

Advances in Hospitality, Tourism Management, and Regional Development

International Hospitality and Management Conference
'AMANTRAN-2025

English

Editors:

- **Prof (Dr.) Pralay Ganguly**
- **Dr. Barnali Dey**
- **Dr. Abhishek Kar**
- **Dr. Sudipta Kumar Pal**

ISBN: 978-81-952903-4-5

2025

Published by:

Open Books Publisher, Imprint of Consortium E-Learning Network Pvt. Ltd. A-118,
First Floor, Sector-63, Noida - 201301, Uttar Pradesh, India

Convener's Message

Dear All

I feel immense pleasure in sharing that all participants who presented papers at the *International Hospitality and Management Conference 'AMANTRAN-2025'*—held on the 24th and 25th of April 2025 under the theme “*Advances in Hospitality, Tourism Management, and Regional Development*”—have successfully published their extended abstracts in the conference proceedings. A few full papers have also been included, further enriching the academic value of this publication.

I extend my heartfelt congratulations to my fellow editors, **Dr. Barnali Dey** and **Dr. Abhishek Kar**, for their dedicated efforts toward the success of this conference publication. The quality of this compilation is a result of the meticulous work by all contributing authors under the guidance of our editorial team.

With an overwhelming response from participants representing both national and international institutions, this conference has served as a vibrant platform for intellectual engagement, collaborative networking, and meaningful research dissemination.

As the Convener, I express my sincere gratitude to our esteemed keynote speakers, session chairs, and paper presenters for their invaluable scholarly contributions. Special thanks also go to our organizing committee, editorial board, and supporting institutions, whose relentless commitment and hard work made this conference a grand success.

Let us continue to celebrate research, innovation, and academic excellence through events like these. I look forward to insightful discussions, fruitful collaborations, and new partnerships that will arise from this academic gathering.

Wishing you all a rewarding and memorable conference experience. I hope to welcome you again at future educational events.

Warm Regards

Prof (Dr.) Pralay Ganguly

Principal

GNIHM, Kolkata

GURU NANAK INSTITUTE OF HOTEL MANAGEMENT, KOLKATA

PRESENT

INTERNATIONAL HOSPITALITY AND MANAGEMENT CONFERENCE

AMANTHRAN- 2025

(Scopus and WoS Indexed Conference)

THEME: ADVANCES IN HOSPITALITY, TOURISM MANAGEMENT & REGIONAL DEVELOPMENT

PROGRAMME SCHEDULE - DAY 1 (24-April-2025)

INAUGURAL SESSION: 09:30 AM TO 01:05 PM			
SL	ACTIVITY	TIME	PLACE
1	Guests' Welcome (Arti-tilak of all delegates)	09:30 AM	GNIHM Reception
3	Registration of Paper Presenters	09:30 - 09:50 AM	GNIHM Reception
4	Participants to be seated in the Auditorium	09:30 AM	Auditorium
5	Campus Walk	10:00 AM	Auditorium
6	AMANTHRAN - IHMC 2025 Inaugural Session starts	10:30 AM	Auditorium
7	Master of Ceremonies: Ms. Anurupa Pal + Dr. Sudipta Kumar Pal to invite the guests & dignitaries on the dais and felicitate	10:30 AM	Auditorium
8	Lighting of the lamp by dignitaries on the dais	10:40 - 10:45 AM	Auditorium
9	Welcome dance/Song (Saraswati Vandana)	10:45 - 10:50 AM	Auditorium
10	Inaugural address by Prof. Dr. Bhaskar Gupta Vice Chancellor of JIS University	10:50 – 11:00 AM	Auditorium
11	Welcome Address by PROF. (DR.) PRALAY GANGULY , Principal, GNIHM and Conference Convener	11:00 - 11:10 AM	Auditorium
12	Keynote Address by DR. RASHEEDUL HAQUE , Associate Professor, Faculty of Business, Hospitality, Accounting and Finance, Mahsa University, Malaysia	11:10 - 11:25 AM	Auditorium
13	Keynote Address by PROF. (DR.) SATISH CHANDRA BAGRI , Honorary Director, Centre for Tourism and Hospitality Training and Research, Dehradun	11:25 - 11:40 AM	Auditorium
14	Keynote Address by Dr. MIR ABDUL SOFIQUE , Associate Professor, Department of Tourism Management, The University of Burdwan, West Bengal	11:40 - 11:55 AM	Auditorium
15	Keynote Address by Prof. P. C. PINIDIYA , Professor, Sri Lanka Institute of Tourism & Hotel Management, Sri Lanka	11:55 - 12:10AM	Auditorium (ONLINE)
16	TEA BREAK	12:10 - 12:15 PM	Auditorium

17	Keynote Address by DR. RITESH RAMAKRISHNA BHAT , Professor & Head Of Department, Department Of Mechatronics Engineering Rajalakshmi Engineering College, Thandalam, Tamil Nadu	12:15 - 12:30 PM	Auditorium
18	Keynote Address by Ms. INDRANI SANYAL HOD, Housekeeping, Medica Superspecialty Hospital, part of Manipal Hospitals.	12:30 - 12:40 PM	Auditorium
19	Keynote Address by Mr. Sandip Mukherjee , Professor Emeritus and Advisor Hospitality Academics.	12:40 - 12:50 PM	Auditorium
20	Keynote Address by Chef MADE PURWA Coordinator of Culinary Arts Study Program Bali Tourism Polytechnic, Indonesia	12:50 - 01:05 PM	Auditorium(ONLINE)

LUNCH BREAK: 01:05 PM - 02:00 PM

POST LUNCH TECHNICAL SESSION: 02:00 PM - 04:00 PM

Paper ID: 01	Scope of small business for promotion of travel and tourism in West Bengal	02:00 - 02:10 PM
1. Mr. Somnath Chakraborty , Assistant Professor, Department of Business Administration, Narula Institute of Technology, Kolkata (author)		OFFLINE
Paper ID: 02	Kolkata Hospitality Waste Management: A Case Analysis	02:10 - 02:20 PM
1. Ms. Marcelline Salome Gomes , Assistant Professor, Department of Business Administration, Narula Institute of Technology, Kolkata (author)		OFFLINE
Paper ID: 03	Harnessing the Scope of the Tourism sector in Indian Context	02:20 - 02:30 PM
1. Ms. Pratyusha Chattopadhyay, Research Scholar, IISWBM, Kolkata (author)		OFFLINE
Paper ID: 04	Innovating Sustainable Gastronomy: The Acceptability of Banana Peel Sate Lilit in Supporting Regenerative Tourism	02:30 - 02:40 PM
1. Mr. Gede Adi Sistha Winata , Culinary Art Department, Bali Tourism Polytechnic, Bali (author) 2. Mr. I Made Purwadana Atmaja , Bali Tourism Polytechnic, Bali (co-author) 3. Mr. Putu Diah Sastri Pitanatri , (co-author)		ONLINE
Paper ID: 05	Integration of Artificial Intelligence in Hospitality: A systematic review and bibliometric analysis of employee interaction	02:40 - 02:50 PM
1. Ms. Ekta Kumawat , Research Scholar, TAPMI School of Business, Manipal University, Jaipur (author) 2. Dr. Amit Datta , Professor, Departments of Hotel Management, Manipal University, Jaipur (co-author) 3. Ms. Kamakshi Mehta (co-author)		ONLINE
Paper ID: 06	IMPACT OF RURAL TOURISM ON RURAL ECONOMY: A CASE	02:50 - 03:00 PM

	STUDY ON ANEGUNDI VILLAGE, KARNATAKA	
	<ol style="list-style-type: none"> 1. Mr. Mahesha R, Assistant Professor, Government First Grade College, Kolar, Karnataka (author) 2. Mr. KVSJN JAWAHAR BABU, Professor, Department of Tourism Management, Vikrama Simhapuri University, Nellore (co-author) 	ONLINE
Paper ID: 07	The impact of niche Social media platforms on tourist destination choice in Orissa: A regression analysis approach	03:00 - 03:10 PM
	1. Ms. Nilanjana Das , Research Scholar, IHM, Bhubaneswar, Odisha (author)	ONLINE
Paper ID: 08	Formalization of HRM Practices towards Promoting Gender Diversity in MSMEs in West Bengal	03:20 - 03:30 PM
	<ol style="list-style-type: none"> 1. Ms. Sudakshina Dutta Roy, Research Scholar, JIS University, Kolkata (author) 2. Dr. Moumita Roy, Assistant Professor, JIS University (co-author) 	ONLINE
Paper ID: 09	JAGADHATRI PUJA OF KRISHNANAGAR : A PROUD & TRADITIONAL EMOTION OF BENGALI'S	03:30 - 03:40 PM
	1. Mr. Agniva Chandra Lecture , Amex College, Burdwan, (author)	OFFLINE
Paper ID: 10	Promoting Sustainability Tourism over UNESCO Heritages of India	03:40 - 03:50 PM
	<ol style="list-style-type: none"> 1. Mr. Subham Das, Under Graduate student of BBA in Tourism & Hospitality- Amex College , Burdwan (author) 2. Mr. Molla Irfan Islam, Under Graduate student of BBA in Tourism & Hospitality- Amex College , Burdwan (co-author) 	OFFLINE
Paper ID: 11	HERITAGE SITES OF PURBA BARDHAMAN, PROMOTING PURBA BARDHAMAN AS A HERITAGE SITE OF WEST BENGAL	03:50 - 04:00 PM
	<ol style="list-style-type: none"> 1. Mr. Sudip Rajak, Under Graduate student of BBA in Tourism & Hospitality- Amex College , Burdwan (author) 2. Mr. Rupan Dewan, Under Graduate student of BBA in Tourism & Hospitality- Amex College , Burdwan (co-author) 	OFFLINE
Paper ID: 12	OPPORTUNITIES TO REDUCE FOOD WASTE IN HOSPITALITY INDUSTRY	04:00 - 04:10 PM
	<ol style="list-style-type: none"> 1. Mr. Avijit Ray, Assistant Professor, GNIHM, Kolkata (author) 2. Mr. Biswajit Biswas, Assistant Professor, GNIHM, Kolkata (co-author) 3. Ms Bidisha Kanjilal, Assistant Professor, GNIHM, Kolkata (co-author) 	OFFLINE
Paper ID: 13	Embracing Digital Transformation in Hospitality: Innovations, Challenges, and Opportunities with Case studies	04:10 - 04:20 PM
	<ol style="list-style-type: none"> 1. Mr. Siddhanta Chatterjee, Assistant Professor, GNIHM, Kolkata (author)- 2. Ms. Sharmi Banerjee, Assistant Professor, GNIHM, Kolkata (co-author) 3. Dr. Sudipta Kumar Pal, Assistant Professor, GNIHM, Kolkata (co-author) 	OFFLINE
Paper ID: 14	Customer Service Management – Key Benefits & Strategies	04:20 - 04:30 PM
	<ol style="list-style-type: none"> 1. Mr. Anshuman Gomes, Assistant Professor, GNIHM, Kolkata (author) 2. Ms. Sanchari Sikdar, Assistant Professor, GNIHM, Kolkata (co-author) 3. Mr. JP Singh Chadha (co-author) 	OFFLINE

SL	SESSION CHAIRS	SESSION MODERATORS
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1	Dr. ASHISH DAHIYA , Professor & Director, Institute of Hotel & Tourism Management, Maharshi Dayanand University, Rohtak	1. Ms. Sharmi Banerjee
2	Prof. (Dr.) SATISH CHANDRA BAGRI , Honorary Director, Centre for Tourism and Hospitality Training and Research, Dehradun	
3	Dr. RITESH RAMAKRISHNA BHAT , Professor & Head Of Department, Department Of Mechatronics Engineering Rajalakshmi Engineering College, Thandalam, Tamil Nadu	
4	Dr. RASHEEDUL HAQUE , Associate Professor, Faculty of Business, Hospitality, Accounting and Finance, Mahsa University, Malaysia	
5	Dr. MIR ABDUL SOFIQUE , Associate Professor, Department of Tourism Management, The University of Burdwan, West Bengal	

TEA SERVICE: 03:30 PM

DAY ONE ENDS WITH THANKS GIVING BY THE ORGANISERS

GURU NANAK INSTITUTE OF HOTEL MANAGEMENT, KOLKATA

PRESENT

INTERNATIONAL HOSPITALITY AND MANAGEMENT CONFERENCE - AMANTRAN- 2025

(Scopus and WoS Indexed Conference)

THEME: ADVANCES IN HOSPITALITY, TOURISM MANAGEMENT & REGIONAL DEVELOPMENT

PROGRAMME SCHEDULE - DAY 2 (25-April-2025)

MORNING SESSION: 08:00 AM TO 12:00 PM

SL	ACTIVITY	TIME	PLACE
1	Heritage Walk	08:00 - 10:00 AM	Belur Math
2	Registration of Paper Presenters	9:30 - 10:30 AM	GNIHM Reception
3	AMANTRAN - IHMC 2025 2nd Day Inaugural Session starts	10:30 AM	Auditorium
4	Master of Ceremonies: Ms Anurupa Pal + Dr. Sudipta Kumar Pal to invite the guests & dignitaries on the dais and felicitate	10.30 AM	Auditorium
5	Lighting of the lamp by dignitaries on the dais	10:35 - 10:40 AM	Auditorium
6	Welcome dance (Saraswati Vandana)	10:40 - 10:45 AM	Auditorium
7	Welcome Address by Dr. Sudipta Kumar Pal , Assistant Professor, GNIHM, Conference Co-Convener	10:45 – 10:55 AM	Auditorium

8	Keynote Address by Dr. ASHISH DAHIYA , Professor & Director, Institute of Hotel & Tourism Management, Maharshi Dayanand University, Rohtak	10:55 – 11:10AM	Auditorium
9	Keynote Address by Mr. Samik Ray , IITG, Ministry Of Tourism, Govt. Of India	11:10 – 11:25AM	Auditorium
10	Keynote Address by Mr. Debjit Dutta, Managing Director , Impression Tourism Services (India) Pvt. Ltd., Kolkata	11:25 – 11:40AM	Auditorium
11	Keynote address by Dr. Basanta Kumar Kabi	11:25 – 11:40AM	Auditorium (ONLINE)
13	Keynote address by Mr. Vimal Wood Un Training Officer , Ecole Hôtelière Sir Gaëtan Duval, Mauritius	11:40 - 11:55 AM	Auditorium (ONLINE)
14	TEA SERVICE	11:55 – 12:15 PM	
15	Keynote address by Mr. David Lam Chiou Yee Director, Gourmet Avenue, Mauritius	12:15 - 12:30 AM	Auditorium (ONLINE)
16	Keynote address by Dr. Nilanjan Roy , Associate Professor, Department of Management Science, JIS University	12:30 - 12:45 PM	Auditorium

POST LUNCH TECHNICAL SESSION: 02:00 PM - 01:00 PM

Paper ID: 16	How Are Kolkata and Moscow Addressing Hospitality Waste? Current Efforts and Future Solutions for Sustainability Management	02:00 - 02:10 PM
	<ol style="list-style-type: none"> Mr. Biswajit Das, Assistant Professor, GNIHM, KOLKATA (author)- Ms Alsu Gorbatyuk, Deputy Head of the Centre Of Internal Educational Programs and Projects Moscow, Russia (co-author) Dr. Bireswar Pradhan (co-author) 	ONLINE
Paper ID: 17	ROLE OF AI IN SUSTAINABLE TOURISM: A ROADMAP	02:10 - 02:20 PM
	<ol style="list-style-type: none"> Dr. Indranil Mutsuddi, Associate Professor, Faculty of Management, JIS University, Kolkata (author) Ms. Sudeshna Chatterjee, Research Scholar, Faculty of Management, JIS University, Kolkata (co-author) Ms. Debatri Das, (co-author) 	ONLINE
Paper ID: 18	A Systematic Literature Review On Impact Of Work Life Balance	02:20 - 02:40 PM
	<ol style="list-style-type: none"> Ms. Priyanka Chakraborty, Research scholar, School Of Management Studies, JIS University, Kolkata (author) Dr. Indranil Mutsuddi, Associate Professor, Faculty of Management, JIS University, Kolkata (co-author) 	ONLINE
Paper ID: 19	Greening as a Promising Trend in the Development of the Hospitality Industry in the Russian Federation	02:40 - 02:50 PM
	<ol style="list-style-type: none"> Dr. Rassokhina Tatiana, Professor, Russian International Academy for Tourism, Russia (author) Frolov Georgiy, Graduate Student, Russian International Academy for Tourism, Russia (co-author) 	ONLINE
Paper ID: 20	A study on Talent Management Strategies and Employee Performance in Mumbai's Star Classified Hotels	02:50 - 03:00 PM
	<ol style="list-style-type: none"> Mr. Rahul Ajit Parchure, Asst. Professor, AII-IHM (author) Ms. Sneha Lokam (co-author) 	ONLINE
Paper ID: 21	Smart Tourism and Smart Hotels: Creating a Sustainable Future	03:00 - 03:10 PM

1. Mr. Adhiraj Roy Chowdhury , Research Scholar, CV Raman Global University, Bhubaneswar (author)	ONLINE
2. Mr. Sarbadarshi Dash , Research Scholar, CV Raman Global University, Bhubaneswar (co-author)	

Paper ID: 22	Fostering Economic Development Through Sustainable Rural Homestays: A Model for Tourism Resilience	03:10 - 03:20 PM
1. Ms. Priyanka Kanjilal, Research Scholar, JIS University, Kolkata (author)- 2. Mr. Sandip Karmakar, Research Scholar, JIS University, Kolkata (co-author)		ONLINE
Paper ID: 23	Digital Transformation of MICE Tourism in Kashmir: A Post-Pandemic Analysis of Digital Influence through Hotel Reviews	03:20 - 03:30 PM
1. Mr. Sachdev , Research Scholar, CT UNIVERSITY, Punjab (author)- 2. Ms. Ruchi Chauhan , Lecture, IHM BHOPAL (co-author)		ONLINE
Paper ID: 24	Economic Viability of Circular Economy Strategies in Luxury and Budget Hotels	03:30 - 03:40 PM
1. Ms Pritilata Acharya , Research Scholar, Institute of Hotel Management, Bhubaneswar (author) 2. Ms Smita S Mahapatra , HOD, Room Division, Siksha O Anusandhan University (co-author)		ONLINE
Paper ID: 25	Sustainable Development through Tourism & Hospitality: Eco-friendly Tourism Practices	03:40 - 03:50 PM
1. Mr. Kousik Das , Assistant Professor, Kingston Educational Institute, Kolkata, author		ONLINE
Paper ID: 26	A STUDY ON DIVERSITY ISSUES IN MANAGEMENT PRACTICES AND WAYS TO OVERCOME THEM TO ENHANCE OVERALL EMPLOYEE WELLNESS.	03:50 - 04:00 PM
1. Ms Anurupa Pal , Assistant Registrar, GNIHM, Kolkata (author) 2. Dr Pralay Ganguly , Principal, GNIHM, Kolkata (co-author) 3. Mr. Xavier Gomes (co-author), Advisor, GNIHM (co-author)		OFFLINE
Paper ID: 27	The Role of Artificial Intelligence and Big Data in Predicting Consumer Behavior in the Hospitality Industry	04:00 - 04:10 PM
1. Mr. Shivam Sharma , Research Scholar, Jaipur (author) 2. Dr. Abhishek Kar , Assistant Professor, GNIHM (co-author)		OFFLINE
Paper ID: 28	Embracing Sustainability: Management Strategies for New Hotels in India	04:10 - 04:20 PM
1. Ms. Sushmita Mukherjee , Assistant Professor, GNIHM, Kolkata (author) 2. Ms. Ananya Manna , Assistant Professor, GNIHM, Kolkata GNIHM (co-author) 3. Mr. Mr. Debayan Saha , Assistant Professor, GNIHM, Kolkata GNIHM (co-author)		OFFLINE
Paper ID: 29	Ecotourism in Sunderban: A Life for Local Community	04:20 - 04:30 PM
1. Dr. Barnali Dey , Assistant Professor, GNIHM, Kolkata (author) 2. Ms. Chintan Kapoor , Assistant Professor, GNIHM, Kolkata (co-author) 3. Mr. Arabinda Sarangi , Assistant Professor, GNIHM, Kolkata (co-author)		OFFLINE

Paper ID: 30	Evaluating the Impact of IoT Automation on User Experience in Smart Hotel Rooms	04:30 - 04:40 PM
1. Mr. Mainak Ghosh , Assistant Professor, GNIHM, Kolkata (author)- 9007444596		OFFLINE
2. Mr. Arijit Sengupta , Assistant Professor, GNIHM, Kolkata (co-author)		
Paper ID: 31	THE SEARCH OF SPIRITUALITY IN TOURISM IN INDIA	04:40 - 04:50 PM
1. Ms Ananya Bakshi , Under Graduate Student, GNIHM, Kolkata (author)- 9907161478		OFFLINE
2. Mr Aditya Goswami , Under Graduate Student, GNIHM, Kolkata (co-author)		
Paper ID: 32	Intersectionality and Remote Work Policies: A Theoretical Analysis of Equity, Gender, Diversity issues and Management practices in Human Resource Management	04:40 - 04:50 PM
1. Mr.Ricky Mandal , Under Graduate Student, GNIHM, Kolkata (author)- 9883903845		OFFLINE
2. Ms. Disha Chaki , Under Graduate Student, GNIHM, Kolkata (co-author)		
Paper ID: 33	A STUDY ON TOURISM, HOSPITALITY & REGIONAL DEVELOPMENT OF DUM DUM REGION, West Bengal	04:50 - 05:00 PM
1. Mr. Moni Roy , Under Graduate Student, GNIHM, Kolkata (author)- 6290009134		OFFLINE
2. Mr. Rohit Sengupta , Under Graduate Student, GNIHM, Kolkata (co-author)		

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1	Dr. ASHISH DAHIYA , Professor & Director, Institute of Hotel & Tourism Management, Maharshi Dayanand University, Rohtak	Ms. Sharmi Banerjee
2	DR. MIR ABDUL SOFIQUE , Associate Professor, Department of Tourism Management, The University of Burdwan	
3	DR. NILANJAN ROY , Associate Professor, Department of Management Science, JIS University	
4	MR. SAMIK RAY , IITG, Ministry Of Tourism, Govt. Of India	
5	Dr. RITESH RAMAKRISHNA BHAT , Professor Rajalakshmi Engineering College, Chennai	
6	MR. DEBJIT DUTTA , Impression Tourism Services (India) Pvt. Ltd., Kolkata	

TEA BREAK: 03:30 PM

VALEDICTORY SESSION: 05:00 - 05:15 PM

SL	DETAILS	TIME
1	Address by Dr. RITESH RAMAKRISHNA BHAT , Professor Raja Lakshmi Engineering College, Chennai	05:00 - 05:10 PM
2	Address by Ms. ANURUPA PAL , Assistant Register, GNIHM, KOLKATA	05:10 - 05:15 PM
Vote of thanks by PROF. (DR.) PRALAY GANGULY , Principal, GNIHM (Conference Convenor)		

GALA DINNER 7.00PM

International Hospitality and Management Conference - AMANTRAN-2025 Ends

INDEX (ABSTRACT)

