2 | supported |
| Work Itself -> Job satisfaction | 0.169 | 0.173 | 0.066 | 2.549 | 0.011 | 3 | supported |
| Leadership -> Job satisfaction | 0.167 | 0.165 | 0.058 | 2.896 | 0.004 | 4 | supported |
| Communication -> Job satisfaction | -0.129 | -0.121 | 0.053 | 2.431 | 0.015 | 5 | supported |
| Performance feedback and recognition -> Job satisfaction | 0.016 | 0.021 | 0.058 | 0.274 | 0.785 | 6 | Rejected |
| Rewards -> Job satisfaction | -0.045 | -0.051 | 0.052 | 0.874 | 0.383 | 7 | Rejected |
| Colleagues -> Job satisfaction | 0.072 | 0.068 | 0.052 | 1.397 | 0.163 | 8 | Rejected |
| Stress -> Job satisfaction | 0.037 | 0.035 | 0.056 | 0.666 | 0.506 | 9 | Rejected |

Source: Filed Survey

## Table 5: Cross-tabulation between job satisfaction and job position (managerial vs. non-managerial)

| Chi-Square Tests | | | |
|---|---|---|---|
| | Value | Df* | Asymp. Sig. (2-sided) |
| Pearson Chi-Square | 37.090[a] | 4 | .000 |
| Likelihood Ratio | 39.674 | 4 | .000 |
| Linear-by-Linear Association | 35.488 | 1 | .000 |
| N of Valid Cases | 377 | | |

Source: Filed Survey

*\*1 cell (10.0%) have an expected count less than 5. The minimum expected count is 4.56.*

About male/female and job satisfaction, there was no significant difference between the job satisfaction of male and female employees in the tourism sector. The age of employees also does not have significance in influencing job satisfaction. However, there was a significant difference between the job satisfaction of employees in management and non-management positions (Table 5).

## 7. Conclusion

This paper tried to contribute to fulfilling the gap in the field of tourism research by illustrating the job satisfaction situation in the industry. The findings show the importance of all five factors that are responsible for job satisfaction or dissatisfaction and recognize four others as less important. The research model has clearly established that five factors (payment and benefit, advancement and growth, the work itself, leadership and communication) are significant factors, and others (performance feedback and recognition, rewards, colleagues, and stress) are not significant for job satisfaction in the tourism sector in Bangladesh. Since the study showed that the managerial and non-managerial employees have considerable differences in their job satisfaction or dissatisfaction, proper attention is needed to reduce that difference.

In terms of practical implications of the paper, it can be said, Bangladesh has huge potential in the tourism sector in terms of absolute value, growth, and associated employment. Employees will be required to have a more professional attitude. The job satisfaction of these employees will result in better competitiveness and success of organizations in the future. The owners and managers of tourism companies must try to understand the necessity of employees being satisfied because this will lead to greater commitment, loyalty, and quality service on the part of employees.

## 8. Limitations and Future Directions of the study

There is an increasingly higher number of female employees joining in service based tourism industry, which may not have been sufficiently reflected in the study. Also, there are huge variations within the tourism industry itself, ranging from infrastructure intensive hotel constructions to pure internet-based tour consultancy services. Future researches in a similar line may use more samples with greater numbers of female employees and more diverse types of tourism organizations to build on the limitations of the current study. There have been no comparisons between job satisfaction in different types of tourism organizations, which may vary considerably within the industry. In particular, the socio-demographic profile of Bangladesh differs from that of the Western world and other popular tourist destinations. Different socio-economic conditions may generate different results.

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