S. No	Title	Author	Page No
1	The Role Of Artificial Intelligence And Big Data In Predicting Consumer Behavior In The Hospitality Industry	Dr. Abhishek Kar, Mr. Shivam Sharma	1
2	Ecotourism in Sunderban: A Life For Local Community	Dr. Barnali Dey, Chintan Kapoor, Mr. Arabinda Sarangi.	2
3	Smart Tourism And Smart Hotels: Creating A Sustainable Future	Mr. Adhiraj Roy Chowdhury, Mr. Sarbadarshi Dash	3
4	Jagadhatri Puja Of Krishnanagar : A Proud & Traditional Emotion Of Bengali's	Mr. Agniva Chandr	4
5	Integration Of Artificial Intelligence In Hospitality: A Systematic Review And Bibliometric Analysis Of Employee Interaction	Ms. Ekta Kumawat, Dr. Amit Datta, Ms. Kamakshi Mehta	5
6	The Search Of Spirituality In Tourism In India	Ms. Ananya Bakshi, Mr. Aditya Goswami	6
7	Embracing Sustainability: Management Strategies For New Hotels In India.	Ms. Sushmita Mukherjee, Ms. Ananya Manna, Mr. Debayan Saha	7
8	Delving Tea Tourism In West Bengal From A Bibulous Touristic Perspective	Mr. Arajit Kumar Das, Mr. Sankar Kumar Mukherjee	8
9	Opportunities To Reduce Food Waste In Hospitality Industry	Mr. Avijit Ray, Mr. Biswajit Biswas, Ms. Bidisha Samal Kanjilal	9
10	The Impact Of Ai (Artificial Intelligence) And Vr (Virtual Reality) In The Hospitality And Tourism Industry	Ms. Debanjita Biswas & Mandira Paul	9
11	Innovating Sustainable Gastronomy: The Acceptability Of Banana Peel Sate Lilit In Supporting Regenerative Tourism	Mr. Gede Adi Sistha Winata, Mr. I Made Purwa Dana Atmaja, Putu Diah Sastri Pitanatri	10
12	Integrated Approach for Sustainable Tourism Development in West Bengal, India: A Study on Stakeholders' Role in the Hospitality Industry. Researcher:	Mr. Jayanta Ghosh, Prof. (Dr.) Pallavi Gautam	11
13	Sustainable Development Through Tourism & Hospitality: Eco-Friendly Tourism Practices.	Mr. Kousik Das,	12
14	Impact Of Rural Tourism On Rural Economy: A Case Study On Aneundi Village, Karnataka	Mr. Mahesha R, Mr. Kvsn Jawahar Babu	13
15	Evaluating The Impact Of Iot Automation On User Experience In Smart Hotel Rooms	Mr. Mainak Ghosh, Mr. Arijit Sengupta, Mr. Arghya Biswas	14
16	A Study On Sustainable Approach To Date Cultivation & Consumption In The National Capital Region (Ncr)	Mr. Manan Chakraborty, Mr. Jyoti Prakash	14
17	A Study On Tourism, Hospitality & Regional Development Of Dum Dum Region, West Bengal	Mr. Moni Roy, Mr. Rohit Sengupta	15
18	Evaluating Service Quality And Guest Satisfaction At A Yoga Retreat And Spa Resort In Rishikesh: Determining The Gap Between Guest Experience And Perception	Nikhil Singh Charak, Ishan Bakshi, Adorn Verma	16
19	The Impact Of Niche Social Media Platforms On Tourist Destination Choice In Orissa: A Regression Analysis Approach	Nilanjana Das	17

20	A Comprehensive Review Of Smart Hotels: Iot Integration For Sustainable Tourism	Ms. Pragya Singh, Dr.Vinit Mehta	18
21	Economic Viability Of Circular Economy Strategies In Luxury And Budget Hotels	Mrs Pritilata Acharya	19
22	Harnessing The Scope Of The Tourism Sector In Indian Context	Pratyusha Chattopadhyay	20
23	An Analysis Of Talent Management-Related Hr Practices And Its Influence On The Retention Of Employees In Mumbai Star Category Hotels.	Rahul.A.Parchure	21
24	A Study On Diversity Issues In Management Practices And Ways To Overcome Them To Enhance Overall Employee Wellness.	Ms. Anurupa Pal, Dr. Pralay Ganguly, Mr. Xavier Gomes	21
25	Greening As A Promising Trend In The Development Of The Hospitality Industry In The Russian Federation	Dr. Rassokhina Tatiana, Frolov Georgii	22
26	Intersectionality And Remote Work Policies: A Theoretical Analysis Of Equity, Gender, Diversity Issues And Management Practices In Human Resource Management	Ms. Disha Chaki , Ricky Mandal	23
27	Customer Service Management – Key Benefits & Strategies	Sanchari Sikdar, Mr. Anshuman Gomesh, Mr. J P S Chadda	24
28	Eco-Friendly Hospitality Ensuring Green Practices And Sustainability	Sayantana Chakraborty, Riddhi Das	24
29	Eco-Tourism In Odisha: A Sustainable Model For Conservation And Community Development	Mr. Sarbadarshi Dash, Mr. Abhilash Dash	25
30	Embracing Digital Transformation In Hospitality: Innovations, Challenges, And Opportunities With Case Studies	Mr.Siddhanta Chatterjee, Ms.Sharmi Banerjee, Dr.Sudipta Kumar Pal	26
31	Technology And Advancement In Tourism And Hospitality	Sivam Sen	27
32	Promoting Sustainability Tourism Over Unesco Heritages Of India	Subham Das, Agniva Chandra	28
33	Heritage Sites Of Purba Bardhaman	Sudip Rajak, Rupan Dewan, Agniva Chandra	29
34	A Study To Understand The Role Of Mentorship In Shaping Doctoral Students Academic Research Practices In India	Dr. Urvashi Kumari, Jyoti Prakash	30
35	Formalization Of Hrm Practices Towards Promoting Gender Diversity In Msmes In West Bengal	Sudakshina Dutta Roy	31

INDEX (FULL PAPER)

S. No	Title	Author	Page No
1	Evaluating the Role of Smart Tourism And Smart Hotels: Creating A Sustainable Future	Mr. Adhiraj Roy Chowdhury, Mr. Sarbadarshi Dash	33-45
2	Integration Of Artificial Intelligence In Hospitality: A Systematic Review And Bibliometric Analysis Of Employee Interaction	Ms. Ekta Kumawat, Dr. Amit Datta, Ms. Kamakshi Mehta	46-63
3	The Search Of Spirituality In Tourism In India	Ms. Ananya Bakshi, Mr. Aditya Goswami	64-73
4	Opportunities To Reduce Food Waste In Hospitality Industry	Mr. Avijit Ray, Mr. Biswajit Biswas, Ms. Bidisha Samal Kanjilal	74-81

5	Intersectionality And Remote Work Policies: A Theoretical Analysis Of Equity, Gender, Diversity Issues And Management Practices In Human Resource Management	Ms. Disha Chaki , Ricky Mandal	82-93
6	Integrated Approach for Sustainable Tourism Development in West Bengal, India: A Study on Stakeholders' Role in the Hospitality Industry. Researcher:	Mr. Jayanta Ghosh, Prof. (Dr.) Pallavi Gautam	94-118
7	A Systematic Literature Review on Impact of Work Life Balance Among Women Employees in Hospitality Sector of Kolkata Region, West Bengal.	Ms. Priyanka Chakraborty, Dr. Indranil Mutsuddi	119-132
8	Impact Of Rural Tourism On Rural Economy: A Case Study On Anegundi Village, Karnataka	Mr. Mahesha R Mr. Kvsn Jawahar Babu	133-139
9	Greening As A Promising Trend In The Development Of The Hospitality Industry In The Russian Federation	Dr. Rassokhina Tatiana, Frolov Georgii	140-151
10	Customer Service Management – Key Benefits & Strategies	Sanchari Sikdar, Mr. Anshuman Gomesh, Mr. J P S Chadda	151-159
11	Scope of Small Business for promotion of Travel & Tourism in West Bengal	Somnath Chakraborty	160-173
12	Impact of Digital Transformation in Hospitality: A mini Review	Mr.Siddhanta Chatterjee, Ms.Sharmi Banerjee, Dr.Sudipta Kumar Pal	174-179
13	Formalization of HRM Practices towards Promoting Gender Diversity in MSMEs in West Bengal	Sudakshina Dutta Roy, Moumita Roy	180-193
14	A Study on Sustainable Practices in the Hotel Operations of Star-Rated Hotels in Kolkata	Ms. Sushmita Mukherjee, Mrs. Ananya Manna, Mr. Debayan Saha	194-202
15	Sustainable Development through Tourism & Hospitality: Eco-friendly Tourism Practices.	Mr. Kousik Das	203-207
16	Kolkata Hospitality Waste Management: A Case Analysis	Marcelline Salome Gomes	207-224
17	"Fostering Economic Development Through Sustainable Rural Homestays: A Model for Tourism Resilience"	Ms. Priyanka Kanjilal, Mr. Sandip Karmakar	224-237
18	Harnessing the Scope of the Tourism Sector in Indian Context with Special Reference to West Bengal.	Pratyusha Chattopadhyay	237-250

The Role of Artificial Intelligence and Big Data in Predicting Consumer Behavior in the Hospitality Industry

1. Dr. Abhishek Kar, Assistant Professor, Guru Nanak Institute of Hotel Management, Kolkata

2. Mr. Shivam Sharma Assistant Professor, Jaipur National University

Abstract

The hospitality industry is undergoing a transformative shift driven by Artificial Intelligence (AI) and Big Data, enabling businesses to predict and respond to consumer behavior with unprecedented accuracy. AI-powered analytics and predictive modeling allow hotels and restaurants to gain deeper customer insights, personalize services, and optimize operational efficiency. Leading hospitality brands, such as Hilton and Marriott, leverage AI-driven customer feedback analysis and chatbot technology to enhance guest experiences, while food service giants like McDonald's utilize AI to refine menu offerings based on real-time trends. Additionally, AI-powered sentiment analysis and dynamic pricing strategies are reshaping reputation management and revenue optimization in the industry. Despite the advantages of AI-driven automation, consumer preferences indicate a strong inclination toward a hybrid service model, where AI enhances efficiency but does not replace human interaction. Survey data reveals that while AI-powered customer service is widely accepted, customers still value the human touch for personalized engagement. As AI continues to evolve, integrating advanced Natural Language Processing and machine learning will be crucial in bridging the gap between automation and emotional intelligence. This study highlights how AI and Big Data can be strategically implemented in hospitality to enhance customer satisfaction, streamline operations, and drive business profitability.

Keywords:

Artificial Intelligence, Big Data, Hospitality Industry, Consumer Behavior, Predictive Analytics, Personalized Customer Experience, Chatbot Technology, Dynamic Pricing, AI-powered Automation, Hybrid Service Model, Customer Satisfaction, Operational Efficiency.

Ecotourism in Sunderban: A Life For Local Community

Dr. Barnali Dey, Assistant Professor, GNIHM ,Kolkata,
Chintan Kapoor, Assistant Professor, GNIHM ,Kolkata
Arabinda Sarangi, Assistant Professor, GNIHM ,Kolkata

Abstract

Environment is an integral part of human society which was practiced of the old civilization. In old civilization it was believed that the human society was inseparably linked with the surrounding environment. Due to need based development of the society which is replaced by greed based development which is marked by the abundant consumption of resources by the society, resulted in ugly and degraded environment. Forest have become the most vulnerable area on the earth's surface because of exploitation of forest, clearing the forest for various types of crops, mining, industrial development, construction of dams etc. Sunderban the largest inter-tidal mangrove forest is also no exception from this destruction. But it is the high time to conserve this fragile ecosystem of Sunderban. Conservation steps put to an end to forest exploitation but it creates another problem. The local community which depend fully on the forest is now facing poverty. Their sustainability is depending upon the alternative employment creation. Ecotourism playing a vital role in conservation of the ecosystem and employment of the local people. Ecotourism can prove life a life supporting apparatus. This paper emphasizes on the ecotourism and its different issues related to promote local cultural , economic and life style changes in and around of the location , challenges and impact on development.

Keywords: Ecotourism, Socio-cultural changes, Exploitation, Challenges, Economy

Smart Tourism and Smart Hotels: Creating a Sustainable Future

Mr. Adhiraj Roy Chowdhury¹ Ph.D. Scholar CV Raman Global University, Bhubaneswar

ORCID ID: 0009-0006-9281-6198

Mr. Sarbadarshi Dash² Ph.D. Scholar CV Raman Global University, Bhubaneswar

ORCID ID: 0009-0000-2611-4522

Abstract

Technological advancements are transforming the global tourism and hospitality sector, with smart tourism and smart hotels emerging as crucial elements of sustainable, future-oriented hospitality. This study examines the convergence of cutting-edge technology and sustainable practices, emphasizing how AI, IoT, blockchain, big data, and AR/VR are transforming guest experiences and operational efficiency. The research focuses on the sustainability aspects of smart hospitality, investigating the role of eco-friendly technologies, intelligent waste management systems, and green infrastructure in reducing environmental impact while improving service quality. The paper also addresses the challenges and prospects associated with smart hospitality adoption, including issues related to cybersecurity, data protection, workforce development, and market preparedness. A central theme of this study is the intricate balance between automation and personalization in guest services. While AI-driven personalization enhances efficiency, the importance of emotional intelligence, human interaction, and hybrid service models remains crucial for optimal customer satisfaction. The paper presents case studies and real-world examples to demonstrate successful implementations of smart technology in tourism and hospitality, while underscoring the importance of governmental policies and industry partnerships in promoting smart and sustainable tourism growth. The research concludes by offering policy recommendations and suggesting future research directions, outlining strategies for seamlessly integrating smart technologies while maintaining a human-centric approach in hospitality. This study contributes to the expanding knowledge base on smart tourism, providing valuable insights for academics, industry professionals, and policymakers striving to create a future-proof, sustainable hospitality ecosystem.

Keywords: Smart Tourism, Smart Hotels, AI in Hospitality, IoT, Blockchain, Big Data, Sustainability, Guest Personalization, Hybrid Hospitality, Tourism Technology

JAGADHATRI PUJA OF KRISHNANAGAR : A PROUD & TRADITIONAL EMOTION OF BENGALI'S

Mr.Agniva Chandra

B.Tech (Agricultural Engineering),MBA (Tourism Management)

Faculty Lecturer of BBA (Tourism & Hospitality), Amex College,Burdwan

ABSTRACT

The Jagadharti Puja was first started by Maharaja Krishnachandra of Krishnanagar, Nadia in Bengal. Jagadhatri Puja is very popular in Krishnanagar, Rishra, Chandannagar, Bhadreswar, Hooghly, Boinchi. The Jagadhatri puja of Bose family, Palpara, deserves a special mention in this regard. The puja of this family initially used to be held in their ancestral home in Murshidabad. Folklore has it that this puja was started in 1788. The exact history of the deity is unknown, but family records date it back to 1640. Jagaddhatri figures in the semi-historical fictional work 'Anandamath' written by Bankim Chandra Chatterjee, from which book the national song of India "Vande Mataram" is taken. In the novel, Kali, Durga and Jagaddhatri are depicted as three aspects of 'Bharat Mata' (Mother India) - Jagaddhatri as the mother used to be, Durga as the mother will be in future. Jagaddhatri or Jagadhatri is an aspect of the Hindu goddess Durga, who is particularly worshipped in the West Bengal region of India. Her cult is directly derived from Tantra where she is a symbol of sattva beside Durga and Kali, respectfully symbolized with Rajas and Tamas. She is celebrated on Gosthastami. It is also referred to as another Durga Puja as it also starts on Asthami tithi and ends on Dashami tithi. The date of the puja is decided by the luni-solar Hindu calendar. Jagaddhatri is depicted as being the colour of the morning sun, three-eyed and four-armed, holding a chakra, conch, bow and arrows, clothed in red, bright jewels and nagajangopaveeta (a serpent as the sacred thread), a symbol of yoga and the Brahman. She rides a lion standing on the dead Karindrasura, the Elephant Demon. "Jagaddhatri arises in the heart of a person," said Ramakrishna. The specialities of Krishnanagar's Jagadharti Puja are pratima's height which is in between 38ft to 45ft and it's unique procession. There are two days procession and most of the pratimas are carried by beyaras (who carried load) on their shoulder with following a particular route in a row. And the excitement of this particular festival is increasing day by day for it's uniqueness.

Integration of Artificial Intelligence in hospitality: A systematic review and bibliometric analysis of employee interaction

Ekta Kumawat
Research Scholar, TAPMI School of Business
Faculty of Management, Commerce, and Arts
Manipal University Jaipur
Jaipur
Rajasthan 303007
India

Amit Datta *
Professor, Departments of Hotel Management
Manipal University Jaipur
Jaipur
Rajasthan 303007
India

Kamakshi Mehta
Associate Professor, TAPMI School of Business
Faculty of Management, Commerce, and Arts
Manipal University Jaipur
Jaipur
Rajasthan 303007
India

ABSTRACT:

With the advent of Industry 5.0, the current hospitality environment calls for an integration of artificial intelligence (AI) in the work process that incorporates both the human touch of employees and the efficiency of AI tools. Using the Scopus database, a total of 80 articles were shortlisted, which aims to explore the impact of AI integration on hospitality sector employees. This systematic literature review and bibliographic analysis is carried out to analyze the published studies uncovering the major sources, prominent authors, country of focus, temporal distribution, and keyword analysis. The review highlights the employee's perspective towards the positive and negative impact of the infusion of AI tools like robots, self-service technologies, chatbots, virtual and augmented reality, and big data and the factors that affect the adoption of AI. Furthermore, it provides promising future research directions to researchers interested in the subject and useful insights for managers and policymakers to help them make a smooth transition to AI tools.

Keywords: Artificial Intelligence, Employee, Hospitality, Bibliometric analysis, Systematic review

THE SEARCH OF SPIRITUALITY IN TOURISM IN INDIA

ANANYABAKSHI, ADITYA GOSWAMI STUDENTS OF GNIHM, SODEPUR

GURUNANAK INSTITUTE OF HOTEL MANAGEMENT, KOLKATA, WEST BENGAL - 700114

EMAILID: ananyabakshi17@gmail.com, adityagoswami1952003@gmail.com

Abstract: The global financial crisis has caused many joint industries to collapse, with the exception of the travel and tourism sector. Global economic collapse has been accompanied by an increase in spirituality and related topics. A novel product known as ‘**Spiritual Tourism**’ is the result of combining the two. Despite the fact the religious pilgrims have been using Limelight for decades in countries like India, there is currently a significant influx of spiritual tourists from the western world. India as a nation may rethink its tourism industry and project a spiritual travel destination image. The Indian ministry of Tourism is developing spiritual tourism in its 12th five year plan (2013 -17), not only to market India as a spiritual travel destination but also to support the sustainable growth and development of tourism in general. Despite being performed since ancient times, spiritual tourism is still a very complicated topic today because it is not recognised as a distinct form of travel. The paper’s goals are to promote the idea of spiritual tourism and examine all of India’s spiritual tourist attractions. The dedication of the study is to investigate the depth of spirituality in Indian tourism, to focus on factual data and a range of view points, is what makes it objective. The study uses qualitative methods to objectively examine the reasons behind, experiences with, and effects of spiritual tourism from the perspectives of stakeholders, local communities, and travellers. The research will be guided by ethical concerns to preserve respect for cultural and religious sensitivities, and data will be gathered using semi structured and structured procedures to get in tea consistency and reliability. The study focuses on a fair assessment of how spirituality affects Indian tourism. This paper suggest so many factors influencing Spiritual tourism in India such a cultural and religious diversity, historic and spiritual sites, yoga and wellness tourism, government initiatives, global introduced in eastern philosophy, accessibility and infrastructure, festivals and rituals, affordable tourism option, eco -friendly experiences etc. Understanding and addressing the root factors of this tourism is essential for spreading a stable, experienced, and motivated tourism. The findings of the study would be grateful for us to understand the significance of spiritual tourism in India and its impact on all over the world.

Keywords: spiritual tourism, eastern philosophy, tourism sector, religious pilgrims

Embracing Sustainability: Management Strategies for New Hotels in India.

Ms. Sushmita Mukherjee, Ms. Ananya Manna, Mr. Debayan Saha

ABSTRACT:

The hospitality industry in India is witnessing a growing shift towards sustainability as new hotels increasingly adopt eco-friendly practices to minimize their environmental impact and meet the evolving demands of conscious consumers. Sustainable management strategies in these hotels encompass a variety of initiatives aimed at promoting energy efficiency, reducing waste, and conserving water. Many hotels are incorporating green building certifications such as LEED (Leadership in Energy and Environmental Design) to enhance their environmental performance. Energy-efficient technologies, such as solar panels, LED lighting, and automated energy systems, are being integrated to reduce consumption. Additionally, water conservation measures, like rainwater harvesting and low-flow fixtures, are becoming standard practices.

The focus on waste management is also evident, with hotels adopting recycling programs and reducing single-use plastics. Furthermore, hotels are prioritizing locally sourced, organic, and sustainable food options to promote healthy eating habits and support local agriculture.

These sustainable strategies not only help in reducing the ecological footprint of the hotel industry but also contribute to long-term cost savings. Guests increasingly value sustainable tourism practices, driving hotels to integrate green initiatives into their overall brand identity. As sustainability becomes an essential part of business models, the implementation of these practices positions India's new hotels as leaders in environmentally responsible tourism, aligning with global trends while contributing to the nation's

Sustainable development goals.

Keywords: Sustainable hospitality, energy efficiency, water conservation, waste management, social responsibility, new hotels, India.

Delving Tea Tourism in West Bengal from a Bibulous Touristic Perspective**Author's Name – Arajit Kumar Das****Designation – Principal****Name of the Organisation – Institute of Advanced Management, Kolkata E-****Orchid Id - 0009-0009-5606-0540****Author's Name – Sankar Kumar Mukherjee****Designation – Assistant Professor****Name of the Organisation – Amity University, Kolkata****Orchid Id – 0000-0002-3667-001X****Delving Tea Tourism in West Bengal from a Bibulous Touristic Perspective****Introduction**

The new generations of tourists are always enthusiastic about exploring new avenues of the tourism industry. The technological innovations have made it possible for tourists to unearth the hidden areas, which were unheard a few years back. Today, the tourists are experimenting with new ideas, exploring new things which give rise to the exploration and discovery thus fulfilling the quest of mankind and opening the avenues of “New Age Tourism”. Tea Tourism is a niche type of Special Interest Tourism which focuses on tea plantations, the methods used and the cultural traditions that revolve round it. Modern day tourists are trying to experiment with this beverage and as a result are always on the lookout for new areas associated with it. The state of West Bengal has the distinction of having sprawling lush green tea gardens in the northern corner making it one of the top touristic destinations not only for the people of West Bengal but also from within the country and abroad.

Keywords: Tea Tourism, Special Interest, New Age Tourism, Beverage, Societal Change

OPPORTUNITIES TO REDUCE FOOD WASTE IN HOSPITALITY INDUSTRY

Avijit Ray (Asst. Professor), Biswajit Biswas (Asst. Professor),
Bidisha Samal Kanjilal (Asst. Professor)

‘Department of Food and Beverage Production & Service’ GNIHM, Kolkata, West Bengal

Presenting Author: Email: avijit.ray@gnihm.ac.in

Corresponding Author: Email: biswajitbiswas@jisgroup.org

Abstract:

As per current situation the hospitality industry is actively working on the waste management. The food waste is a real challenge for the workers in terms of social environmental and financial aspects. It mainly showcases on the sustainable agriculture and environmental development more into consideration for hospitality industry. The aim of the present paper is to summarize the prime aspects of food waste management along with its opportunities. The concept of Reduce- Reuse- Recycle practices went a step ahead to Rethink about the waste education by utilizing the food wastes in the form of compost and fertilizers by applying innovative concepts in different ways to achieve the zero wastage.

The feasibility of this joint effort from industry academia sector need to consider it as stepping stone towards the achieving of waste reduction in the hospitality sectors. Modern need demands a setup of research labs by the industry through the institutions, as well as the hospitality sectors to make it more cost effective and provide a proper ideology regarding the management of waste items. This paper provides a critical idea in the accountability of the analytical accounts of the literature on hospitality food waste from the various viewpoints of the hospitality managers.

Key words: Waste reduction, Food waste, Innovative ideas, Research labs, Cost efficiency

THE IMPACT OF AI (ARTIFICIAL INTELLIGENCE) AND VR (VIRTUAL REALITY) IN THE HOSPITALITY AND TOURISM INDUSTRY

DEBANJITA BISWAS & MANDIRA PAUL (B.SC JISU 2ND SEMESTER)

The Hospitality and Tourism industry has a main aim of evolving technological innovation, changing consumer preferences and global challenges.

In order to justify the future trends in the industry, it should be the integration of technology. Artificial Intelligence (AI) and automation will overwhelm the customer service and will enable personalized experiences. Virtual Reality (VR) also plays a vital role. It offers travel experiences allowing the tourist to visit destinations before booking.

Kolkata, the city of Joy, one of the rising states of India has various tourist spots and hotels where technology like AI (Artificial Intelligence) and VR (Virtual Reality) has a huge concept which actually changes the traveler's point of view.

For an excellent example, Historical places like Victoria Memorial and others, travelers can visit the places before actually visiting the place physically with the help of VR, providing 360° views to walk through various tourist spots in Kolkata.

The drastic changes that came after the COVID-19 pandemic in tourism industry inspired people to maintain protocols and other things evenly, resulting rise in contactless service, hygiene protocols etc.

We can understand from this that the effect of AI and VR is upgrading the trends in the tourism and hospitality industry.

KEYWORDS: Technology, Artificial Intelligence (AI), Virtual Reality (VR).

Innovating Sustainable Gastronomy: The Acceptability of Banana Peel Sate Lilit in Supporting Regenerative Tourism

Gede Adi Sistha Winata^{1*}, I Made Purwa Dana Atmaja², Putu Diah Sastri Pitanatri³
 Culinary Art Department, Bali Tourism Polytechnic¹; Culinary Art Department, Bali Tourism Polytechnic²; Hotel Management, Bali Tourism Polytechnic³.

Correspondence: adi.sistha@ppb.ac.id*

ABSTRACT

Regenerative tourism is a strategy that actively improves and restores the local economy, culture, and environment, going beyond sustainability. Innovative cooking that makes use of sustainable and alternative foods is one method to put this idea into practice. The acceptability of *sate lilit*, a sustainable culinary innovation that promotes regenerative tourism, is investigated in this study using banana peels. By creating *sate lilit* from banana peels, testing its colour, scent, texture, and taste with skilled panellists, and examining how tourists' perception of this dish, the study uses an experimental methodology and perception analysis.

The findings show that panellists like banana peel *sate lilit* in terms of sensory qualities, with many comparing its flavour and texture to that of conventional *sate lilit*. Additionally, travelers—especially those looking for genuine and eco-friendly culinary experiences—show a significant desire to sample this distinctive and sustainable dish. According to the survey, tourists are eager to embrace this innovation because they see it as a chance to reduce food waste and advance sustainable gastronomy. Beyond its culinary appeal, this innovation aligns with regenerative tourism principles by promoting resource efficiency, supporting local communities, and fostering a deeper connection between tourists and local food traditions. Utilizing banana peels—an often-discarded byproduct—adds economic value to waste, encourages creative gastronomy, and minimizes environmental impact. The findings suggest that banana peel *sate lilit* has significant potential as a regenerative culinary product that enhances the attractiveness of tourism destinations while contributing to environmental and economic sustainability. Further research is recommended to assess its market viability and long-term impact on the tourism and food industry.

The findings suggest that banana peel *sate lilit* has significant potential as a regenerative culinary product that enhances the attractiveness of tourism destinations while contributing to environmental and economic sustainability. The study recommends further research on its market viability, nutritional properties, and long-term impact on the tourism and food industry. Future collaborations between tourism stakeholders, food innovators, and policymakers could further integrate sustainable culinary innovations into regenerative tourism strategies, ensuring long-term benefits for both the environment and local communities.

Keywords: Regenerative tourism, acceptability, culinary innovation, *sate lilit*, banana peel, sustainability

Integrated Approach for Sustainable Tourism Development in West Bengal, India: A Study on Stakeholders' Role in the Hospitality Industry.

1st Author: Mr. Jayanta Ghosh
Research Scholar, Department of Management
Asian International University, Imphal, West Manipur
2nd Author: Prof. (Dr.) Pallavi Gautam
Professor, Department of Management
Asian International University, Imphal, West Manipur

Abstract: This paper investigates the multifaceted dimensions of sustainable tourism development in West Bengal, India, with a particular focus on the pivotal role played by stakeholders within the hospitality industry. Recognizing the growing significance of sustainable practices in the tourism sector, this research employs an integrated approach that combines environmental, social, and economic perspectives to assess the current state and potential avenues for sustainable tourism in the region. The study begins with an in-depth analysis of the existing tourism landscape in West Bengal, identifying key challenges and opportunities for sustainable development. It adopts a comprehensive framework that considers the diverse stakeholders involved, ranging from government bodies and local communities to private enterprises within the hospitality sector. This study seeks to provide a detailed picture of the complex web of interactions that is determining the future of tourism in the area by including the views of a wide range of interested parties. A critical aspect of this investigation is the examination of the hospitality industry's role in fostering sustainable tourism. The paper evaluates the current practices, policies, and attitudes of hospitality stakeholders toward sustainability, exploring their impact on environmental conservation, social inclusion, and economic viability. Additionally, the study delves into the challenges faced by stakeholders in aligning their business objectives with sustainability goals, offering insights into potential strategies for overcoming these obstacles. In addition, the study uses a mixed-methods strategy, conducting case studies, questionnaires, and qualitative interviews to collect diverse and rich data from stakeholders throughout the tourist value chain. Not only will the results be useful for academics, but they will also educate politicians, companies, and communities on how to make West Bengal's tourist industry more sustainable.

Sustainable Development through Tourism & Hospitality: Eco-friendly Tourism Practices.

Corresponding Author

KOUSIK DAS

Assistant Professor,
Kingston Educational Institute, Kolkata, India

Email: kousik.das37@gmail.com

Abstract

As tourism around the world keeps expanding, it is imperative that models that put an emphasis on environmental sustainability replace conventional leisure travel. This is particularly important in areas where tourism is prevalent. Unhealthy practices can lay ecological systems and cultural heritage under a lot of stress. To protect these priceless resources, ecological wisdom's tenets of conservation and sustainable management are essential. The present status of tourism in India is examined in this study using a thorough methodology that consists of fieldwork, literature review, and stakeholder consultations. The goal of the study is to find and advance responsible tourism practices that reduce negative effects on the environment and aid in the preservation of biodiversity. It also looks at how environmentally friendly travel strategies can help protect the area's variety.

Key word: Indigenous customs, eco-friendly travel, cultural heritage, sustainable travel, and conservation

IMPACT OF RURAL TOURISM ON RURAL ECONOMY: A CASE STUDY ON ANEGUNDI VILLAGE, KARNATAKA

MAHESHA R¹ and KVSJN JAWAHAR BABU²

1. Assistant Professor, Department of Tourism Administration, Government First Grade College, Kolar - 563101, Karnataka, & Research Scholar, Department of Tourism Management, Vikrama Simhapuri University, Nellore - 524 324, A.P, India, Mob:8871801017 Email: mahesharnayak@gmail.com, mahesharajanna@vsu.ac.in
2. Professor, Department of Tourism Management, Vikrama Simhapuri University, Nellore - 524 324, A.P, India, E-Mail: jawaharvsu@gmail.com, jawahar@vsu.ac.in

Abstract

Tourism has become a popular global leisure activity. Tourism is travelling to a place for leisure, pleasure, recreation and relaxation. The scope of modern travel and tourism industry is widening by covering many allied industries in it. The range of tourism products and services offered are becoming vast that includes cultural products like handicraft, tradition, culture, music and dance forms, historical monuments and village lifestyle to natural places like waterfalls, seashore, wildlife and even country side. Tourism industry in recent past has witnessed the growth of many new forms of tourism as alternatives to mass tourism. Rural tourism is one such type of tourism which exhibits rural culture, lifestyle, cuisine and heritage to the outer world. Rural tourism focuses on participating in and experiencing rural lifestyle. Rural tourism demands host community participation and by the way becomes an effective tool for community development. Rural tourism allows the creation of an alternative source of income for the local community. Active participation of local people in tourism provides number of economic, socio-cultural and environmental benefits to the community. Rural tourism is creating market for local handicrafts and souvenirs for the artist and non-agricultural population in village areas. The interest among the tourist and income generated from rural tourism can contribute to the revival of lost folk art.

This study explores the impact of rural tourism on rural economy by conducting a case study in Anegundi village of Karnataka; one of the most popular and successful Rural Tourism Destinations in the country. Rural tourism has become a powerful economic driver in Anegundi village transforming the agricultural dependent region in to a successful model of rural tourism by creating local entrepreneurship opportunities to village people.

Key Words: Rural Tourism, Rural Economy, Anegundi, Community Participation, Economic and Socio Cultural benefits, Revival of Folk Art, Local Entrepreneurship,

Evaluating the Impact of IoT Automation on User Experience in Smart Hotel Rooms

¹Mainak Ghosh, ²Arijit Sengupta, ³Arghya Biswas

Guru Nanak Institute of Hotel Management (JIS Group), Kolkata, West Bengal, India

¹ghoshmainak252@gmail.com; ²arijit.sengupta@gnihm.ac.in; ³arghya.biswas@gnihm.ac.in

Abstract:

The integration of Internet of Things (IoT) automation in hotel rooms is revolutionizing the hospitality industry by enhancing guest experiences through personalized and efficient services. This study evaluates the impact of IoT-enabled smart hotel rooms on user experience, focusing on convenience, comfort, usability, and security perceptions. By analysing guest interactions with automated features such as smart lighting, climate control, voice assistants, and keyless entry, this research identifies both the benefits and challenges of IoT adoption. The study employs a mixed-methods approach, including surveys, interviews, and case studies from hotels implementing IoT solutions. Findings indicate that while IoT automation significantly improves convenience and personalization, concerns regarding data privacy, system reliability and ease of use remain key factors influencing guest satisfaction. This research provides insights for hotel operators to optimize IoT implementation, ensuring a seamless and secure digital experience for guests.

Keywords: IoT Automation, Smart Hotel Rooms, User Experience, Guest Satisfaction, Hospitality Technology, Personalization in Hotels

A STUDY ON SUSTAINABLE APPROACH TO DATE CULTIVATION & CONSUMPTION IN THE NATIONAL CAPITAL REGION (NCR)

Manan Chakraborty, Assistant Professor, Le Cordon Bleu School of Hospitality and Tourism, GD Goenka University, Sohna-Gurgaon Road, Sohna, Haryana, India, <https://orcid.org/0000-0002-1793-9992>, Email id: manan12338@gmail.com

Jyoti Prakash, Assistant Professor, Department of Hotel Management, Institute of Technology and Management, Dehradun, Uttarakhand, India, <https://orcid.org/0000-0002-7892-6052>

Email id: jyotiprakash165@gmail.com

ABSTRACT

This study investigates the potential for a sustainable approach to date consumption within the National Capital Region (NCR) of India. It explores this concept through a two-pronged approach: analysing the nutritional value of dates and understanding local consumer preferences. By examining the nutrient profile of dates, research aims to identify their contribution to a healthy diet. In parallel, the study will assess consumer preferences within the NCR region to determine factors influencing date consumption habits. This combined analysis will explore how promoting dates can address both nutritional needs and sustainable practices among the locals residing within the NCR region.

Keywords: Dates, Sustainable Consumption, Nutritional Value, Consumer Preferences, NCR Region, Local Food Systems.

A STUDY ON TOURISM, HOSPITALITY & REGIONAL DEVELOPMENT OF DUM DUM REGION, West Bengal

Abstract

This study explores the dynamic relationship between tourism, hospitality, and regional development in the Dum Dum region of West Bengal, India. As a historically significant and rapidly urbanizing area, Dum Dum holds immense potential for sustainable tourism development. The research investigates how the growth of tourism and hospitality services contributes to the socio-economic transformation of the region, examining aspects such as infrastructure development, employment generation, cultural promotion, and urban planning. Primary and secondary data were collected through surveys, interviews with stakeholders, and analysis of government and academic reports.

Findings indicate a growing interest in heritage and cultural tourism, alongside challenges such as inadequate infrastructure, lack of strategic planning, and underutilization of local resources. The study emphasizes the need for integrated development policies, stakeholder collaboration, and investment in tourism infrastructure to fully leverage Dum Dum's potential as a regional tourism hub. Recommendations include promoting eco-tourism, improving hospitality standards, and fostering community participation to ensure inclusive and sustainable development.

“Atithi Devo Bhava” “अतिथि देवो भव”, the people of India believe that Guest is God. Our traditional Indian philosophy reflects on treating any object from a mortal or immortal perspective with the utmost respect and reverence. According to our philosophy, we adore the earth "Vasudhaiva

Kutumbakam" वसुधैव कुटुम्बकम् means the world is one family so we start our day with the chant of
समुद्रवसने देवि पर्वतस्तनमण्डले ।

॥ विष्णुपत्नि नमस्तुभ्यं पादस्पर्शं क्षमस्वमे

which is called Hey Earth! The sea is your cloth and the mountains are your breast, mercy us for the audacity to lay down our foot on you. Modern India's tourism sector is still rich in heritage, culture, and diversity emerging as a global favourite and a key driver of economic growth. The tourism sector's contribution to GDP regained the pre-pandemic level of 5 per cent in FY23. The tourism sector created 7.6 crore jobs in FY23. International tourist arrivals (ITAs) in India have rebounded to pre-pandemic level in 2023. The share of India's ITAs in World ITAs stands at 1.45 per cent in 2023. Foreign exchange earnings through tourism were 28 billion USD. India received 1.8 per cent of world tourism receipts and attained a rank of 14th worldwide in world tourism receipts during 2023.

Despite such advance thinking, there are some areas where the sights are ruined by carelessness. One such area is our Dum Dum Cantonment, whose history is very famous and important but is unknown to us due to social intolerance.

My aim is to highlight those traditions and how they are valued, and their problems in this study and currently facing less development.

Evaluating Service Quality and Guest Satisfaction at a Yoga Retreat and Spa Resort in Rishikesh: Determining the Gap Between Guest Experience and Perception

Nikhil Singh Charak¹, Ishan Bakshi², Adorn Verma³

Author's Affiliations: ¹School of Vocational Studies, Ambedkar University, New Delhi, ²School of Hospitality, GNA University, Punjab, ³School of Hospitality, GNA University, Punjab
Corresponding Author: Adorn Verma (adornverma@gmail.com)

The present study evaluates the gap between guest experiences and perceptions at a Yoga Retreat and Spa Resort in Rishikesh by analysing various service aspects, including accommodation, spa treatments, yoga sessions, and hospitality and simultaneously determining the guest satisfaction. A structured survey was conducted among 289 valid respondents, and data were analysed using SPSS. Descriptive and inferential analyses, including a paired t-test and regression analysis, revealed that while yoga instruction and program variety met expectations, spa treatments, staff attentiveness, and scenic ambience fell short. Accommodations and personalized wellness programs exceeded expectations, contributing positively to satisfaction. Key determinants of guest satisfaction included professional yoga instruction, meditation programs, high cleanliness standards, an efficient check-in process, and courteous staff. In contrast, recreational facilities and customized wellness programs had minimal impact. Based on findings, recommendations were provided to enhance spa services, staff training, reservation efficiency, and cost transparency. The study suggested that resorts integrate structured post-retreat wellness programs and cultural experiences to enhance engagement. Future research could explore wellness retreats in other regions and assess the long-term impact of yoga retreats on guests' well-being.

Keywords: Guest Satisfaction, Service Quality, Yoga Retreat, Wellness Tourism, Rishikesh

The impact of niche Social media platforms on tourist destination choice in Orissa: A regression analysis approach

Nilanjana Das

Research Scholar

anindita.nilanjana@gmail.com

Abstract

Purpose: The purpose of the study is to determine how social media engagement, trust in influencers, user-generated content, and social media advertising affect tourists' destination choices. Hence, it aims at assessing the level of influence these drivers exert upon decision-making and the definition of tourists' perceptions.

Methodology: By adopting quantitative research, the study proceeds by administering surveys to 140 respondents. The test of the hypotheses was ensured by running a regression analysis. However, linearity, homoscedasticity, and multicollinearity were ensured as the key assumptions of the regression analysis. Multicollinearity was checked using the Variance Inflation Factor (VIF) and tolerance values, while ANOVA and R-square values confirmed the validity of the model.

Findings: The results show that social media advertisements and influencer trust positively significantly impact the destination choice of tourists. Meanwhile, social media engagement and user-generated content do not present any statistically significant relation to destination choice. Thus, the model explains 51.6% of the variance in tourist destination choice, which shows an evident power of prediction regarding the independent variables concerned.

Originality/Value: This research provides an important contribution to the study of tourism marketing with a strong digital angle, particularly in Odisha. The implications of these findings for tourism marketers and administrators cannot be overstressed, particularly in relation to the influencer marketing-viable and targeted social media advertising capability to direct tourist choice.

Keywords: Social Media Engagement, Influencer Trust, User Generated Content, Social Media Advertising, Tourist Destination Choice, Digital Marketing, Tourism Industry.

A Comprehensive Review of Smart Hotels: IoT Integration for Sustainable Tourism

¹Ms. Pragya Singh, ²Dr. Vinit Mehta

¹Assistant Professor, Jodhpur Institute of Engineering & Technology, Jodhpur, Rajasthan, India

²Associate Professor, Jodhpur Institute of Engineering & Technology, Jodhpur, Rajasthan, India

Abstract

This paper consists of various good quality academic findings and research papers that have explored how data driven technologies and IoT (Internet of Things) are being used in smart hotels to support sustainable tourism. The study reveals that current research focuses on several key areas like the technological aspects of smart hotels (including AI, IoT, cloud computing), the application of IoT to improve hotel operations for enhanced guest experiences and intersection of smart hotels and IoT. Furthermore, the literature also highlights the potential of IoT to enable personalized services, optimize resource management, energy management system and provide data-driven insights for more sustainable tourism practices. The analysis indicates that smart hotels and IoT integration foster sustainable tourism by enhancing operational efficiency, resource management, energy saving and guest participation through strategic technology deployment and data utilization. Apart from this, the research has also explored advanced sensors, thinking about the ethics of all this digital stuff, creating clear guidelines, understanding what different travelers think, and looking at the long-term impact of these changes are important areas for future work.

Keywords: Internet of Things (IoT), Sustainable Tourism, Smart Hotels, Resource Management, Energy Management System

Economic Viability of Circular Economy Strategies in Luxury and Budget Hotels

Mrs Pritilata Acharya

Research Scholar, Institute of Hotel Management, Bhubaneswar

*Corresponding Author Email: priti.acharya@yahoo.co.in

ABSTRACT

Purpose:

This study investigates the economic feasibility of implementing circular economy (CE) strategies in luxury (5-star) and budget (3-star and below) hotels in India. It evaluates whether luxury hotels gain more financial benefits from CE practices compared to budget hotels and identifies key economic barriers and enablers in both segments.

Design/Methodology/Approach:

The study utilizes secondary data collected from 230 participants (Staffs) across various hotel categories. It employs quantitative analysis, including descriptive statistics, comparative analysis (t-tests/ANOVA), and Structural Equation Modelling (SEM) to assess the economic impact of CE strategies on financial sustainability.

Findings:

Preliminary analysis suggests that luxury hotels experience higher economic benefits from CE adoption due to greater resource availability and premium pricing models. Budget hotels face financial constraints but can achieve cost savings through targeted sustainability initiatives. The study also highlights that return on investment (ROI) for CE strategies correlates positively with brand sustainability and customer preference.

Practical Implications:

The findings provide insights for hotel managers on how to optimize CE investments. Luxury hotels can leverage their sustainability credentials for premium pricing, while budget hotels should focus on low-cost, high-impact CE strategies. Policymakers can use these insights to develop financial incentives for budget hotels to implement CE practices.

Originality/Value:

This research contributes to the existing literature by providing a comparative analysis of CE economic viability in different hotel segments. It offers data-driven recommendations for sustainable business models in the hospitality industry.

Keywords: Circular Economy, Economic Viability, ROI Analysis, Green Business Models, Sustainable Hospitality

Harnessing the Scope of the Tourism sector in Indian Context

AUTHOR'S DETAILS:-

1. **NAME:- Pratyusha Chattopadhyay MSc.(Economics), MSW(Social Work) DEL.ED, PG Diploma IN Human Rights . Net Qualified in Social work.**
2. **AFFILIATION :- presently attached to the esteemed institute of iiswbm (kolkata, west bengal, india). pursuing the doctoral degree in public systems, social welfare and management.**

ABSTRACT:-

The word 'TOURISM' comes from the word 'TOUR' and the suffix -ism. The word tour comes from the Ancient Greek word 'tornos' meaning "lathe" or circle.

India is the country of rich heritage and culture from the ancient times. Many travellers from all over the world came to India and wrote many accounts on Indian perspective. Mention should be made of Hiuen Tsang, the Chinese Traveller, Scholar and Translator. He visited the famous Nalanda University (modern day Bihar, India) where he studied with the monk Shilabhadra.

Megasthenes was another Ancient Greek Historian and Explorer who also came to India. He described India in his book named INDICA. He was the first person from the western world to leave a written description of India.

Thus this sector should be the **biggest income generation area** if proper schemes and policies are framed by the Govt. of India complied with the states. The sector is not only meant for the economic growth of the country but at the same time it brings about the mental solace and physical well being for the elderly as well as general citizens too. Tired of the daily routine of stressed life one always needs a break to get refreshed and struggle back for a new day of survival with strength and vigour. So this industry is the rising sector now a days keeping in mind the entire population of the country.

The sector has the possibility of **income generation for both the genders** and that it implies the gender equity also. The hospitality management has always been the core area of significance in

India, be it in the families or in the Hotels and Restaurants. India has always shown her grace in welcoming any guest to her land and has the courtesy of maintaining them with warm reception. So people from all over the world visit India at least once during their life time normally or during the festival seasons. They are simply spell bound to observe the variety of features in India along with hospitality of the land and her people.

The industry seems very promising provided proper measures are adopted by the core companies along with the Governmental terms and conditions and will definitely increase our GDP and GNP at the same time.

Key Words:- Solace, Health, Well being, Employment generation, Economic growth.

An analysis of talent management-related HR practices and its influence on the retention of employees in Mumbai star category hotels.

Rahul.A.Parchure

Abstract:

The rapid growth of Mumbai city has led to challenges in retaining talent within the hotel industry, resulting in an increased demand for skilled and talented employees. One of the key concerns for hotels is attracting and keeping their most talented workforce. In response, the HR departments are focusing on nurturing and channelling these employees early in their careers with the organization. This approach is proving beneficial for the hotel industry by enhancing customer satisfaction, improving business performance, and strengthening branding efforts. Therefore, it has become crucial for every hotel to identify and retain this pool of talented employees for the long-term success of the organization. Early identification of such talent allows hotels to implement effective retention strategies, ensuring their workforce stays committed. The primary goal of this study is to examine the HR practices related to talent management within the hotels of Mumbai and assess how these practices influence employee retention. This descriptive research explores various HR approaches for talent management employed by hotels in Mumbai, utilizing surveys, fact-finding inquiries, and other methods.

Keywords: Hospitality Industry, Employee Retention, Talent Management, Retention Strategies

A STUDY ON DIVERSITY CHALLENGES EMPLOYEES FACE IN STAR HOTELS IN KOLKATA AND MANAGEMENT PRACTICES TO OVERCOME THEM FOR EMPLOYEE WELLNESS

Anurupa Pal-Assistant Registrar GNIHM, Dr. Pralay Ganguly-Principal GNIHM, Xavier Gomes-Advisor

ABSTRACT

Diversity issues in management practices refer to challenges that arise when managing a workforce with individuals from different backgrounds, cultures, genders, ethnicities, and other demographics, which can lead to issues like discrimination, communication barriers, lack of inclusion, and unequal opportunities, potentially hindering productivity and innovation within an organization if not effectively addressed. The main objective of this study is to highlight what are the different diversity challenges entry level staff in star hotels face and Management practices to overcome them for employee wellness. By addressing diversity issues, companies create a healthier, more supportive and productive work environment and in turn enhance employee wellness and hence it becomes very important to address the diversity challenges. This study will provide a brief analysis of the primary and secondary data from various star hotels in Kolkata and from various literatures respectively for data collection. A critical interpretation of the analysis will also be provided by using mixed methodology in this paper. This paper will establish its results by adopting a mixed methodology to understand the different diversity issues prevalent in the workplace and management practices to overcome them for employee wellness. Wellness programs are particularly important for Hotel professionals due to high stress, physically demanding and customer centric nature of work. T Tests will be done on two samples.

Keywords: hospitality organization, workplace, wellness programs, diversity

Greening as a Promising Trend in the Development of the Hospitality Industry in the Russian Federation

Annotation. The relevance of the study is determined by the need to accelerate the transition of the Russian tourism industry, including the accommodation sector, to the principles of sustainable development, which encompass the rational use of resources, preservation of cultural values, and involvement of local communities in environmentally oriented initiatives. The purpose of this work is to identify challenges, determine conditions, and propose tools needed to promote environmental and social sustainability principles in the Russian tourism sector. The subject of this study is the current state of sustainability practices in domestic accommodations, as well as the factors hindering or stimulating the transition to environmentally friendly and sustainable practices in the accommodation industry. The research methodology involved conducting a survey of owners, managers, and frontline staff from accommodation facilities in different regions of the Russian Federation. In total, 73 questionnaires were collected and analyzed. Data from open sources were also used to examine tourist preferences for sustainable tourism. The results revealed that Russian accommodation facilities currently implement measures to directly save resources such as energy and water. However, recommendations from expert organizations have little impact on their sustainability agendas. The main challenges are limited knowledge, high expectations, lack of incentives from the government and society, and low demand for green tourism products among tourists. There is a strong demand for government support and the establishment of a bank of best practices based on sustainable tourism principles. The majority of respondents supported the idea of creating a national certification system for environmentally friendly and sustainable accommodation facilities. The findings and recommendations could be used by authorities, industry associations, and accommodation managers to develop appropriate policies and strategies for sustainable development.

Keywords: greening, eco-friendly practices, sustainable tourism, hotel industry, environmental, social, and governance (ESG) standards, environmental projects.

Intersectionality and Remote Work Policies: A Theoretical Analysis of Equity, Gender, Diversity issues and Management practices in Human Resource Management

Abstract

The trend of remote work has revolutionized human resource management (HRM), posing fundamental questions of equity, gender, and diversity in organizational policies. While remote work provides flexibility and opportunities to employees, its consequences are not homogeneous for all social groups. Past research has made some allusions to diversity and inclusion in Human Resource Management (HRM), yet there is much yet to be researched with regard to how intersectionality—the intersectional impacts of gender, race, socioeconomic status, and caregiving obligation—impacts remote work experiences. This research will fill that void by engaging in a theoretical analysis of remote work policies grounded in Intersectionality Theory, Organizational Justice Theory, and Work-Life Balance Theory.

Intersectionality Theory (Crenshaw, 1989) offers a conceptual framework for understanding how intersecting social identities interact with one another, and thereby determine resource availability, career advancement, and work-life balance among employees. Organizational Justice Theory enables one to evaluate the fairness of HR policies on the distributive, procedural, and interactional justice standards, whereas Work-Life Balance Theory looks at how teleworking is perceived by diverse background employees differently due to structural inequalities. Based on a review of the literature and synthesis of such theories, the present study shall develop a conceptual model for inclusive Human Resource Management (HRM) practices for remote workers.

Some of the core themes for investigation encompass remote work gender inequalities, vulnerability of groups to exclusion from the leadership category, and performance unconscious bias in appraisals and remote work career advancement. The study also investigates the contribution of Human Resource Management (HRM) in fostering inclusive remote work policy, such as equal access to means, unbiased assessment schemes, and work arrangement variability tailored to different needs of employees.

By providing theoretical underpinnings for follow-up empirical work, this article is a positive contribution to the current diversity and inclusion discourse in Human Resource Management (HRM). This article provides a compelling case in support of immediate calls for non-standard HR policies based on intersectional approaches upholding equity in home-based work arrangements. The findings of this study will provide a benchmark point of reference for HR practitioners, policy-makers, and researchers to design more inclusive and equitable workplace interventions.

Keywords: Remote work, intersectionality, equity, gender diversity, human resource management, organizational justice theory, work-life balance.

Customer Service Management – Key Benefits & Strategies

Sanchari Sikdar, Mr. Anshuman Gomesh, Mr. J P S Chadda

Abstract:

Effective Customer Service Management is crucial for business success. It encompasses a range of strategies aimed at delivering exceptional customer experiences, resulting in increased customer satisfaction and loyalty. The key benefits of robust customer service management include improved customer retention, positive brand image, and higher profitability through repeat business.

Strategies involve implementing Omni channel support, ensuring timely and personalized responses, and leveraging technology like chatbots for efficient query resolution. Additionally, employee training is vital to enhance communication skills and problem-solving abilities. Proactive issue resolution and gathering customer feedback contribute to continuous improvement. By prioritizing customer needs, businesses can foster long-term relationships, drive positive word-of-mouth, and stay competitive in today's dynamic market. Ultimately, Customer Service Management is an integral part of building a customer-centric organization and sustaining success.

Keywords: Customer Service Management, Customer Satisfaction, Omni channel Support, Personalization, Employee, Training, DataAnalytics

Eco-Friendly Hospitality Ensuring Green Practices And Sustainability

AUTHOR- SAYANTAN CHAKRABORTY (BSC JISU 4TH SEM)

CO-AUTHOR – RIDDHI DAS (BSC JISU 4TH SEM)

ABSTRACT :

Distinctive hospitality is an imperative dimension of sustainable tourism where the hospitality service is fulfilling the satisfaction of tourists while taking care of the environment. This study investigates the principles, practices and scope of sustainability of the hospitality industry. It investigates energy consumption, waste disposal, water usage, construction practices, and material and service procurement options. This paper addresses great hotel chains' endeavours in implementing sustainability policies by discussing case studies like the Marriott International Sustainability Initiative and the Six Senses Hotels Green Practices. The study also examines the perception and behaviour of customers and reveals that more than 70% of respondents prefer green hotels. This paper examines the effect of green hospitality on profitability, customer loyalty, and environmental protection using mixed-method research approach involving case study analysis, survey, and industry report. The results showed that adopting sustainable practices in hospitality increases or improves brand value and financial returns while reducing risks to the environment. The report offered recommendations on adopting green certification, new technology, and participation at the local community level. This research assists in providing a rough guide to hotels wishing to incorporate sustainable practices in hospitality and tourism industry.

Keywords: Eco-friendly hotels, sustainable tourism, green hospitality, carbon footprint reduction, energy efficiency, waste management, water conservation, responsible sourcing, sustainable construction.

Eco-Tourism in Odisha: A Sustainable Model for Conservation and Community Development

Mr. Sarbadarshi Dash¹

Teaching Assistant,
CV Raman Global University, Bhubaneswar
ORCID ID: 0009-0000-2611-4522

Mr. Abhilash Dash²

Assistant Professor
CV Raman Global University, Bhubaneswar
ORCID ID: 0000-0001-7767-5979

Abstract

Eco-tourism is emerging as a key approach to conserving natural resources while promoting sustainable economic development, particularly in ecologically diverse regions like Odisha.

With its rich biodiversity, unique landscapes, and deep -rooted cultural heritage, Odisha has immense potential to develop eco -tourism as a tool for both conservation and community upliftment. This study explores how eco -tourism initiatives in destinations like Bhitarkanika, Simlipal, and Mahendragiri contribute to environmental protection, preservation of cultural traditions, and economic empowerment of local communities. It examines the role of government policies, public-private partnerships, and community-driven initiatives in fostering sustainable tourism practices. Additionally, the study highlights major challenges, including inadequate infrastructure, lack of awareness, and the risk of over -tourism, which can threaten ecological balance and disrupt local livelihoods. The research emphasizes that the success of eco-tourism in Odisha depends on strong community participation, responsible tourism practices, and integrated policy frameworks. To enhance eco -tourism, the study recommends promoting eco-friendly accommodations, strengthening capacity -building programs for local stakeholders, and leveraging digital innovations for better tourism management. By addressing these aspects, Odisha can serve as a model for balancing conservation with economic growth, offering valuable insights for global sustainable tourism development.

Keywords: Eco-tourism, Sustainable Tourism, Community Empowerment, Conservation ,
Odisha

Embracing Digital Transformation in Hospitality: Innovations, Challenges, and Opportunities with Case studies

Author-Mr.Siddhanta Chatterjee

Co-Author- Ms.Sharmi Banerjee

Co-Author- Dr.Sudipta Kumar Pal

Abstract: In today's digital landscape, the hotel business is undergoing a significant change, fuel by technological breakthroughs. This chapter digs into the varied influence of digital transformation on hospitality businesses, demonstrating how technological breakthroughs are transforming guest experiences and operational efficiencies. Artificial intelligence (AI), big data analytics, and the Internet of Things (IoT) are driving this change, providing new prospects for individualized visitor encounters and targeted marketing initiatives. AI-powered chat bots and virtual assistants, for example, allow hotels to deliver personalized recommendations and continuous customer support around the clock, increasing overall client satisfaction.

However, amidst these potential, there are substantial hurdles that hospitality firms must face. Data security emerges as a significant problem, with the growing volume of visitor data necessitating strong protection measures to prevent breaches and cyber threats. Furthermore, digital transformation needs workforce upskilling in order to effectively use new technologies and adapt to changing industrial responsibilities. Balancing digital advancements with the human touch is critical, as individualized guest encounters and the warmth of hospitality are key qualities that cannot be completely replaced by technology.

Keywords: Digital Transformation, Hospitality Industry, Innovations, Challenges, Opportunities, Guest Experience, Artificial Intelligence (AI).

Technology and Advancement in Tourism and Hospitality

Mr. Sivam Sen

Abstract :

Technology has significantly transformed the landscape of tourism and hospitality, driving growth, efficiency, and enhanced customer experiences. The integration of digital solutions, such as Artificial Intelligence (AI), Virtual Reality (VR), and Internet of Things (IoT), has revolutionized the way the industry operates. AI-powered chatbots streamline customer service, while VR offers immersive previews of travel destinations, enhancing decision-making for travellers. IoT-enabled devices provide personalized and seamless experiences in hotels, like smart rooms and automated services. Additionally, mobile applications and digital payment systems have simplified travel planning and transactions. The adoption of big data analytics aids in understanding customer preferences and forecasting trends, ensuring tailored offerings and improved resource management. Sustainable tourism has also gained traction through technological advancements, promoting eco-friendly practices and reducing environmental impact. The synergy of these innovations continues to reshape the tourism and hospitality sectors, setting new benchmarks for excellence and sustainability.

Keywords:

Technology, Artificial Intelligence, Virtual Reality, Internet of Things, tourism, hospitality, customer experience, sustainability, digital transformation, big data analytics, smart devices.

TOURISM HERITAGE

Promoting Sustainability Tourism over UNESCO Heritages of India

Author : **Subham Das**

Co-author : **Molla Irfan Islam**

BBA in Tourism & Hospitality- Amex College

Supervised by **Agniva Chandra**

Faculty Lecturer of BBA in Tourism & Hospitality, Amex College, Burdwan

ABSTRACT.

India, home to a rich tapestry of history and culture, boasts 42 UNESCO World Heritage Sites, ranking sixth globally. These heritage sites, ranging from architectural marvels like the Taj Mahal to the spiritual grandeur of Hampi and Mahabalipuram, reflect India's cultural diversity and global significance. As a result, India has become a major attraction for both domestic and international tourists, witnessing a steady rise in visitor numbers, contributing significantly to the economy and employment in the tourism sector.

Tourism around these heritage sites presents immense opportunities, enhancing India's global image and fostering economic growth. However, challenges persist, including poor waste management, unstructured infrastructure, connectivity issues, overcrowding, pollution, scams, and a lack of foreign tourist-friendly facilities. Addressing these issues through sustainable tourism practices, improved infrastructure, better crowd management, and enhanced visitor experiences can further elevate India's standing as a world-class heritage destination.

A balanced approach—preserving cultural integrity while ensuring modern amenities—can help India unlock the full potential of its UNESCO sites and create a more welcoming and enriching experience for global travelers.

HERITAGE SITES OF PURBA BARDHAMAN PROMOTING PURBA BARDHAMAN AS A HERITAGE SITE OF WEST BENGAL

Author: **Sudip Rajak**

Co-author: **Rupan Dewan**

DEPARTMENT: **BBA in Tourism & Hospitality- AMEX GROUP OF INSTITUTES**

Supervised by **Agniva Chandra**

Faculty lecturer of BBA in Tourism & Hospitality Department, AMEX GROUP OF INSTITUTES, Purba Bardhaman

ABSTRACT: -

Purba Bardhaman has a rich multicultural legacy that is a consequence of incalculable invasions and attacks by different foreign rulers. With an amalgamation of diverse enhancements, Purba Bardhaman has an immensely vivid and intense culture that makes it one of the trademark urban areas of West Bengal. Popularly known as 'Rice Bowl' of West Bengal, Bardhaman can be named as a vibrant mixture of Bengali art and culture. The city has dependably been an imperative part of the state with varied heterogeneous beliefs and traditions living at the same time and with complete harmony.

Purba Bardhaman was a vital place for the Mughal and in addition the British rulers and had been ruled by the Maharajas of Burdwan for a genuinely long period of time. This can be fundamentally seen in the present days by the different culture that is adopted and practiced by the general people living in Purba Bardhaman.

The district is home to several iconic heritage sites, including the majestic **Bardhaman Rajbari**, which stands as a symbol of the erstwhile kingdom's grandeur, and the sacred **Sarbamangala Temple**, which attracts devotees from across the region. The **108 Shiva Temples of Nawabhat** present a stunning architectural wonder, while the **Terracotta Temples of Kalna**, often compared to Bishnupur's famed terracotta art, showcase intricate craftsmanship and historical richness. Other important sites include **Kanksa Temple**, **Krishnasagar Eco Park**, and the **Tomb of Sher Afghan**, which add depth to the district's diverse tourism potential.

This presentation will delve into the historical background of these sites, their cultural relevance, and the challenges they face in terms of preservation. Additionally, it will discuss strategies for sustainable tourism development, including **infrastructure improvement, digital marketing, local community engagement, and eco-friendly tourism practices**.

Special focus will be given to the role of government initiatives, private investments, and heritage conservation policies in enhancing the district's tourism appeal.

By promoting these heritage and regional sites, this presentation aims to generate awareness, encourage responsible tourism, and contribute to the socio-economic growth of Purba Burdwan. Through a combination of historical insights and modern tourism strategies, this initiative seeks to position the district as a prime cultural and historical destination in West Bengal.

A STUDY TO UNDERSTAND THE ROLE OF MENTORSHIP IN SHAPING DOCTORAL STUDENTS ACADEMIC RESEARCH PRACTICES IN INDIA

Dr. Urvashi Kumari¹, Associate Professor, School of Engineering & Technology, Sushant University, Gurgaon, Haryana,

Jyoti Prakash², Assistant Professor, Department of Hotel Management, Institute of Technology and Management, Dehradun, Uttarakhand, India,

ABSTRACT

Mentorship is crucial in influencing the academic and career paths of doctorate candidates. Within the realm of sustainability, mentors possess a unique chance to direct researchers towards approaches that are both creative and ecologically as well as socially responsible. This paper investigates the role of mentorship in fostering sustainable research practices among doctoral students, emphasizing the importance of integrating sustainability into the core of doctoral education. By examining mentorship models, strategies, and their outcomes, this study highlights how effective mentorship can encourage sustainability-focused methodologies, enhance ethical considerations, and promote interdisciplinary collaboration.

The research adopts a qualitative approach, using case studies and interviews with doctoral students and mentors across various disciplines. The findings reveal that mentors influence their mentees' adoption of sustainable practices through knowledge transfer, role modeling, and creating an environment that prioritizes long-term impact over short-term gains. However, challenges such as limited resources, lack of institutional support, and the need for mentors to balance their dual roles as researchers and advisors often impede these efforts.

This paper identifies best practices in mentorship for sustainability, including structured mentorship programs, collaborative research opportunities, and fostering a culture of open dialogue about sustainability challenges. Additionally, it underscores the significance of interdisciplinary approaches, where mentors encourage students to draw on diverse fields to address complex global issues. By leveraging mentorship as a tool for advancing sustainability in research, institutions can better align doctoral education with the goals of sustainable development. Ultimately, the study provides actionable recommendations for academic institutions to enhance mentorship practices, such as providing training programs for mentors, integrating sustainability into doctoral curricula, and creating platforms for knowledge sharing. The research underscores the critical need for a paradigm shift in doctoral education, where mentorship becomes a driving force for instilling sustainable research practices. This alignment of mentorship with sustainability not only prepares doctoral students to contribute meaningfully to global challenges but also reinforces the role of higher education in fostering a sustainable future.

Keywords: Mentorship, Sustainable Research, Doctoral Education, Research Practices, Sustainability, Higher Education.

Formalization of HRM Practices towards Promoting Gender Diversity in MSMEs in West Bengal

Sudakshina Dutta Roy Assistant Professor, The Heritage Academy, Kolkata

Affiliated under Maulana Abul Kalam Azad University of Technology (formerly known as West Bengal University of Technology)

Email: sudakshina.duttaroy@tha.edu.in

Abstract

Micro, Small and Medium Enterprises are termed as growth engines for a developing nation like India. They are crucial in providing employment in urban as well as rural India. West Bengal has the second highest rank in the number of MSMEs across India. Moreover, West Bengal has the maximum female owned MSMEs in India. Human Resource Management (HRM) practices play a pivotal role in building gender diversity in Micro, Small, and Medium Enterprises (MSMEs). Despite the special challenges MSMEs have in establishing effective HRM practices because of their limited resources, efforts towards fostering gender diversity can still be embedded in the daily operations of an organization, as well as in organizational culture and policies. MSMEs face resource-constraints, both in terms of skilled human capital and finances. The significance of HRM practices in building gender diversity cannot be overstated. Through the establishment of inclusive hiring policies, equal pay for equal work, building a just work environment, and nurturing cultural change, HRM can assist MSMEs in achieving greater gender diversity, which in turn brings various benefits like greater innovation, greater employee satisfaction, and better overall organizational performance. Fostering gender diversity in MSMEs transcends the ethical concerns; it also translates into sustainable practices which act as strategic advantage for the organization.

Keywords: MSME, HRM practices, gender diversity, sustainability

PART: II
FULLPAPERS

Evaluating the Role of Smart Tourism and Smart Hotels: Creating a Sustainable Future

Mr. Adhiraj Roy Chowdhury¹ Ph.D. Scholar, CV Raman Global University, Bhubaneswar
ORCID ID: 0009-0006-9281-6198

Mr. Sarbadarshi Dash² Ph.D. Scholar CV Raman Global University, Bhubaneswar ORCID ID: 0009-0000-2611-4522

Abstract

Technological advancements are transforming the global tourism and hospitality sector, with smart tourism and smart hotels emerging as crucial elements of sustainable, future-oriented hospitality. This study examines the convergence of cutting-edge technology and sustainable practices, emphasizing how AI, IoT, blockchain, big data, and AR/VR are transforming guest experiences and operational efficiency. The research focuses on the sustainability aspects of smart hospitality, investigating the role of eco-friendly technologies, intelligent waste management systems, and green infrastructure in reducing environmental impact while improving service quality. The paper also addresses the challenges and prospects associated with smart hospitality adoption, including issues related to cybersecurity, data protection, workforce development, and market preparedness. A central theme of this study is the intricate balance between automation and personalization in guest services. While AI-driven personalization enhances efficiency, the importance of emotional intelligence, human interaction, and hybrid service models remains crucial for optimal customer satisfaction. The paper presents case studies and real-world examples to demonstrate successful implementations of smart technology in tourism and hospitality, while underscoring the importance of governmental policies and industry partnerships in promoting smart and sustainable tourism growth. The research concludes by offering policy recommendations and suggesting future research directions, outlining strategies for seamlessly integrating smart technologies while maintaining a human-centric approach in hospitality. This study contributes to the expanding knowledge base on smart tourism, providing valuable insights for academics, industry professionals, and policymakers striving to create a future-proof, sustainable hospitality ecosystem.

Keywords: Smart Tourism, Smart Hotels, AI in Hospitality, IoT, Blockchain, Big Data, Sustainability, Guest Personalization, Hybrid Hospitality, Tourism Technology

1. Introduction

1.1. Background and Significance of Smart Tourism

Tourism has always been an evolving industry, adapting to social, economic, and technological changes. In recent years, high-speed evolution in digital technologies has transformed the way people travel and experience hospitality. As a result of this change, smart tourism has emerged, utilizing cutting-edge technologies like cloud computing, big data, the Internet of Things (IoT), and artificial intelligence (AI) to improve the sustainability, ease, and efficiency of travel services. Smart tourism is not just about using technology to simplify travel; it also improves customer experiences, enhances operational efficiency for businesses, and promotes sustainability in the tourism sector. By integrating real-time data, automation, and digital connectivity, smart tourism helps travellers make informed decisions, improves the quality of services provided by hotels and tourism businesses, and contributes to the overall growth of the industry. Governments and private organizations worldwide are investing heavily in smart tourism initiatives to modernize their travel and hospitality infrastructure. Many popular tourist destinations are incorporating smart technologies to enhance security, reduce environmental impacts, and improve visitor engagement. Technologies like mobile apps, AI-driven chatbots, facial recognition, and digital payment solutions are making travel experience more seamless and efficient. As tourism becomes more dependent on digital solutions, the concept of smart hotels has also gained momentum, further shaping the future of hospitality.

1.2. Evolution of Smart Hotels in the Hospitality Industry

Hotels have always aimed to provide comfort and convenience to guests. Over the years, the hospitality industry has undergone significant transformations, from manual service operation to digitalized and automated hotel management systems. The integration of smart technologies in hotels has revolutionized traditional hospitality services, making them more guest-centric, efficient, and environmentally sustainable. Smart hotels use a variety of advanced technologies to offer personalized and automated services. Features like keyless entry through mobile apps, AI-powered virtual assistants, voice-controlled room settings, and robot concierges are becoming more common in modern hotels. These advancements not only enhance customer experiences but also help hotel management improve operational efficiency by reducing human errors and optimizing resource utilization. Additionally, energy-efficient systems, IoT-based room automation, and smart waste management are helping hotels reduce their environmental footprint while maintaining high service standards. Many luxury and budget hotels worldwide are adopting green technology to ensure a balance between innovation and sustainability. The concept of smart hotels has been further accelerated by the COVID-19 pandemic, which forced the hotel and hospitality industry to adopt contactless technologies for health and safety reasons. Self-check-in kiosks, voice-activated room controls, and AI-powered cleaning robots have now become standard features in many modern hotels. As the demand for tech-driven, sustainable, and personalized hospitality experiences increases, smart hotels are expected to play a vital role in the future of the tourism industry.

1.3. Objectives of the Study

- a. To examine the key technologies driving smart tourism and smart hotels, including AI, IoT, blockchain, big data, and augmented reality (AR).
- b. To evaluate how smart tourism affects the hospitality industry's sustainability, operational effectiveness, and customer experience.
- c. To analyse the challenges associated with implementing smart hotel solutions, such as cybersecurity threats, high investment costs, and guest acceptance.
- d. To explore the balance between automation and human interaction in smart hospitality while ensuring personalization, sustainability, and ethical digital innovation.

1.4. Literature Review

1.4.1. Foundational Concepts of Smart Hospitality and Tourism

- Gretzel et al. (2015) outline the foundations of smart tourism and technological advancements driving its evolution.
- Buhalis & Leung (2018) discuss the role of interoperability in creating a connected smart hospitality ecosystem.

1.4.2. The Role of Artificial Intelligence and Automation

- Law, Chan, & Wang (2018) assess AI applications in tourism, highlighting their benefits and challenges.
- Ivanov & Webster (2019) explore the impact of robotics and AI on service automation in tourism and hospitality.
- Tussyadiah (2020) reviews automation trends and their implications for hospitality management.
- Zhang, Goh, & Jin (2021) examine the ethical considerations of AI in tourism for sustainable applications.

1.4.3. Enhancing Guest Experiences through Smart Technologies

- Neuhofer, Buhalis, and Ladkin (2015) investigate how smart technologies allow for customized hospitality experiences.

1.4.4. Leveraging Big Data for Smart Tourism

- Xiang & Fesenmaier (2017) discuss big data analytics and its role in enhancing decision-

making for tourism stakeholders.

- Sun et al. (2020) analyze the adoption of smart tourism technologies by hospitality providers.

1.4.5. Development and Characteristics of Smart Tourism Destinations

- Buhalis & Amaranggana (2015) propose frameworks for smart tourism destinations focusing on personalized services.
- Femenia-Serra, Neuhofer, & Ivars-Baidal (2019) conduct a structured literature review on smart tourism destinations.

1.4.6. Sustainability in the Context of Smart Tourism and Hospitality

- Hall & Gössling (2019) address the intersection of smart tourism and sustainability.

1.5. Research Scope and Methodology

With an emphasis on the development of smart hotels and their effects on sustainability and visitor experiences, this study explores the use of smart technology in the travel and hospitality industries. The study explores emerging technological innovations, including AI, IoT, blockchain, and big data analytics, which are transforming service rendered in the hospitality industry. It highlights the interests of smart solutions, such as enhanced increased effectiveness of operations, personalized services, and eco-friendly practices, while also addressing key challenges, including cybersecurity risks, data privacy concerns, and the need for human-centred service approaches. Case studies of successful smart hotel implementations are analysed to identify best practices and lessons learned from various destinations. The study further explores future trends and policy implications, providing insights into how the hospitality sector can adopt sustainable and ethical smart technologies to create a seamless and responsible guest experience.

For a comprehensive analysis, a mixed-method research strategy will be used, combining qualitative and quantitative techniques.

1.5.1. Secondary Data Collection

A comprehensive literature review will be conducted to analyze existing research, journal articles, industry reports, and case studies from credible sources, including:

- Scopus-indexed journals
- Hospitality industry white papers
- Government reports
- Global tourism organizations (e.g., UNWTO, WTTC)

1.5.2. Primary Data Collection: To get firsthand knowledge of the uptake and effects of smart technology in the hospitality industry, the study will include surveys and in-depth interviews.

a. Survey Sample Size & Participants

- A structured survey will be conducted with 150 respondents, including:
- Hotel managers
- Technology experts
- Travelers who have experienced smart hotel services

b. Interviews

- Semi-structured interviews will be conducted with 20 industry professionals, including:
- Hotel managers
- Smart technology developers
- Sustainability consultants

1.5.3. Case Study Analysis

Selected case studies of successfully implemented smart hotel models will be examined from different regions to identify key adoption strategies and success factors.

1.5.4. Comparative Analysis

The impact of smart hotels across different destinations will be evaluated, comparing:

- Technological integration
- Guest satisfaction levels
- Sustainability measures

2. Conceptual Framework of Smart Tourism and Smart Hotels

2.1. Definition and Key Components of Smart Tourism

The term "smart tourism" describes the use of digital technologies to promote sustainable tourist practices, increase operational effectiveness, and improve travel experiences. It makes use of cloud computing, big data analytics, artificial intelligence (AI), and the Internet of Things (IoT) to build a smooth, customized, and networked travel ecosystem.

Key Components of Smart Tourism

- a. **Smart Destinations** – Cities or regions that use technology to improve visitor experiences, enhance mobility, and promote sustainability. Examples include digital kiosks, real-time transportation updates, and AI-driven tourist recommendations.
- b. **Connected Travelers** – Modern tourists who use smartphones, wearable devices, and travel apps to plan, navigate, and share their experiences.
- c. **Big Data and Analytics** – Data collection and processing tools that help predict tourist behaviour, optimize resource management, and improve services.
- d. **Automation and AI in Customer Service** – Chatbots, virtual assistants, and AI-driven recommendations that offer personalized travel guidance.
- e. **Sustainable Smart Tourism Initiatives** – Smart waste management, energy-efficient transport, and digital solutions that reduce the environmental impact of tourism activities.

2.2. Smart Hotels: Characteristics and Features

Smart hotels incorporate cutting-edge technologies to deliver personalized services, optimize operational efficiency, and enhance guest experiences. Unlike traditional hotels, smart hotels use interconnected digital systems that allow for automation, real-time guest interaction, and sustainable resource management.

Characteristics and features of Smart Hotels

- a. **Automated Check-in and Check-out** – Guests can use mobile apps, facial recognition, or digital kiosks help expedite the process of checking in and out.
- b. **IoT-Enabled Smart Rooms** – Rooms equipped with IoT devices that allow guests to control lighting, entertainment & temperature through voice commands or mobile apps.
- c. **AI-Powered Customer Service** – Instant answers to visitor questions are provided by chatbots and virtual assistants, which speeds up and improves service delivery.
- d. **Personalized Guest Experiences** – Hotels use big data and AI to customize recommendations, room preferences, and loyalty programs based on guest behaviour.
- e. **Sustainable Practices** – Smart hotels integrate energy-efficient systems, water conservation technologies, and waste reduction measures to minimize their ecological footprint.

2.3. The Role of Technology in Hospitality Transformation

Technology is transforming the hospitality sector by enhancing operational productivity, elevating guest satisfaction, and unlocking new business opportunities. The shift from traditional manual processes to tech-driven, data-backed decision-making has revolutionized hotel operations. Smart technologies provide highly personalized and convenient guest experiences, enabling AI-powered recommendations and real-time service requests. Automation streamlines workflows, minimizes human errors, and optimizes resource utilization, leading to improved service quality. Additionally, data analytics empower hotels to predict demand, understand consumer preferences, and refine pricing strategies for better revenue management. Sustainability has also gained prominence, with innovations like AI-driven energy management and smart lighting contributing to waste reduction and resource conservation.

Furthermore, hotels that integrate smart technologies gain a competitive edge by meeting the evolving expectations of modern travelers, ensuring efficiency, comfort, and sustainable practices. As the industry continues to embrace digital transformation, smart solutions are becoming indispensable for future-ready hospitality businesses.

2.4. Sustainability and Smart Hospitality: Theoretical Perspectives

Sustainability has become a core priority in the modern hospitality industry, with smart hotels and tourism destinations leveraging digital innovations to reduce environmental impact while enhancing guest experiences. Several theoretical perspectives guide the integration of technology-driven sustainable practices. The Triple Bottom Line (TBL) Approach ensures that smart hospitality balances economic profitability, social well-being, and environmental responsibility by implementing cost-effective, customer-centric, and eco-friendly solutions. Green Technology Theory emphasizes the use of advanced technologies to minimize environmental harm, with smart hotels adopting automated energy-saving systems, waste reduction initiatives, and water conservation strategies. The Experience Economy Theory underscores the importance of delivering unique and memorable guest experiences, which smart hotels achieve through personalized digital services, AI-driven concierge systems, and immersive technologies like augmented reality (AR) and virtual reality (VR). Meanwhile, the Diffusion of Innovation Theory explains how emerging technologies, like AI, IoT, and automation, are gradually embraced across the industry, with early adopters driving transformation. By integrating these theoretical frameworks, smart tourism and smart hotels create a sustainable, efficient, and guest-centric hospitality ecosystem, guaranteeing sustained success in a quickly changing digital environment.

The conceptual frameworks of smart tourism and smart hotels provide a vital blueprint for reimagining the tourism and hospitality sectors in the digital age, envisioning interconnected ecosystems that prioritize efficiency, sustainability, and enhanced guest experiences. However, the realization of these sophisticated frameworks is inextricably linked to the dynamic landscape of technological innovations driving smart hospitality. Innovations in fields like big data analytics, the Internet of Things, and artificial intelligence, cloud computing, mobile technologies, and augmented/virtual reality are not merely supplementary; they form the very bedrock upon which smart tourism and smart hotels are built. For instance, AI algorithms enable personalized recommendations and predictive services, IoT devices facilitate seamless automation and energy management within smart hotels, and big data insights empower data-driven decision-making for optimized resource allocation and service delivery across the tourism value chain. Therefore, the continuous development and integration of these technological innovations are the catalysts that transform the theoretical underpinnings of smart tourism and smart hotels into tangible realities, shaping the future of how we travel, stay, and experience hospitality.

3. Technological Innovations Driving Smart Hospitality

The use of cutting-edge technology that boosts operational effectiveness, improves guest experiences, and encourages sustainability is causing a major shift in the hospitality sector. In order to reinvent hospitality services, smart hotels are utilizing cutting-edge technologies including artificial intelligence (AI), the Internet of Things (IoT), blockchain, augmented reality (AR), virtual reality (VR), and big data analytics. In addition to streamlining hotel operations, these technologies give visitors individualized, smooth, and safe experiences.

3.1. Role of Artificial Intelligence (AI) in Enhancing Guest Experience

By automating processes, enhancing overall efficiency, and offering hyper-personalized services, artificial intelligence (AI) is completely changing how guests interact with businesses. AI-powered chatbots and virtual assistants, such as AI concierge services, offer real-time assistance to guests, handling queries, booking requests, and personalized recommendations. AI-driven facial recognition technology enables seamless check-in and enhances security. Machine learning algorithms analyze guest preferences and behavior, allowing hotels to anticipate needs and customize services. AI strikes the ideal mix between automation and human interaction by lowering the need for human intervention in repetitive operations, freeing up employees to concentrate on providing great hospitality.

3.2. Internet of Things (IoT) and Smart Hotel Automation

The Internet of Things (IoT) is at the core of smart hotel automation, enabling interconnected devices to enhance guest comfort and operational efficiency. IoT-enabled smart rooms allow guests to control lighting, temperature, and entertainment systems through voice commands or mobile apps. Smart keyless entry systems enhance security and convenience, while automated energy management systems optimize electricity and water consumption. IoT-based predictive maintenance helps hotels prevent equipment failures, ensuring a seamless guest experience. By integrating IoT, hotels achieve cost savings, improved resource management, and enhanced guest satisfaction.

3.3. Blockchain in Hospitality: Secure and Transparent Transactions

Blockchain technology is revolutionizing the hospitality sector by improving transaction efficiency, security, and transparency. Its decentralized and tamper-proof nature ensures secure payments, preventing fraud and unauthorized data breaches. Blockchain-based smart contracts streamline booking and cancellation processes, reducing dependency on intermediaries. Hotels are also adopting blockchain for loyalty programs, enabling guests to track and redeem reward seamlessly. By implementing blockchain, smart hotels foster trust, improve operational efficiency, and provide a secure environment for both guests and businesses.

3.4. Augmented Reality (AR) and Virtual Reality (VR) in Smart Tourism

Because they provide immersive and engaging experiences, augmented reality (AR) and virtual reality (VR) are completely changing the travel and hospitality industries. By using mobile devices to deliver real-time information about hotel amenities, nearby attractions, and dining alternatives, augmented reality applications improve the visitor experience. Virtual reality (VR) improves marketing and decision-making by enabling prospective customers to undergo virtual hotel tours prior to making a reservation. VR-powered experiences in smart tourism take visitors to adventure places, historical sites, and cultural icons without requiring them to physically travel. These technologies improve customer decision-making, increase guest engagement, and produce unforgettable experiences.

3.5. Big Data and Predictive Analytics for Personalized Services

Big data analytics is transforming smart hospitality by enabling hotels to understand guest preferences and behaviours in real time. By analysing data from booking patterns, online reviews, and customer feedback, hotels can create personalized marketing strategies, tailor-made experiences, and optimized pricing models. Predictive analytics helps hotels forecast demand, manage inventory efficiently, and enhance revenue management strategies. With data-driven insights, smart hotels can enhance guest satisfaction, build brand loyalty, and stay ahead of market trends.

4. Sustainable Practices in Smart Tourism and Smart Hotels

The hospitality industry is increasingly prioritizing sustainability by integrating smart technologies that minimize environmental impact while enhancing guest experiences. Smart tourism and smart hotels are adopting innovative solutions to promote energy efficiency, waste reduction, and eco-friendly operations. By leveraging green technology, digital solutions, and sustainable business models, hotels can reduce their carbon footprint and contribute to responsible tourism (Hall & Gossling, 2019).

4.1. Green Technology and Energy-Efficient Solutions

Green technology plays a crucial role in making smart hotels more energy-efficient and environmentally friendly. Advanced energy management systems powered by Artificial Intelligence (AI) and the Internet of Things (IoT) optimize electricity consumption by adjusting lighting, heating, and cooling based on occupancy. Solar panels, smart thermostats, and motion-sensor lighting further enhance energy conservation. AI-driven predictive analytics enable hotels to reduce excessive energy usage by analysing real-time data and optimizing resource allocation (Shekhar & Aleem, 2024). These innovations not only reduce operational costs but also align with global sustainability goals.

In the pursuit of a more sustainable and environmentally conscious hospitality industry, the integration of green technology and energy-efficient solutions (4.1) forms a crucial foundation upon which innovative practices like smart waste management (4.2) can effectively thrive.

Green technologies, encompassing renewable energy sources, energy-saving appliances, and sustainable building materials, lay the groundwork for minimizing the environmental footprint of hospitality operations. This proactive reduction in resource consumption and waste generation creates a more receptive environment for the implementation of sophisticated smart waste management systems. By leveraging sensors, data analytics, and automation, smart waste management can optimize waste collection, sorting, and

recycling processes, further diminishing the environmental impact. Essentially, the adoption of broad green technology and energy efficiency measures establishes a culture of sustainability and provides the necessary infrastructure for targeted, technology-driven solutions like smart waste management to achieve their full potential in creating a truly eco-friendly hospitality sector.

4.2. Smart Waste Management in Hospitality

Waste management is a critical aspect of sustainable hospitality, and smart hotels are leveraging digital solutions to minimize waste generation. IoT-enabled waste monitoring systems track and manage food waste, helping hotels optimize portion sizes and inventory management.

Smart composting solutions convert organic waste into reusable resources, promoting a circular economy. Additionally, AI-powered analytics assist in predicting waste patterns, allowing hotels to implement proactive waste reduction strategies. By integrating smart waste management practices, hotels can significantly lower their environmental impact and enhance operational efficiency (Gautam & Singh, 2024) (Kumar & Bhatia, 2024).

4.3. Digital Solutions for Reducing Carbon Footprint

The hospitality industry is adopting digital innovations to reduce its carbon footprint and encourage sustainable tourism. Cloud-based management systems replace traditional paper-based operations, reducing paper waste. Virtual check-ins and mobile room keys eliminate the need for plastic key cards, while AI-powered virtual concierges reduce energy-intensive on-site services. Smart transportation solutions, such as electric vehicle (EV) charging stations and AI-driven route optimization for hotel shuttles, further contribute to reducing emissions. These digital advancements help smart hotels achieve sustainability while enhancing guest convenience (Maitra et al., 2024).

4.4. Eco-Friendly Infrastructure and Smart Building Designs

The construction and design of smart hotels increasingly focus on eco-friendly materials and energy-efficient architecture. Green building certifications, such as LEED (Leadership in Energy and Environmental Design), encourage hotels to adopt sustainable infrastructure. Smart glass windows that adjust transparency based on sunlight, rainwater harvesting systems, and bio-climatic designs enhance resource efficiency. IoT-driven smart grids optimize power distribution, ensuring minimal energy wastage. By integrating sustainable building designs, hotels can create long-term environmental benefits while improving guest comfort (Singjai et al., 2018) (Ghimire et al., 2023).

4.5. Sustainable Business Models for Smart Hospitality

Sustainability in smart hospitality extends beyond technology and infrastructure to include innovative business models that promote responsible tourism. Hotels are increasingly adopting circular economy models, focusing on resource efficiency, waste reduction, and sustainable procurement. Green certification programs incentivize hotels to implement sustainable practices, attracting eco-conscious travelers. Collaborations with local communities for eco-tourism initiatives further enhance sustainable tourism development. By aligning profitability with sustainability, smart hospitality businesses can achieve long-term growth while preserving natural and cultural resources (Liao et al., 2023).

Sustainable practices in smart tourism and smart hotels are crucial for ensuring an environmentally responsible and future-ready hospitality industry. By integrating green technology, smart waste management, digital solutions, eco-friendly infrastructure, and sustainable business models, the hospitality sector can significantly reduce its environmental footprint while enhancing guest satisfaction. Moving forward, continued innovation and collaboration between industry stakeholders will be key to achieving a sustainable and technologically advanced hospitality landscape (Hossain et al., 2025).

5. Challenges and Opportunities in Implementing Smart Hospitality

The rapid advancement of smart hospitality technologies has revolutionized the tourism and hotel industry. However, the transition to a fully digital and automated hospitality ecosystem presents several challenges that must be addressed for seamless implementation. Factors such as technological barriers, cybersecurity risks, workforce adaptation, consumer acceptance, and market readiness influence the successful adoption of smart tourism solutions. At the same time, these challenges create opportunities for innovation, investment, and sustainable growth. This chapter explores the key barriers and opportunities shaping the future of smart hospitality.

5.1. Barriers to Adoption of Smart Tourism Technologies

Despite the growing potential of smart technologies in hospitality, several barriers hinder their

widespread adoption. High initial investment costs, technological complexity, and integration challenges with existing systems pose significant obstacles for many hotels. Smaller businesses, in particular, struggle with financial constraints and lack of technical expertise to implement smart solutions effectively. Additionally, infrastructure limitations, such as inadequate internet connectivity in remote tourist destinations, can slow down the adoption of digital innovations. Addressing these barriers requires strategic investment, government support, and industry collaboration to make smart hospitality solutions more accessible and cost-effective (Sun et al., 2022)

5.2. Cybersecurity and Data Privacy Concerns in Smart Hotels

Concerns about data privacy and cybersecurity have grown to be significant issues as the hospitality industry has become more digitally integrated. IoT-enabled room controls, AI-powered guest services, and cloud-based management platforms are just a few examples of the interconnected systems that smart hotels rely on, and these systems are susceptible to hacks.

Concerns regarding visitor safety and trust are raised by the possibility of data breaches, illegal access, and abuse of personal data. To safeguard sensitive data, hotels need to put strong cybersecurity measures in place, such as encryption, multi-factor authentication, and frequent security assessments. Compliance with data protection regulations, such as GDPR and industry best practices, is essential for maintaining guest confidence in smart hospitality services (Law et al., 2009).

5.3. Human Capital Challenges in a Tech-Driven Hospitality Sector

The shift toward automation and digital solutions in hospitality raises concerns about workforce adaptation and job displacement. Many hotel employees lack the technical skills required to operate smart systems, leading to a growing demand for specialized training and upskilling programs. Additionally, balancing automation with personalized human interaction remains a challenge, as excessive reliance on technology can diminish the warmth and hospitality that guests expect. Hotels must invest in training programs to equip employees with digital literacy while redefining roles to complement smart technologies rather than replace human staff. Striking a balance between technological efficiency and human touch is crucial for maintaining exceptional guest experiences (Sigala, 2018).

5.4. Market Readiness and Consumer Acceptance of Smart Hospitality

Consumer acceptance plays a crucial role in the successful implementation of smart hospitality solutions. While tech-savvy travelers embrace AI-powered services, digital check-ins, and smart room automation, some guests may be resistant to change due to privacy concerns or unfamiliarity with advanced technologies. Generational preferences also influence acceptance levels, with younger travelers more inclined toward tech-driven experiences compared to older demographics. Hotels must focus on user-friendly designs, seamless integration, and personalized service to enhance consumer confidence in smart hospitality. Effective marketing strategies and transparent communication about the benefits of digital solutions can further encourage adoption among guests (Huang et al., 2017) (Lamsfus et al., 2015).

5.5. Opportunities for Growth and Innovation in Smart Tourism

Despite the challenges, smart hospitality presents numerous opportunities for growth and innovation. Advancements in AI, IoT, blockchain, and data analytics continue to create new possibilities for enhancing guest experiences and operational efficiency. The rise of sustainable tourism has also fuelled the demand for eco-friendly smart hotel solutions, such as energy-efficient systems and smart waste management. Additionally, the post-pandemic era has accelerated the adoption of contactless services, mobile key access, and AI-driven customer support, paving the way for a more tech-integrated hospitality sector. Collaboration between governments, technology providers, and hospitality businesses can drive investment in smart tourism infrastructure, fostering a future-ready and competitive industry. The implementation of smart hospitality technologies presents both challenges and opportunities for the tourism industry. While barriers such as cost, cybersecurity risks, workforce adaptation and consumer acceptance need to be addressed, these challenges also open doors for innovation, sustainable growth, and enhanced guest experiences. By investing in secure and user-friendly smart solutions, training hospitality professionals, and fostering market readiness the industry can navigate these challenges effectively. As smart tourism continues to evolve, embracing digital

transformation will be essential for creating a more efficient, sustainable, and customer-centric hospitality landscape.

6. Balancing Automation with Personalization in Hotel Guest Services

The rapid adoption of smart technologies in hospitality has transformed guest experiences, offering increased convenience, efficiency, and data-driven personalization. However, the essence of hospitality lies in human interaction, emotional intelligence, and personalized service. As hotels integrate artificial intelligence (AI), Internet of Things (IoT), and automation into their operations, striking the right balance between technological efficiency and the human touch is crucial. This chapter explores how hotels can effectively merge automation with personalized services to enhance guest satisfaction while maintaining the warmth and emotional connection that define hospitality.

6.1. Importance of Human Touch in a Digital Era

Despite the rise of automation, the human element remains an irreplaceable part of hospitality. Personal interactions, empathy, and emotional intelligence contribute significantly to guest satisfaction, loyalty, and memorable experiences. While digital solutions streamline operations and improve efficiency, they often lack the warmth and personal engagement that many travelers seek. Guests appreciate personalized recommendations, cultural interactions, and genuine hospitality that go beyond transactional services. Hotels must ensure that technology enhances, rather than replaces, human interaction, fostering meaningful connections with guests.

6.2. AI-Powered Personalization vs. Traditional Customer Service

AI-driven technologies, such as chatbots, virtual assistants, and predictive analytics, enable hotels to offer hyper-personalized experiences tailored to guest preferences. AI can analyze past behaviours, booking patterns, and real-time feedback to provide customized recommendations, room settings, and service suggestions. However, traditional customer service relies on human intuition, adaptability, and the ability to handle complex emotions and unique guest requests. While AI offers efficiency and scalability, it cannot fully replicate the nuanced understanding and warmth of human service. Hotels must strategically integrate AI to complement rather than replace traditional customer service.

6.3. Emotional Intelligence and Hospitality Service Quality

Emotional intelligence (EI) plays a critical role in hospitality, as it enables employees to understand guest needs, handle complaints with empathy, and create a welcoming atmosphere. Hospitality professionals in EI can enhance service quality, ensuring that even in a technology-driven environment, guests receive emotionally enriching experiences. Hotels must foster a culture that values both technological efficiency and emotional intelligence to achieve service excellence.

6.4. Striking the Right Balance: Hybrid Approaches to Guest Satisfaction

A hybrid approach that combines automation with human interaction offers the best of both worlds. Hotels can use smart check-in kiosks, mobile key access, and AI-powered concierge services for efficiency while ensuring that human staff remain available for personalized interactions. For example, automated systems can handle routine requests, such as booking confirmations and room service orders, allowing staff to focus on high-value interactions that require empathy and critical thinking. This balance ensures that guests experience both convenience and hospitality, leading to higher satisfaction and brand loyalty.

6.5. Case Studies on Successful Integration of Tech & Human-Centric Services

Several leading hotels worldwide have successfully integrated smart technologies while preserving the human touch.

Hilton's Connected Room – Hilton has implemented a smart room concept where guests can control lighting, temperature, and entertainment through the Hilton Honors app. While automation enhances convenience, human staff remain available to provide personalized assistance and ensure guest satisfaction.

CitizenM Hotels – This tech-driven hotel brand offers self-check-in kiosks, mobile key access, and AI-powered mood lighting in rooms. However, it balances automation with a team of “ambassadors” who provide personalized guest interactions, ensuring a warm and welcoming experience.

Yotel – Known for its futuristic approach, Yotel uses self-service kiosks, robotic luggage

storage (YOBOT), and voice-controlled room features. Despite automation, human hospitality staff are available to offer assistance and enhance the guest experience.

Radisson Hotel Group 's AI Chatbots – Radisson has integrated AI -driven chatbots that handle booking inquiries, FAQs, and room service requests. However, the brand ensures that human agents are available for complex queries and personalized guest service.

Accor's Smart Hospitality Initiatives – Accor has incorporated AI and IoT in its hotels to optimize energy consumption, improve operational efficiency, and enhance guest personalization. While smart technology automates processes, Accor prioritizes staff training to maintain high service standards and meaningful guest interactions.

7. Future Trends and Policy Implications

The hospitality and tourism sectors are changing due to the quick development of digital innovations, which is propelling the development of smart hotels and smart tourism. It is critical to investigate emerging trends, create efficient policy frameworks, and guarantee ethical implementation as automation, artificial intelligence (AI), and data -driven decision -making become essential components of hospitality services. This chapter looks at the new technologies that will influence smart tourism in the future, the part that business and government stakeholders play in creating policies, and the moral dilemmas raised by AI -powered hospitality services.

7.1. The Future of Smart Tourism: Emerging Technologies

Cutting-edge developments like blockchain -based secure transactions, the Internet of Things (IoT), AI-powered virtual assistants, and immersive technologies like augmented reality (AR) and virtual reality (VR) will define the next stage of smart tourism. Hype-personalized services will be made possible by the integration of 5G networks, which will further improve real-time data processing. Furthermore, improvements in machine learning and predictive analytics will enhance the personalization of the visitor experience, enabling lodging facilities and travel agencies to foresee demands and adjust their services appropriately.

7.2. Policy Frameworks for Sustainable and Smart Hospitality

To ensure the responsible adoption of smart tourism technologies, comprehensive policy frameworks must be developed. Governments and regulatory bodies need to address concerns related to data privacy, cybersecurity, and equitable access to technology. Sustainable policies should encourage energy -efficient smart infrastructure, promote digital literacy among hospitality workers, and establish guidelines for the ethical use of AI in guest interactions. Smart tourism policies should also foster inclusive growth by ensuring that technological advancements benefit small and medium-sized enterprises (SMEs) in the hospitality sector.

7.3. Ethical Considerations in AI and Automation in Hospitality

As AI and automation become more prevalent in hospitality, ethical concerns must be addressed to maintain guest trust and industry integrity. Key considerations include transparency in AI decision-making, data protection and guest privacy, and the potential impact of automation on employment. The shift toward AI -driven services should be balanced with human-centric hospitality, ensuring that automation enhances rather than replaces personalized interactions. Ethical AI governance in hospitality should also focus on eliminating algorithmic biases and maintaining cultural sensitivity in guest service applications.

7.4. Government and Industry Collaboration for Smart Tourism Development

A collaborative approach between governments, hospitality businesses, technology providers, and tourism organizations is essential for the sustainable growth of smart tourism. Public -private partnerships can drive innovation through funding, research initiatives, and infrastructure development. Governments can incentivize smart technology adoption through tax benefits, grants, and training programs for hospitality professionals. Industry associations should work alongside policymakers to establish standardized best practices, ensuring that smart hospitality innovations align with global sustainability and service quality standards.

7.5. Recommendations for Future Research and Industry Implementation

To maximize the benefits of smart tourism while mitigating challenges, further research is required in key areas such as AI -driven guest personalization, the socio -economic impact of automation in hospitality, and sustainable smart infrastructure development. Hospitality businesses

should invest in employee training programs to bridge the gap between technology and human service excellence. Future studies should also explore consumer perceptions of smart hotels, identifying factors that influence guest satisfaction and technology acceptance. Additionally, industry leaders must develop adaptive strategies to navigate emerging regulator landscapes and integrate ethical AI frameworks into hospitality operations.

8. Bibliographic Analysis

This paper adopts a bibliographic analysis approach to explore the development of smart tourism and smart hotels. By systematically reviewing existing literature, it identifies key themes, methodologies, and trends that define this research domain. The selected sources were chosen based on their relevance, contribution to the field, and impact within academic and industry discussions on smart tourism and hospitality.

8.1. Research Methodology

The bibliographic analysis involved the following steps:

Source Selection: Peer-reviewed journal articles, books, industry reports, and policy documents were selected using criteria such as citation impact, publication in reputable journals, and alignment with the topics of smart tourism and smart hotels.

Thematic Categorization: The selected literature was categorized into key themes, including smart tourism ecosystems, artificial intelligence (AI) in hospitality, service automation, big data applications, and sustainability in smart tourism.

Data Extraction and Analysis: The main findings, research methodologies, and contributions of each source were analysed to identify gaps and future research directions.

9. Conclusion and Way Forward

The adoption of smart technologies in tourism and hospitality is transforming the industry by enhancing guest experiences, improving operational efficiency, and promoting sustainability. This study has explored the key components of smart tourism, the role of emerging technologies in smart hotels, sustainability practices, and the challenges and opportunities associated with implementing digital innovations. As the industry moves toward a more technology-driven future, it is crucial to ensure that these advancements align with ethical, environmental, and human-centric hospitality principles.

9.1. Summary of Key Findings

- a. AI-driven automation and data analytics enhance guest personalization while streamlining hotel operations.
- b. Sustainability is a key driver of smart tourism, with green technology, smart waste management, and energy-efficient solutions playing a crucial role.
- c. While automation improves efficiency, maintaining a balance between technology and human interaction remains essential for guest satisfaction.
- d. The adoption of smart tourism technologies varies across regions due to factors such as infrastructure readiness, market acceptance, and regulatory frameworks.

9.2. Implications for Tourism and Hospitality Stakeholders

The insights from this study have significant implications for industry stakeholders, including hotel operators, policymakers, technology providers, and consumers. Hospitality businesses must invest in digital transformation strategies that prioritize guest experience and sustainability. Policymakers should establish regulatory frameworks that address cybersecurity data privacy, and AI ethics while promoting inclusive and sustainable smart tourism initiatives. Technology providers need to design solutions that integrate seamlessly into hospitality operations while ensuring ease of use for both staff and guests.

9.3. Limitations of the Study

Despite its contributions, this study has certain limitations. First, the research primarily focuses on existing smart hospitality trends and may not fully capture emerging technologies

study relies on secondary data and interviews, which may introduce biases in the interpretation of technological impact and adoption patterns.

9.4. Future Research Directions

- a. The long-term impact of AI and automation on workforce dynamics in the hospitality sector.
- b. Consumer acceptance and behavioural patterns related to smart hotel technologies.
- c. The role of government incentives in accelerating smart hospitality adoption.
- d. The potential of decentralized technologies, such as blockchain, in enhancing security and transparency in hotel transactions.
- e. The integration of emerging technologies like quantum computing and edge AI in optimizing smart tourism experiences.

9.5. Final Thoughts on the Future of Smart Tourism and Smart Hotels

The future of smart tourism and smart hotels lies in the convergence of digital transformation, sustainability, and personalized guest services. While automation and AI will continue to redefine the hospitality landscape, human-centric service excellence must remain at the core of the industry. A collaborative approach involving government bodies, industry leaders, and technology providers is essential for ensuring an ethical and sustainable transition to smart hospitality. As the industry evolves, embracing innovation while maintaining the essence of hospitality will be key to creating immersive, efficient, and responsible tourism experiences.

10. Conclusion

This study has illuminated the transformative power of smart technologies in the tourism and hospitality sector, particularly in driving sustainability through enhanced operational efficiency and enriched guest experiences via AI, IoT, and big data integration. A key insight derived from our analysis is the critical need to harmonize technological advancements with the irreplaceable element of human touch. While smart solutions offer unprecedented opportunities for personalization and efficiency, maintaining genuine human interaction remains paramount for ensuring guest satisfaction and fostering a welcoming environment. Furthermore, overcoming the inherent challenges of smart technology adoption, such as cybersecurity vulnerabilities and the ethical implications of AI, necessitates robust collaborative efforts among governments, technology providers, and the hospitality industry. Such partnerships are crucial for establishing supportive regulatory frameworks and cultivating a truly sustainable smart tourism ecosystem. Looking ahead, future research could fruitfully explore the profound impact of emerging technologies, such as quantum computing, on revolutionizing guest experiences and operational paradigms within smart hospitality. Continued investigation in to these advanced areas, alongside ongoing efforts to balance technology with human-centric values, will be essential for shaping a responsible and thriving future for the industry.

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Integration of Artificial Intelligence in hospitality: A systematic review and bibliometric analysis of employee interaction

Ekta Kumawat

Research Scholar, TAPMI School of Business Faculty of Management, Commerce, and Arts Manipal University Jaipur, Jaipur, Rajasthan 303007 India

Amit Datta *

Professor, Department of Hotel Management Faculty of Management, Commerce, and Arts Manipal University Jaipur, Jaipur, Rajasthan 303007 India

Kamakshi Mehta

Associate Professor, TAPMI School of Business Faculty of Management, Commerce, and Arts Manipal University Jaipur, Jaipur, Rajasthan 303007 India

ABSTRACT:

With the advent of Industry 5.0, the current hospitality environment calls for an integration of artificial intelligence (AI) in the work process that incorporates both the human touch of employees and the efficiency of AI tools. Using the Scopus database, a total of 80 articles were shortlisted, which aims to explore the impact of AI integration on hospitality sector employees. This systematic literature review and bibliographic analysis is carried out to analyze the published studies uncovering the major sources, prominent authors, country of focus, temporal distribution, and keyword analysis. The review highlights the employee's perspective towards the positive and negative impact of the infusion of AI tools like robots, self-service technologies, chatbots, virtual and augmented reality, and big data and the factors that affect the adoption of AI. Furthermore, it provides promising future research directions to researcher interested in the subject and useful insights for managers and policymakers to help them make a smooth transition to AI tools.

Keywords: Artificial Intelligence, Employee, Hospitality, Bibliometric analysis, Systematic review

1. Introduction

Artificial intelligence refers to the ability of machines to perform a wide range of cognitive functions related to human intelligence or human minds (McKinsey.com, 2023). In conceptualizing the contribution of AI through the extensive research of McKinsey & Company, AI or artificial intelligence is a renowned field combining robust datasets as well as computer science to successfully enable problem-solving. The Hospitality Sector is considered to be such an ideal sector, which is mainly at the forefront of tech innovation (Gursoy & Cai, 2024; Khoa et al., 2023). The urge to consistently seek new and effective ways to provide personalized guest experiences as well as improve operational efficiency reveals the necessity of AI in the hospitality industry. In evaluating AI's contribution to Hospitality, Artificial intelligence acts as a catalyst in terms of revolutionizing the services of key actors of Hospitality in an ever-demanding and evolving world of hospitality (Berman, 2023).

AI has permeated the functions of the Hospitality industry. In conceptualizing AI contribution in Hospitality, AI-powered or AI-driven technologies like ML and NLP (Natural language processing) have the ultimate ability to successfully streamline hospitality sector operations.

AI-driven technologies have the power to successfully personalize guest interactions as well as drive revenue growth (Sheth et al., 2022). Additionally, AI has significantly improved guest experience within the hospitality sector. AI-driven tools enable continuous assistance from key stakeholders in the hospitality industry. The study seeks to conduct a comprehensive review of the experiences acquired by hospitality employees in their interactions with AI. This research prioritizes the determination of the impact on hospitality employees by investigating the perspectives of hospitality workers.

Cutting-edge technology like Artificial intelligence is considered to be one of the most exclusive innovative inventions, which is increasingly becoming an inseparable part of contemporary workplaces. An empirical review has suggested that high-quality as well as effective AI service has been positively related to hospitality employees' job satisfaction. It has been estimated that the continuation of the usage of AI in the future will bring more opportunities to hospitality employees in terms of service innovation. As reviewed by "The Guardian", "technology is constantly shaking up the entire hospitality sector with AI increasingly being utilized to provide an even better customer experience. The Empirical data of The Guardian also reveals that 80% of around 6,000 surveyors or respondent go with robotics and automation. Based on the empirical findings, these two technologies will feature predominantly in the coming days, and well-seasoned and cross-border travelers are becoming more comfortable with the advent of new ideas driven by these AI-driven tools. Thus, from maintaining employee well-being to giving them relaxation from their day-to-day work burden to making Hospitality Hi-tech, the contribution of AI is undeniable. However, as reviewed by Huang et al. (2022), a wide range of considerable dangers, such as job displacement, are related to AI in hospitality (Choudhary & Datta, 2022). For instance, automation in certain service facilities, such as automated check-ins and check-outs, and automated housekeeping services, may lead to a negative impact on hospitality service workers by pushing them into a situation of job loss (Bowen & Morosan, 2018; Chi et al., 2020; Kong et al., 2023). Thus, with the advent of artificial intelligence, hospitality workers have been subjected to adverse impacts, which reflect an adverse impact on the wider economy and the overall economy.

In the wake of covid-19 pandemic, a negative growth rate of around 79.4% has been achieved by the medical tourism sector. Thus, the necessity of AI to regain streamlined services has become a

necessity. Based on a global analysis of FY22, sales achieved by travel companies using AI mainly account for around $\frac{1}{3}$ of the revenue of businesses in 2024 (Statista.com, 2023). This evidence has highlighted that the implications of AI for the hospitality market are countless (H. Lin et al., 2020). From maintaining travel itineraries to maintaining customer support tasks, every aspect can be maintained by the hospitality sector with the utilization of AI-driven tools (Acharya & Datta, 2023).

The hospitality sector has seen quite a few changes post-COVID-19, and now is the time that the industry is focusing more than ever on AI, even for its day-to-day activities. With the emphasis on touch-free service AI has become prominent in the post-COVID-19 world (Stylos et al., 2020; Prentice et al., 2020). It can perform facial recognition, smooth check-in, order in-house food online, and even automate disinfectant (Morosan, 2019; Romero and Lado, 2021; Zhang et al., 2021). The current industry trends show that the road ahead is only uphill from here as AI and big data analysis are taking over.

Owing to this fact, the model also posits that the perceived likelihood of technology adoption ultimately determines performance efficiency, social influence, facilitating condition, as well as effort efficiency (Datta & Singh, 2018). In a theoretical sense, the level of utilization of AI technology or artificial intelligence has helped in determining the behavioral intention of people in terms of using AI for their day-to-day service (Spring, Faulconbridge & Sarwar, 2022). Therefore, from the perspective of hospitality employees, the more use of AI in turn depicts the behavioral intention of these hospitality workers in terms of using AI. Although a wide range of research papers has helped in gaining an in-depth understanding of the positive impact of AI in today's hospitality sector, these papers rarely convey real-time employee perspectives or experiences (Gursoy et al., 2019; Lv et al., 2022). In terms of addressing these research gaps and providing comprehensive knowledge regarding the usefulness of AI in maintaining human welfare in the hospitality industry, a systematic review of the empirical studies that focus on the impact of AI on hospitality employees has been conducted. From a critical perspective, developing a review of peer-reviewed, qualified secondary journals can facilitate the creation and maintenance of an inclusive conceptual mode for working with AI. In the end, by conducting this type of study, areas of future prospective research studies and areas of further attention while working with AI can be generated. Apart from this, worthy research area regarding future work with AI can be established appropriately.

2. Methodology

2.1 Systematic literature review

The systematic review is used to provide a comprehensive view of artificial intelligence studies related to employees in the hospitality industry. Systematic review is predominantly used in medical and scientific research, but it has lately gained the scholar's attention in social sciences as it provides "Objective, replicable, systematic and comprehensive coverage of a defined area" (Weed, 2006). Recently many studies in the hospitality and tourism sector have used systematic review to trace the existing knowledge focusing on topics as dynamic as blockchain (Barker et al., 2019), sustainability (Waren and Backen, 2017), tourist shopping (Jin et al., 2017), netnography (Tavakoli and Wijesinghe, 2018), consumer adoption (Goel et al., 2022).

To gain a deeper exploration of existing literature concerning artificial intelligence, among hospitality employees, the studies were searched using Elsevier's Scopus database. Scopus is a widely used and

comprehensive database of research publications. Its extensive coverage emphasis on quality citation analysis capabilities , and search functionalities make it a widely used and indispensable resource for researchers in multiple disciplines. Similar reviews have been conducted in the past, which have used Scopus as the research database for their study , not only in hospitality but in other domains as well.

A series of keywords was used in combination to search the database keywords , title abstract. To capture hospitality and tourism-related literature keywords like “hospitality”, “ hotel”, “restaurant”, “ smart hotel ”, and “smart room ” were used. On the other hand, to capture literature related to artificial intelligence , keywords such as ‘artificial intelligence’, ‘AI’, and ‘robo*’ ‘chatbots’ were used.

Alternative keywords such as “technology,” “innovation,” and “machine learning” were also considered at the early stage but were re jected as they generated too many results that did not relate to Artificial Intelligence but rather were related to basic automation or led to technical papers.

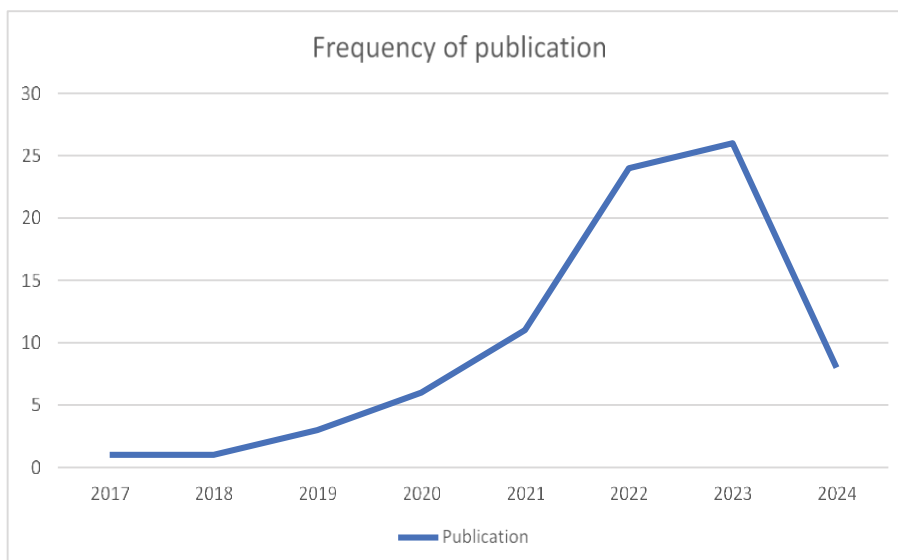
3.1.1 By year

Even though the review has no time constraint , the earliest paper included is from the year 2017, i.e. Kuo et al.(2017). The term artificial intelligence was introduced in 1984, its application in the hospitality sector has emerged only recently, and research focusing on employees remains limited (Table 1). Research increased significantly following the onset of the COVID-19 pandemic in 2020, as demonstrated by an over 80% rise in publications annually since that year. The landscape has transformed markedly, with the number of publications rising from 11 articles in the initial four years to 69 articles, constituting nearly 86% of the total publications, in the subsequent four years (Fig. 1).

Table 1: Year-wise publication

Year	Publication
2017	1
2018	1
2019	3
2020	6
2021	11
2022	24
2023	26
2024	8

Fig. 1 Trend of publications per year



3.1.2. By Geographic Focus

The geographical focus of the research conducted in the domain is majorly concentrated in the two countries, China and the US, which contribute to almost 45% of all publications, followed by the UK, Turkey, and Thailand. Table 2 summarises the country-wise distribution of studies conducted across the globe, highlighting that both developed and developing nations are focusing on the impact of AI on hospitality employees. The highest concentration of research is in Asia, with almost 77% of studies based in this region.

Table 2: Geographic Focus

Country	Publication
China	25
United States	12
United Kingdom	11
Turkey	9
Thailand	7
Australia	7
Malaysia	6
Hongkong	6
Taiwan	5
India	4

3.1.3 By Journal

Table 3 provides the details of publications of empirical research on AI in hospitality that focuses on the supply side of the industry. Publications are spread in various journals to specify 46 a variety of focuses on different interdisciplinary approaches. But the journals that have published more than two articles count to only 11 in number, led by the International Journal for Contemporary Hospitality Management with a total of 9 articles and the maximum citation, followed by the International Journal of Hospitality Management with 8 publications. The topic is mainly addressed by Hospitality and tourism journals except Technology and Society (4), European Journal of Innovation Management (3), Electronic Markets (2), and International Journal of Human-computer Interaction (2) publications.

Table 3: List of Journals with the highest number of employee-centric AI studies

Source	Documents	Citations
International Journal of Contemporary Hospitality Management	9	692
International Journal of Hospitality Management	8	158

2331 initial studies. These 1 022 studies were later screened based on title, abstract, and keywords. A comprehensive list of the identified records was exported to an MS Excel spreadsheet. Two independent reviewers screened the titles and abstracts of the records independently, and papers that were not related to the use of AI in hospitality were discarded. At this stage, a total of 561 papers were rejected as they were either not related to hospitality or talked about the basic automation and technical aspects of AI rather than the managerial dimension. These papers were mostly related to the use of AI in agriculture, marine, sports, or space tourism ; also, the rejected papers included those that related to the health care, E-commerce, or transportation industry.

Among the 561 studies, the abstracts were reviewed, and three exclusion criteria were applied during the second screening process.

EC1: The paper employed AI, big data, and machine learning tools and techniques for forecasting demand or supply in the hospitality industry, rather than examining the impact of AI on human resources.

EC2: Research that examined various service industries instead of solely concentrating on the hospitality and tourism sector.

Papers that concentrated on customers, hospitality students, or other participants, excluding employees, were omitted. Additionally, perspective-based and conceptual papers were excluded from the study. The review primarily emphasizes empirical research.

Following the second screening, 111 papers were deemed appropriate for full-text evaluation. The complete texts of the 111 studies were subsequently downloaded and analyzed to identify the themes and contexts of the papers. Any disagreements among the reviewers were discussed and resolved through consensus. If an agreement could not be reached, the perspectives of a third reviewer would have been considered during the screening process.

Following a thorough analysis of these papers, an additional 31 papers were rejected for failing to meet the study's criteria.

This study comprises 80 papers examining employee reactions and the impact of Artificial Intelligence in the hospitality industry.

3. Results and Discussion

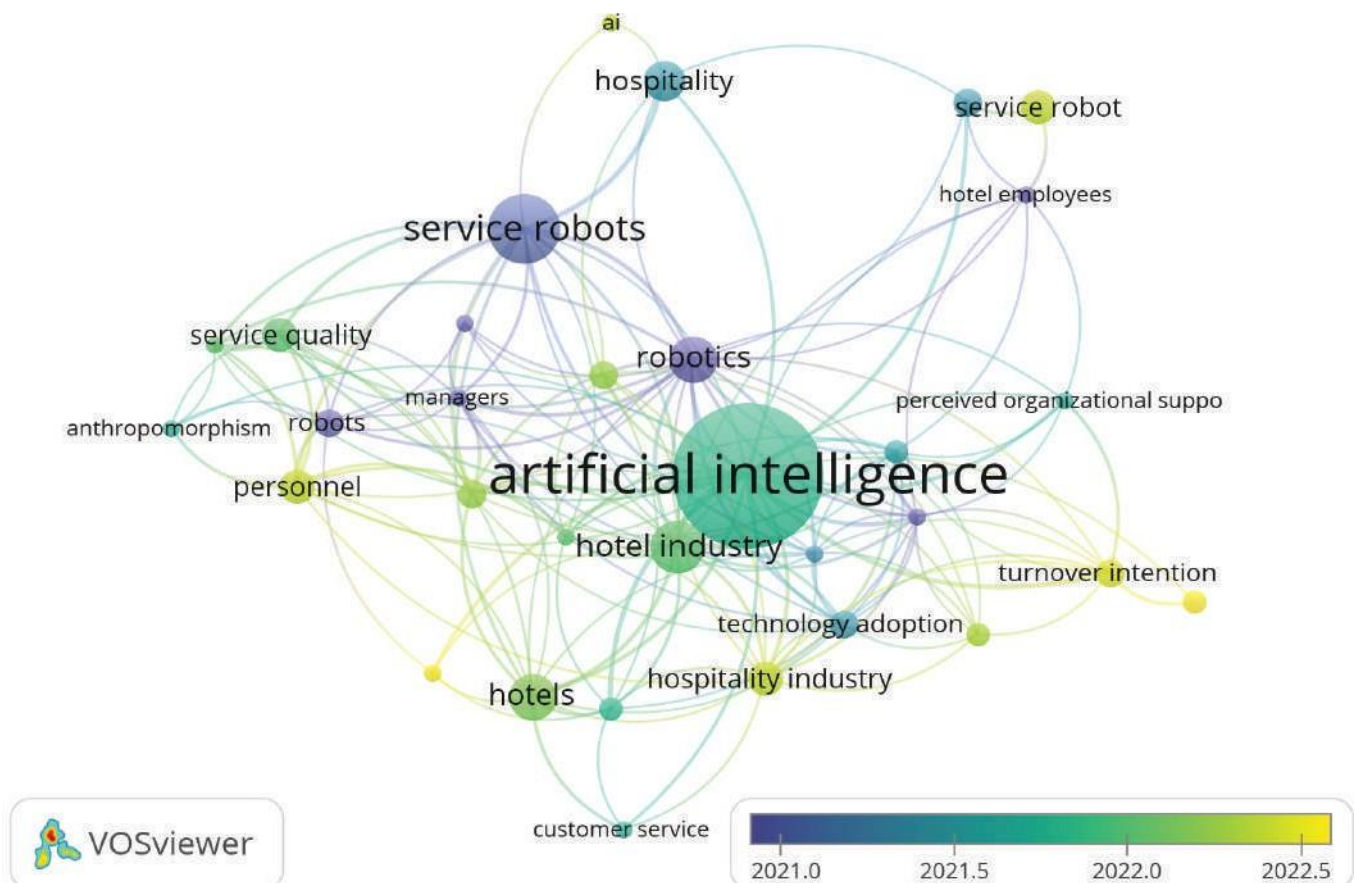
3.1. Bibliometric analysis

The 80 publications were all read and then imported into VOS viewer for the bibliometric analysis (Choudhary & Datta, 2024). The publications were coded using the following standard categories: year of publication, journal, geographical region and keywords used.

Current Issues in Tourism	5	13
Journal of Hospitality Marketing and Management	5	337
Technology and Society	4	85
European Journal of Innovation Management	3	4
Tourism Review	3	125
Electronic Markets	2	107
International Journal of Human-Computer Interaction	2	11
Journal of Hospitality and Tourism Technology	2	65
Tourism Management Perspective	2	57

3.1.4 By Co-occurrence of Keywords

Figure 2 shows a network diagram of the Co-occurrence of all keywords using the VOS viewer (Choudhary & Datta, 2022). The keyword of occurrence set as 3 resulted in a threshold of 32 keywords, which were artificial intelligence, service robots, the hotel industry, and robotics. The keywords that are recently trending are job insecurity, turnover intention, and personnel, whereas the ones that have been well-researched in the past are service robots, managers, and technology adoption. Fig. 2. Co-citation Analysis of Keywords



3.2 TCCM framework

We employed the TCCM Theory-Context-Characteristic-Methodology framework to systematically identify, analyze, and synthesize relevant literature aimed at addressing specific research questions or objectives. This structured approach is utilized in Systematic Literature Reviews (SLRs) to effectively organize and conduct research (De Keyser & Kunz, 2022; Sharma et al., 2022).

3.2.1 Theory

A total of 30 distinct theories and models were identified in the article set, whereas 23 articles did not specify a particular theory or model as their basis. The most frequently utilized theories and frameworks include the Technology Acceptance Model (TAM), self-determination theory, the Technology - Organization-Environment (TOE) framework, and the conservation of resources theory.

Research articles employing the Technology Acceptance Model (TAM) as a foundational framework are the most numerous, as it is the most significant model for technology acceptance. This model allows for the examination of external factors alongside the primary determinants of perceived ease of use and perceived usefulness in assessing the intention to adopt new technology. This review includes studies utilizing both the original and extended versions of the TAM (Davis, 1989; Venkatesh and Davis, 2000) with various variables such as trust, attitude, anthropomorphism, robotic awareness, perceived risk, etc.

Self-determination theory is a motivation framework that emphasizes the fulfillment of autonomy, competence, and relatedness as essential for optimal functioning and well-being. Various theories, including UTAUT 1 and 2, social exchange theory, uncanny valley theory, disruption theory, and Stimulus-Organism Response (SOR), are employed in different studies both individually and collectively. Nearly 23 articles failed to explicitly state the theoretical foundations they utilized and the theories upon which they were constructed.

3.2.2 Context

This section summarizes the contextual factors identified in the research, which investigates professionals in the hotel industry and their interactions with AI tools.

The review primarily focuses on the hospitality industry, a recurring theme across the research. Nevertheless, the contexts differ, as certain studies concentrate exclusively on 5-star and luxury hotels (J. (Justin) Li et al., 2019; Hussein Al-Shami et al., 2022; Kim, 2023; Lin et al., 2024), while others examine all-star category hotels (Khaliq et al., 2022; Kong et al., 2021; Prentice et al., 2020). Focusing on the unexplored Teng et al. (2023) even investigated budget hotels. In addition to full-service hotels, personnel from fast-food restaurants, franchise restaurants, and

other accommodation establishments are also examined . (Lee et al., 2018;Odekerken- Schröder et al., 2022; QU, 2024; Ivanov & Webster, 2024).

These 80 studies systematically analyzed a diverse array of AI technologies, encompassing all significant ones. About 73% of the studies focus on the implementation of service robots within the hotel industry. The authors analyzed robots as adaptable labour entities, while research focuses on the routine tasks that robots can perform. There is an increasing focus on human - robot collaboration aimed at enhancing customer experience and improving work efficiency (Kim, 2023; Parvez et al., 2022; Sadangharn, 2022; Song et al., 2022) . In addition to robots, chatbots, virtual assistants , voice assistants and AI as enhancers are also examined from the firm's point of view.(Al-Hyari et al., 2023; Calvaresi et al., 2023; Pillai & Sivathanu, 2020)

Geographical studies concentrate on the Asian region due to the rapid adoption of modern technologies in the hospitality sector within these countries. Nonetheless, our study collection does not include research pertaining to African and South American regions. Furthermore, cross-cultural studies have been conducted, yet their limited number indicates a need for increased scholarly focus moving forward (Abdelhakim et al., 2023).

Finally, we discover that the majority of studies focus exclusively on employees as the primary participants, whereas only a small number of studies consider multiple perspectives. To expand the study, researchers studied employees' relationships in the context with managers, technology suppliers , and customers. Recent studies have also concentrated and targeted all the stakeholders in one study to provide a comprehensive assessment of the AI experience.

Amongst the unusual studies are(Gupta et al., 2022; Pillai & Sivathanu,2020), which take into account the employees as participants but attempt to understand customer satisfaction and experience with the view that employees are the ones who are in direct contact with the consumers.

3.2.3 Characteristics

This study examines the characteristics of various AI tools, the departments affected, the study variables, and the outcomes observed. The reviewed studies indicate a significant focus on service robots, with nearly 87% of the research dedicated to this area. Service robots are the most prevalent and accepted form of AI technology in hospitality front offices, where they perform routine tasks and assume various mundane responsibilities (Abdelhakim et al., 2023; M. Lin et al., 2024; Odekerken - Schröder et al., 2022; Qiu et al., 2020; Song et al., 2022) . As the industry is becoming more accepting of newer technology , researchers have also shifted their focus to chatbots, virtual assistants, voice assistants, etc (Al-Hyari et al., 2023; Pillai & Sivathanu, 2020).

The reviewed studies highlight all the departments that are using or planning to adapt to AI tools in their day-to-day operations. The major studies, though, are focused on the front office

(Odekerken-Schröder et al., 2022) but housekeeping, finance, HR (Xiao et al., 2023), marketing (Bulchand-Gidumal et al., 2023), and management (Ivanov & Webster, 2024) are not untouched. Even the security and supply chain (Jermisittiparsert & Panichayakorn, 2019) are the niche segments that are using AI to improve their efficiency.

The past literature focuses mainly on the employee's perception and attitudinal aspect and studies various variables that are antecedents, mediators, and moderators for the AI adoption and intention to use. Variables like perceived ease of use, perceived usefulness, AI awareness, perceived risk, and organizational support are the major antecedents (Alzoubi & Al Zoubi, 2023; Pillai & Sivathanu, 2020) prominent outcomes in past studies of AI adoption are AI acceptance, job satisfaction, turnover intention, and AI readiness (J. (Justin) Li et al., 2019; LI, 2023).

The authors studied the relationship of employees with AI tools as a collaboration approach, where Human-robot collaboration was the focal point (Kim, 2023; Sadangharn, 2022; Song et al., 2022). In contrast, studies that perceive AI as a threat and focus on negative outcomes also exist.

3.2.4 Methodology

Focusing on the methodological point of view, we code the methodology used in the studies targeting the employees of the hospitality industry and the way they interact with the AI tools. The studies can be classified into Qualitative, quantitative, and mixed approaches (Table 4).

Table 4: Methodology used in Employee-centric AI studies

Methodology	Studies	% studies
Qualitative	22	27.5%
Quantitative	38	47.5%
Mixed	20	25%

The quantitative method was dominated mainly by the survey as a data collection method, which took place in both online modes using MTurk and another platform (Pizam et al., 2022; Osei et al., 2022) and offline modes by sending the moderators or the self-administered questionnaires (Lee et al., 2018; Parvez et al., 2022) filled by the employees. Further to analyze the complicated data, more advanced analytical techniques like hierarchical linear & econometric models, Haye's process macros (Teng et al., 2023; Yu et al., 2022), allowing researchers to move beyond the current dominance of ANOVAs, structural equation modeling, and moderated regression models, software like SPSS, AMOS, and Smart PLS are prevalent to perform such analysis. In addition to this time-lagged analysis took place to provide a comprehensive view of the variables over the period (Nguyen & Malik, 2022; Tan et al., 2023; Xiao et al., 2023; Zhang et al., 2023)

Xiao et al., 2023; Zhang et al., 2023) . Furthermore, the cross-level analysis also took place to highlight the multi-level differences using hierarchical linear modelling (Yu et al., 2022). Also, a cross-sectional analysis took place to include a variety of opinions at the same time (Ho et al., 2022; J. M. Li et al., 2024).

Qualitative research is also equally popular in the above context as it provides a deeper understanding of human interaction with artificial intelligence (Hussein Al-shami et al., 2022; Youssofi et al., 2024). The authors considered in-depth interviews, both structured and semi-structured, observation, and ethnography (Tuomi et al., 2020) , delphi (Xu et al., 2020) and case study (Osei et al., 2022). Some studies also use grounded theory to capture the complexit and nuances of this social interaction between humans and AI tools.

Both qualitative and quantitative researchers have their drawbacks , and to mitigate these shortcomings, researchers often adopt mixed methodologies to provide a deeper insight.

Researchers most commonly used interviews and survey methods together (Ivanov et al., 2020; Osei & Cheng, 2023; Pillai & Sivathanu, 2020; Sadangharn, 2022.) But some studies like (Fan et al., 2022; Koo et al., 2021; Odekerken -Schröder et al., 2022) included case studies, field experiments, and focus group interviews along with the surveys. Studies like Kuo et al. (2017) Also used just a combination of different qualitative techniques, i.e., expert panels and semi- structured interviews to widen the scope of the research.

4. Conclusion

This research aimed to provide insight into how hospitality professionals perceive the integration of AI tools in the hospitality process, how they interact with the AI tools, the theories used in AI adoption literature as well as the issues- opportunities, and barriers that are significant to the authors of reviewed studies as well the hospitality employees who were reported. This conclusion summarises some of the important findings of the aforementioned analysis, to give relevant insights for further study into AI adoption in the hospitality industry.

The review targets the studies that focus on the behavioral and attitudinal aspects of the employee towards AI Adoption and specifically involve the hospitality employees, managers, and other supply-side stakeholders of AI tools as the research participants of the empirical studies. The bibliometric aspects of this analysis allowed for a very broad review of the nature of research into AI adoption. This is an advantage of the strategic literature review approach, which enables an aerial view of a large body of work. There has been a recent growth in the number of publications on AI adoption, with almost 86 % of all publications reviewed in this research having been published after 2020. This suggests that AI adoption is of growing interest to researchers, and the subsequent bibliometric analyses then provided further detail on the nature and scope of this research. There were two strong methodological biases evident in the review. Firstly, research into AI adoption has a geographical bias, favoring China and the US. In this respect, the literature on AI adoption reflects a broader trend in employee-centric

literature, which has historically focused on the customer side. Secondly, publications on employee AI adoption have a strong bias towards qualitative and conceptual research, with only 27.5 % of publications taking a quantitative approach. In addition, the overwhelming majority of studies were based on data from only employees that too of a specific level. Because of this, the literature is notable for a lack of attempts to produce generalizable findings, and there are no emerging models that can explain or critique employee attitudes across multiple settings. However, given the recent growth of research in this field, and the multiple case studies available to analyze, further quantitative and comparative research into AI adoption should take place to develop more generalizable findings that can inform theory and practice. Therefore, based on this comprehensive analysis, we can deduce that it is crucial to investigate the supply side of the industry about AI tools and adoption, and the potential for research in this area is vast. This study presents an overview of the current status of employee-centric studies in the hospitality sector and proposes future directions to further expand the existing knowledge.

5. Limitation

This review adds to the existing literature on hospitality employees and their adoption of artificial intelligence by highlighting the on-ground aspect of employees' orientation towards AI, but the review suffers some limitations. Firstly, the review included only the studies that had hospitality professionals as the participants, but the review ignored the students of hospitality and tourism management and their views on the use of AI tools, as they will be the future professionals reviews in the future can include such studies. Secondly, the review only included the journal articles published in English; various book chapters and conference proceedings were ignored in the review, which might have led to the overlooking of some relevant research. Furthermore, the author only included empirical research for the review to provide a more realistic picture and excluded the conceptual, viewpoint, or review papers, thus future researchers could include these papers to widen the research scope.

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THE SEARCH OF SPIRITUALITY IN TOURISM IN INDIA

AUTHORS: ANANYABAKSHI, ADITYA GOSWAMI

STUDENTS OF GNIHM, SODEPUR

GURUNANAK INSTITUTE OF HOTEL MANAGEMENT, KOLKATA, WEST BENGAL - 700114

EMAILID: ananyabakshi17@gmail.com, adityagoswami1952003@gmail.com

Abstract: The global financial crisis has caused many joint industries to collapse, with the exception of the travel and tourism sector. Global economic collapse has been accompanied by an increase in spirituality and related topics. A novel product known as ‘**Spiritual Tourism**’ is the result of combining the two. Despite the fact the religious pilgrims have been using Limelight for decades in countries like India, there is currently a significant influx of spiritual tourists from the western world. India as a nation may rethink its tourism industry and project a spiritual travel destination image. The Indian ministry of Tourism is developing spiritual tourism in its 12th five year plan (2013 -17), not only to market India as a spiritual travel destination but also to support the sustainable growth and development of tourism in general.

Despite being performed since ancient times, spiritual tourism is still a very complicated topic today because it is not recognised as a distinct form of travel. The paper’s goals are to promote the idea of spiritual tourism and examine all of India’s spiritual tourist attractions. The dedication of the study is to investigate the depth of spirituality in Indian tourism, to focus on factual data and a range of view points, is what makes it objective. The study uses qualitative methods to objectively examine the reasons behind, experiences with, and effects of spiritual tourism from the perspectives of stakeholders, local communities, and travellers. The research will be guided by ethical concerns to preserve respect for cultural and religious sensitivities, and data will be gathered using semi structured and structured procedures to get in tea consistency and reliability. The study focuses on a fair assessment of how spirituality affects Indian tourism. This paper suggest so many factors influencing Spiritual tourism in India such a cultural and religious diversity, historic and spiritual sites, yoga and wellness tourism, government initiatives, global introduced in eastern philosophy, accessibility and infrastructure, festivals and rituals, affordable tourism option, eco -friendly experiences etc. Understanding and addressing the root factors of this tourism is essential for spreading a stable, experienced, and motivated tourism. The findings of the study would be gratef for us to unders tand the significance of spiritual tourism in India and its impact on all over the world.

Keywords: spiritual tourism, eastern philosophy, tourism sector, religious pilgrims

Introduction:

To achieve inner peace and spiritual growth Traveling is primarily known as **spiritual tourism**. The other components of this tourism are visiting various holy tourist places, taking part in meditation, yoga and wellness program, learning about the depth of the spirituality etc. Similarly, when a person travels to a particular spiritual destination to improve their mental -spiritual well being, they are considered as **spiritual tourists**. They might go to various places to engage themselves in spiritual activities, or develop their personality from the perspective of spiritual value.

In the tourism industry, the phrase spiritual tourism is relatively new. Puri, Kashi, Varanasi, and other holy sites receive more visitors annually than the World Cup. These spiritual tourists must be further identified in order to analyze their behavior and attitudes in order to develop strategies for the effective marketing of spiritual tourism. Therefore, these spiritual tourists choose from a variety of available locations based on their preferences and choices must be developed. Others who consider themselves to be individuals typically find the idea of categorizing others into “types” unappealing, and this might be particularly true for those who consider themselves to be on a “spiritual journey.” However, because they are frequently similar individuals or clients that purchase and utilize any goods and services for comparable purposes, these groups are highly helpful to tourist marketers in terms of management. In order to maximize tourism business, it is now essential for the industry to attend to the needs of each individual and group clients of similar types.

The book '**Bruton's Spiritual Journey**', which was first published in 1934, not only foresaw the rise of the concept of spirituality in tourism in many respects, but it also interpreted and motivated the leaders' journey to broaden their spiritual horizons while traveling. The Roof (2001) identifies '**reflexive spirituality**' as shown by Bruton. It has been defined as the cultural and traditional shift toward spirituality that promotes the study of spiritual principles. One of the key characteristics of the cultural spiritual movement and a key predictor of spiritual tourism is this critical analysis of spiritual paths (Besecke, 2014).

This paper is going to illustrate the development of tourism industry in India at the perspective of spirituality and how it is going to affect the economy of India.

Objectives of the Study:

- To investigate the trends and potential of spiritual travel in India.
- To comprehend the role that spiritual tourism plays in the growth of India's tourism sector.
- To understand the viewpoint and tactics employed to advance spiritual travel in India.
- To list down the impact of spiritual tourism on the economic growth of India.

Methodology:

Numerous studies on religious tourism, particularly spirituality in India, books on the subject, doctoral dissertations on the subject, and other websites, newspapers, travel magazines, and tourism that served as possible sources of information about religious and spiritual tourism comprise the majority of the secondary data used in this study.

Literature Review:

In India, spiritual tourism has grown significantly. It is such a country which is renowned for various religious traditions. Scholars have studied thoroughly the each and every details of spiritual tourism. It enhances the contribution to economic growth by its diverse characteristics. This literature review shows different perspectives of different people regarding the effect of spirituality in tourism in India. Many academicians have also been examined the actual relationship between spirituality and tourism sector. This study aims to find the effectiveness of spirituality on Indian tourism business and the economical development of the country by examining important research publications related to the topic.

1. **Rinschede (1992).** There is a lot of discussion about religious tourism, and it is divided into "short term" and "long term" categories. The features of the organization types of religious tourism were also described.
2. **Eade (1992).** Discover the various connotations and customs associated with the terms "pilgrimage" and "tourist" in the mausoleum of the well-known pilgrimage in France.
3. **Sharpley and Sundaram (2005).** Examine the potential for classifying tourists based on the motivations for their travels. Based on a study carried out at Sri Aurobindo Ashram in South Eastern India, to ascertain the continuation of the underlying spirituality of tourism
4. **Schmidt and Little Donna (2005).** Articles about the investigation into the nature and existence of spiritual entertainment experiences. In this study, an apparent strategy has been chosen to burst the persons' spiritual leisure life experience.
5. **Smith and Kelly (2006).** According to the author's research, those who take advantage of the many experiences accessible to them go on a journey toward deeper self-awareness and fulfillment in addition to a physical one.

1. **Haq and Jackson (2006).** A spiritual tourist plan based on many tourism theories was put forth by a new and integrated composite model of Fenn.
2. **Poria & Ashworth (2009).** It suggests that perceptions are fundamentally more appropriate and undermines the notion that heritage tourism is merely represented by visitors to heritage attractions. Examine the connections among four sets of variables: awareness, perceptions, behavior, site qualities, and personal traits.
3. **Collins-Kreiner (2009).** Studies have looked into changes in pilgrimage and tourist research. According to him, pilgrims and tourists are becoming less different in the twenty first century. Despite the research's contradictions, the author points out that the literature on pilgrimages and tourism explodes some important issues.
4. **Srivastava (2009).** With regard to India's heritage places, the study aims to comprehend the index of satisfaction among foreign visitors. According to the findings, prior travel experience has a big influence on future destination choice.
5. **Lakshmi & Ganesan (2010).** The most popular tourist destination in the world, "Tirupati Theromala Balaji Devasthanam," is the setting in which this study was piloted and limited. The researcher had investigated how perceived value and destination imagery affect traveler satisfaction. The work focuses on spiritual tourism and is unique.

This literature review shows that spiritual tourism has not only developed the economic development but also encouraged different people of different region to learn about different cultures. On the other hand, issues like promotion and marketing, securing authenticity are the matters of major worries. Future studies on this topic can definitely examine changing patterns and methods to balance between spiritually and tourism.

Discussion:

Indian Religious Tourism: A Historical Perspective

India is regarded as a place of pilgrimage. Religious travel has existed since ancient times. In almost every part of the country, there are pilgrimage sites for Buddhists, Hindus, Jainists, and Sikhs. People do visit a lot of Sufi centers, mosques, and churches while traveling. The majority of Indian national tourists have always acted as pilgrims. All of India's major temples and sacred sites are situated close to rivers, including the Ganga, Yamuna, Narmada, Godavari, and many more. According to the belief that if a person bathes in the holy river "Sangam," which is where many visitors go each year during Makar Sankranti, he will be cleansed of sins. Numerous holy shrines have been built alongside the Ganga over the centuries, including "Gangotri" and "Goumukh" in the Uttarkashi district of Uttarakhand, "Rishikesh," "Devaprayag," and

Bihar, “Prayag-Allahabad” in the state of Uttar Pradesh, “Kalighat” and “Dakshineswar,” and “Gangasagar” in the state of West Bengal. These shrines have been built alongside the shore of the holy river for centuries and draw a lot of tourists and pilgrims each year from both inside and outside the nation. Another holy river in the nation is the Yamuna, which is likewise thought to be the daughter of Sun God (Lord Surya) and the mother of Yamraj (God of Death). For this reason, the river is revered and has a captivating quality. The month of Kartik, which roughly runs from October 15 to November 14, has been noted as a holy time for taking a Yamuna bath. Lord Krishna’s Lela at Mathura and Vrindaban, as well as the chanting of Gayatri by several saints close to the Bankebihari shrine and the Gayatri shrine at Mathura and Vrindaban, give Yamuna its own illustrious history. In addition, Adi Shankaracharya built twelve Jyotirlingas in the shape of Linga devoted to Lord Shiva in the nation’s major towns, which have been drawing tourists for many years. Some of the Jyotirlingas can be found in places like

“Kedarnath” in Uttar Pradesh, “KashiVishwanath” in the state of Uttar Pradesh, “Somnath” in Gujarat, “Bajjnath” in Karnataka, “Rameshwaram” in Tamil Nadu, “Ghushneshwar” in Maharashtra, “Bhimashankar” in Maharashtra, “Mahakaleshwar” in Madhya Pradesh, “Mallikarjuna” in Andhra Pradesh, “Omkareshwar” in Madhya Pradesh, and many more. In addition to its abundance of Hindu temples, India is home to the resuscitation and inspirational efforts of “Jain Tirthankars” at “Sravasti, Kaushambi,” “Hastinapur,” “Parasnath Hills,” “Rajgiris,” “Khandgiri,” “Udaigiri,” “Khajuraho,” and “Dilwara Temples” at “Mount Abu.” At “Ajmer” (Khwaja Moinuddin Chisti), “Gulbarga” (Khwaja Bande Nawaj), “Faridkot” (Sheikh Nizammudin Aulia), and “Panipat” (Shah Sharaf Bin Ali), there are “Islamic” centers of religious influence. “Garhwal” (Hemkund Sahib), “Amritsar” (Golden Temple), “TaranTaran” (Anandpur Sahib), “Kartarpur,” and “Patna Sahib” are the locations of Sikh religious centers (Vijayanand, S., 2012). Bodh Gaya, a Buddhist pilgrimage site in Bihar, is where Gautama Buddha was enlightened. Christianity is centered in Goa, Kerala, and Kolkata, where there are numerous notable churches that draw tourists for pilgrimage.

Spiritual Tourist Spots in India:

India is a country which is renowned for its rich cultural heritage and spiritual legacy. The spiritual locations in India are ideal for spiritual development as history and culture exist together. The most popular spiritual tourist destinations of India include the following:

1. Hindu Spiritual Sites:

- Varanasi, Uttar Pradesh – Spiritual capital of India.
- Kashi Vishwanath Temple, Varanasi– It is one of the twelve Jyotirlingas.
- Kedarnath, Uttarakhand – One of the Char Dham pilgrimage sites.
- Badrinath, Uttarakhand – Dedicated to Lord Vishnu, part of Char Dham.
- Rameswaram, Tamil Nadu – A Jyotirlinga and Char Dham pilgrimage site.
- Dwarka, Gujarat – Lord Krishna’s legendary kingdom.
- Haridwar, Uttarakhand – Famous for the Ganga Aarti at Har Ki Pauri.
- Rishikesh, Uttarakhand – Yoga capital of the world.

- Tirupati Balaji, Andhra Pradesh – One of the richest and most visited temples.
- Vaishno Devi, Jammu & Kashmir – A revered pilgrimage site in the Trikuta Mountains.
- Amarnath Cave, Jammu & Kashmir – Famous for the ice Shiva Lingam.
- Ujjain, Madhya Pradesh – Home to Mahakaleshwar Jyotirlinga.
- Puri, Odisha – Famous for the Jagannath Temple and Rath Yatra.
- Somnath, Gujarat – One of the 12 Jyotirlingas of Shiva.
- Sabarimala, Kerala – Dedicated to Lord Ayyappa.
- Kanchipuram, Tamil Nadu – A major temple city known for Kamakshi Amman Temple.
- Madurai, Tamil Nadu – Meenakshi Temple, dedicated to Goddess Parvati.
- Pushkar, Rajasthan – Home to the rare Brahma Temple.
- Gaya, Bihar – Vishnupad Temple, an important Hindu pilgrimage site.
- Ayodhya, Uttar Pradesh – Birthplace of Lord Rama.

1. **Buddhist Spiritual Sites:**

- Bodh Gaya, Bihar – Mahabodhi Temple, where Buddha attained enlightenment.
- Sarnath, Uttar Pradesh – Buddha's first sermon was delivered here.
- Kushinagar, Uttar Pradesh – The place where Buddha attained Mahaparinirvana.
- Rajgir, Bihar – Ancient Buddhist learning center and site of Vulture's Peak.
- Tawang Monastery, Arunachal Pradesh – The largest Buddhist monastery in India.
- Sanchi, Madhya Pradesh – Famous for its ancient Buddhist stupas.
- Nalanda, Bihar – Ancient Buddhist university and monastery.

2. **Jain Spiritual Sites:**

- Shikharji, Jharkhand – The most sacred Jain pilgrimage site.
- Palitana, Gujarat – Over 900 Jain temples on Shatrunjaya Hill.
- Ranakpur, Rajasthan – Renowned for its intricately carved Jain temples.
- Shravanabelagola, Karnataka – Features a giant monolithic statue of Bahubali.
- Dilwara Temples, Rajasthan – Stunning marble Jain temples in Mount Abu.

3. **Sikh Spiritual Sites:**

- Golden Temple, Amritsar – The holiest shrine in Sikhism.
- Anandpur Sahib, Punjab – Birthplace of the Khalsa.
- Hemkund Sahib, Uttarakhand – A high-altitude Sikh pilgrimage site.
- Patna Sahib, Bihar – Birthplace of Guru Gobind Singh.
- Takht Sri Hazur Sahib, Maharashtra – A significant Sikh pilgrimage site.

4. **Islamic Spiritual Sites:**

- Ajmer Sharif Dargah, Rajasthan – Tomb of Sufi saint Khwaja Moinuddin Chishti.
- Haji Ali Dargah, Mumbai – A famous Sufi shrine on the sea.

- Jama Masjid, Delhi – One of the largest mosques in India.
- Hazrat Nizamuddin Dargah, Delhi – A revered Sufi saint’s shrine.

1. Christian Spiritual Sites:

- Velankanni Church, Tamil Nadu– A famous Marian shrine.
- Basilica of Bom Jesus, Goa – Holds the remains of St. Francis Xavier.
- St. Thomas Cathedral, Chennai – Built over the tomb of St. Thomas the Apostle.
- Santa Cruz Basilica, Kerala – One of the oldest churches in India.

2. Other Spiritual and Mystical Sites:

- Auroville, Tamil Nadu – A spiritual community focused on universal peace.
- Mount Kailash, Tibet (Near Indian Border) – Sacred to Hindus, Buddhists, Jains, and Bon.
- Lepakshi, Andhra Pradesh – A site with mysterious hanging pillar.
- Kanyakumari, Tamil Nadu – Famous for the Vivekananda Rock Memorial.
- Mata Amritanandamayi Ashram, Kerala – Spiritual retreat of the “Hugging Saint.”

These spiritual destinations in India provides a meaningful and life changing experience to all its visitors. These places have spiritual significance. This experience helps to develop inner spiritual thinking of a people . Not only this these places are making a positive impact on the growth of economic development of the country by enhancing local traditions, food habits, culture and art.

Development Strategies of Spiritual Tourism in India:

S. No.	Types of Strategies	Description
1	Infrastructure Development	Transportation and connectivity, Accommodation and hospitality, Basic amenities and facilities, digital and smart infrastructure, sustainable infrastructure development, Special pilgrimage circuits and routes, accessibility for all, public private partnership (PPP) etc.
2	Promotion and Marketing	Digital and social media marketing, Thematic tourism campaigns, International outreach, Festival based promotions, Celebrity and

3	Cultural and Experiential	Organising spiritual retreat and workshops , Promoting Heritage works and story telling session s, Showcasing traditional Indian healing practices, Encouraging participation in visuals and ceremonies, Hosting spiritual and cultural festivals , Developing immersive experiences, Supporting traditional art and craft , Enhancing culin ary experiences etc.
4	Religious and Pilgrimage Tourism	Development of religious circuits, infrastructure and facilities enhancement, special tourism packages and festival based promotion, spiritual and cultural experience enhancement, technology integration for pilgrimage management etc.
5	Sustainable and Eco-tourism	Eco friendly infrastructure development, waste management and cleanliness initiative, green transportation solutions, community participation and local empowerment etc.
6	Community Engagement	Involving local guides and story tellers, promoting homestays and traditional hospitality, supporting local artisans and hand craft, encouraging local cuisine and organic farming etc .
7	Policy and Governance	Government schemes and funding support, safety security and crowd

- Government and private sectors are also investing in roads, railways and airports. Also accommodation is improving. Overall the quality of infrastructure is developing.
- International tourists visiting spiritual sites contribute to foreign currency in flow.
- Pilgrims and tourists buy local hand crafts, textiles etc. and are supporting artisans and small businesses.

Conclusion:

One of India's primary draws for international visitors is its spiritual culture. The study has emphasized a fundamental comprehension of spiritual tourism and its significant locations with each of its attributes in India. It is more significant that foreign tourists do not want luxury but rather difficult voyages to reach the heavenly aim or ease travel through technology and a simple life. In recent decades, there has been a noticeable migration of foreign nationals and tourists from one region of the country to another. Yet, it has also been noted that the definition of tourism needs to evolve in the twenty-first century. Previously linked to religious pursuits, it is now linked to self-discovery and life pleasure. In order to draw spiritual tourists, this study has identified a number of locations for spiritual centers across the nation, pointed out several ways to improve the center, and offered several ideas for preserving the destination's sustainability. In addition, it has demonstrated how spiritual tourism contributes to the nation's economic growth. The tourism sector can engage in niche marketing by focusing on spiritual tourists worldwide if these tactics and recommendations are put into practice in the nation. India's spiritual values and ethos are always being enhanced, and the country's tourism industry is constantly evolving to draw in visitors from around the world who want to experience life and explore themselves.

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OPPORTUNITIES TO REDUCE FOOD WASTE IN HOSPITALITY INDUSTRY IN KOLKATA, INDIA

Avijit Ray (Asst. Professor), Biswajit Biswas (Asst. Professor), Bidisha S. Kanjilal (Asst. Professor)
'Department of Food and Beverage Production & Service' GNIHM, Kolkata, West Bengal

Presenting Author: Email: avijit.ray@gnihm.ac.in

Corresponding Author: Email: biswajitbiswas@jisgroup.org

Abstract:

The current situation of the hospitality industry is actively working on the waste management. The food waste is a real challenge for the workers in terms of social environmental and financial aspects. It mainly showcases on the sustainable agriculture and environmental development more into consideration for hospitality industry. The aim of the present paper is to highlight the prime aspects of food waste management along with its opportunities. The concept of Reduce- Reuse- Recycle practices went a step ahead to Rethink about the waste education by utilizing the food wastes in the form of compost and fertilizers by applying innovative concepts in different ways to achieve the zero wastage. The feasibility of this joint effort from industry academia sector need to consider it as stepping stone towards the achieving of waste reduction in the hospitality sectors. Modern need demands a setup of research labs by the industry through the institutions, as well as the hospitality sectors to make it more cost effective and provide a proper ideology regarding the management of waste items. This paper provides a critical idea in the accountability of the analytical database on hospitality food waste from the various viewpoints of the hospitality managers.

Key words: Waste reduction, Food wastes, Innovative ideas, Research labs, Cost efficiency

Introduction:

Food wastes has emerged as a critical global issue, with approximately one-third of all food produced for human consumption—roughly 1.4 billion tonnes annually—being lost or wasted (FAO, 2021). Among the various sectors contributing to this problem, the hospitality industry stands out due to its large-scale food production and dynamic service environments. Hotels, restaurants, catering services, and other hospitality businesses generate significant volumes of food waste through overproduction, improper storage, spoilage, and plate wastes.

The impact of food waste extends beyond mere economic loss. It contributes to environmental degradation through the unnecessary use of land, water, and energy resources, while also producing greenhouse gas emissions when discarded food decomposes in landfills. For the hospitality industry, food waste directly affects operational efficiency, profit margins, and corporate responsibility toward sustainability.

Given the increasing awareness around environmental and economic sustainability, hospitality businesses are under pressure to adopt waste-reduction strategies. While some organizations have begun implementing food waste monitoring systems and staff training programs, the challenge remains widespread and often under-researched.

This paper aims to explore the opportunities available to reduce food waste in the hospitality industry by identifying the key drivers of waste, assessing current waste management practices, and evaluating innovative and sustainable solutions. By bridging gaps in existing research and offering practical recommendations, this study intends to support hospitality stakeholders in creating more sustainable, efficient, and responsible operations.

Objectives of the study: (4 Points)

The main objective of the study:

1. **Assess the extent of food waste** generated in the hospitality industry (hotels, restaurants, caterers) in Kolkata.
2. **Identify key stages** (procurement, storage, preparation, services, post-consumption) where food waste occurs.
3. **Understand the underlying causes** of food waste in the local context (cultural, economic, operational).
4. **Explore sustainable practices and innovations** currently adopted or potentially adoptable in Kolkata.
5. **Propose actionable recommendations** for stakeholders (managers, staff, policymakers) to reduce food waste.
6. **Promote awareness** among consumers and hospitality staff about responsible food consumption.

Problems:

- Overproduction and Overstocking
- Lack of Proper Storage and Inventory Management
- Limited Awareness or Training
- Cultural Norms and Expectations
- Absence of Data-Driven Systems

Ways to mitigate the issues:

- **Staff Training and Sensitization**
- **Smart Inventory and Waste Tracking Systems**
- **Adoption of Portion Control and Customization**
- **Redistribution of Excess Food**
- **Menu Engineering**
- **Customer Awareness Campaigns**
- **Composting and Recycling Initiatives**

Literature Review:

Food waste in the hospitality industry has been increasingly recognized in academic and industry research due to its environmental, economic, and social implications. The literature identifies multiple

stages at which waste occurs in hospitality operations—procurement, storage, preparation, service, and post-consumption (Papargyropoulou et al., 2016). “These stages are often influenced by fluctuating customer demand, lack of accurate forecasting, and cultural norms surrounding food presentation and portion size” (Filimonau et al., 2019).

Studies on food waste causes reveal that “overproduction, poor inventory management, and unclear portion control are among the most prevalent issues” (Betz et al., 2015). Moreover, “buffet-style service models, common in many hotels and restaurants, contribute significantly to excess food waste due to guest over-serving and staff over-preparation” (Silvennoinen et al., 2015). In developing economies, infrastructure-related factors such as inadequate cold chains and poor kitchen planning exacerbate the problem.

Several waste mitigation practices have been explored in literature. “These include implementation of food waste tracking systems (e.g., Winnow- May 2013, Lean path – 2004) employee training programs, and awareness campaigns targeting both staff and customers” (Filimon au & De Coteau, 2019). Technological interventions, such as “AI-based demand forecasting and real-time inventory tracking, have shown promise in minimizing overproduction and spoilage” (Miller et al., 2021).

Despite growing research interest, notable gaps remain. There is limited empirical data on the long-term effectiveness of various interventions across diverse hospitality settings, especially in small- and medium-sized enterprises. In addition, few studies offer cross-cultural comparisons or assess the role of consumer behaviour in shaping food waste practices.

This review highlights the need for comprehensive, context-specific approaches that integrate technology, employee behaviour, consumer attitudes, and policy interventions. The present study builds on this foundation by identifying key opportunities for waste reduction that are both feasible and scalable within the hospitality industry.

Methodology:

This study adopts a **qualitative research design** to explore the underlying causes of food waste and identify practical reduction strategies within the hospitality industry. A qualitative approach is appropriate for understanding the contextual and behavioural aspects of food waste, as well as for capturing the insights and experiences of hospitality practitioners.

Data Collection

Primary data were collected through semi-structured interviews with managers, chefs, and operations staffs from various hospitality establishments, including hotels, restaurants, and catering services based in Kolkata. A total of 15 interviews were conducted across different types of businesses—ranging from international hotel chains to independent restaurants—to ensure a diverse representation of perspectives. The interviews focused on food handling practices, waste points, current waste management strategies, and perceived barriers to reducing waste (citation). In addition, secondary data were gathered through document analysis, including sustainability reports, operational guidelines, and

food waste tracking data (where available). A review of industry reports and academic studies provided contextual background and supported the development of the interview framework.

Sampling Method

A purposive sampling strategy was used to select participants with direct operational responsibility and decision-making power in food service environments. The selection prioritized establishments that had either implemented waste-reduction initiatives or were in the process of doing so, to gather insight into both successful practices and on-going challenges.

Data Analysis

Interviews are recorded in a thematical code in qualitative methods to identify recurring patterns and key themes related to food waste drivers, interventions, and organizational culture. Thematic analysis allowed for the categorization of data into clusters such as “operational inefficiencies,” “employee training,” and “consumer behaviours.”

Limitations

While qualitative methods provide rich and detailed insight, the findings may not be fully generalizable across all hospitality contexts. The sample size is limited, and responses may be influenced by the specific geographic, cultural, or economic setting of each establishment. Additionally, self-reported data may be subject to bias or underreporting, especially in areas related to operational inefficiencies or environmental performance.

Analysis & Findings:

The analysis of the data are elaborated in the below key finding procedures that are highlighting the causes of food waste in the hospitality industry, as well as the main strategies being shown in reducing it. These findings are organized into key categories i.e waste generation sources, successful interventions, and barriers to implementation.

Key Areas of Waste Generation

As per the above methodology it is reflected that major causes of food waste identified in this study was overproduction, particularly in high-traffic restaurants and buffet-style services. Respondents noted that predictive models for customer demand are often inaccurate, leading to the preparation of excess food that ultimately goes to waste. In hotels, particularly those offering breakfast buffets, food is often over-prepared in anticipation of fluctuating guest numbers.

Another significant waste point is plate waste, which is especially prevalent in fine dining establishments where large portions are served. Guests often leave food on their plates, contributing to substantial amounts of discarded food. Additionally, mismanagement of perishable inventory due to poor storage practices was cited as a contributing factor to spoilage and waste.

Successful Interventions

Several waste reduction strategies were identified as successful in the establishments studied:

1. **Portion Control:** Many restaurants and hotels that adopted standardized portion sizes reported a decrease in waste. These practices are particularly effective in buffet friendly where the food is served in bulk.
2. **Food Waste Monitoring Systems:** Establishments that implement the digital food waste tracking systems, such experiences improve awareness and a measurable reduction in waste. These systems allowed the businesses to track the amount and type of food waste generated, which in turn help them to adjust procurement and production.
3. **Staff Training and Engagement:** Training of staffs on food waste reduction practices can build efficient inventory management and portion control, which led to improve operational efficiency. Many participants also reported that increasing employee awareness of environmental impacts helped them take greater ownership of waste reduction efforts.
4. **Consumer Awareness Campaigns:** Some establishments incorporated customer-facing initiatives, such as providing smaller portion sizes or encouraging guests to take only what they can consume, which resulted in less waste.

Barriers to Implementation

Despite the success of these interventions, several barriers to widespread adoption of food waste reduction practices were identified:

- **Costs of Technology:** Smaller businesses expressed concern about the high cost associated with implementing waste tracking systems or advanced forecasting technologies, which is affecting the profitability rate of the company.
- **Cultural Norms:** In certain regions, there is a strong cultural expectation that large portions should be served, particularly in buffet-style services. This often conflicts with the idea of reducing portion sizes to minimize waste.
- **Operational Challenges:** Many establishments, especially in high-turnover environments like hotels, face difficulties in aligning food production with customer demand due to the sudden increase in guest numbers.

Discussion

The analysis from this study contributes valuable ideas into the key pointers of food waste within the hospitality industry. It helps in reducing the potential through a combination of operational adjustments, employee engagement, and technological interventions. Several trends have emerged that align with existing literature.

The issue of overproduction has been widely recognized in the hospitality industry. These are observations particularly in buffet-style settings and large-scale operations. However, our study extends by demonstrating predictive technologies which can significantly improve waste forecasting in dynamic environments like hotels, where guest numbers can vary greatly.

Similarly, the success of food waste tracking systems as identified in our study aligns with findings, which have documented the positive impact of digital tracking on waste reduction in 2021. The key to this study is to increase employee accountability which drives a culture of waste reduction within the workplace.

Implications for Practice

The findings underscore the potential for hospitality businesses to reduce food wastes by focusing on employee training and customer awareness. Establishments that adopted smaller portion sizes and communicated the importance of waste reduction to customers experienced noticeable reductions in waste.

Barriers to Widespread Adoption:

Despite the promising interventions, the study also identifies significant barriers to widespread adoption. Smaller businesses, in particular, face challenges related to cost and technological access. High upfront investments in waste tracking systems and demand forecasting tools can deter smaller players in the hospitality industry. Moreover, cultural norms around food portions and presentation, especially in buffet services, may pose a challenge to implementing waste-reduction strategies. This presents an interesting opportunity for future research to explore how cultural attitudes toward food consumption and waste may affect the adoption of waste-reduction practices in different regions.

Recommendations:

After analysing the existing practices that are followed at present days by most of the hospitality sectors, the recommendations will be to act in planning innovative ideas and implication of the same in collaboration with the industries and the academic institutes together to achieve these SDG's in an efficient way.

Technological Integration: With more AI, ML and DL based technologies being developed to optimize demand predictions and reducing wastages, in the world of digitalization, the artificial intelligence along with natural intelligence must work in harmony to each other to develop something new for tracing and reducing food wastes. use of food waste tracking systems can provide the proper data on waste patterns, enabling businesses to make informed decisions about portion sizes, inventory management, and production forecasts. For larger establishments, adopting AI-based demand forecasting tools can help predict customer needs more accurately and reduce overproduction.

Innovative Ideas: More interaction between the Industry-Academia sectors must be encouraged through seminars, conference, industry visits to study and discuss the real time problems faced so that the young minds can ignite innovative ideas which can help to develop new strategies and planning for achieving the future goals of reducing food wastages.

Research Laboratory: In the field of research, a technical laboratory with modern facilities plays a vital roll to support ideas by applying them practically to achieve the targets set theoretically. The

practical implementations to execute the innovative ideas only possible if the government supports the academic institutes and the industry to set up modern laboratories which will encourage more students to come forward in research field to control food wastes and achieving SDG - 12 & 02 mainly.

Staff Training and Engagement: Training staff at all levels—kitchen staff, servers, and management— is critical to minimizing food waste. Regular workshops should focus on portion control, efficient inventory management, and waste management techniques. Engaging employees in sustainability initiatives and fostering a culture of accountability can significantly reduce waste at all stages of food preparation and service.

Consumer Awareness Campaigns: Encouraging the customers to be more opinionative of their food choices is another effective strategy. Initiatives could include offering smaller portion sizes, allowing guests to take leftovers, or providing incentives for reducing plate waste (e.g., discounts for customers who minimize waste). In buffet-style settings, signage or verbal prompts from staff can encourage guests to take only what they can eat, helping reduce waste.

Collaboration with Local Organizations: Hospitality establishments can collaborate with food banks and charitable organizations to redirect edible food. Partnerships with local farms for composting or donation of surplus produce can also minimize waste and create goodwill in the community.

Policy and Regulation Advocacy: At the policy level, advocating for regulations that require or incentivize waste reduction efforts, such as tax credits for sustainability initiatives or food donation laws, can support industry-wide change. Establishments should also stay informed about national and regional sustainability guidelines and work to align their operations accordingly.

Conclusion:

As per the above findings it is reflected Food waste in the hospitality industry represents a significant challenge with implications for both sustainability and business profitability. This study has identified the key problems of food waste, such as overproduction, inefficient inventory management and other issues. It has also highlighted the barriers to widespread adoption of food waste reduction practices, including the cost of technology and cultural norms around portion sizes.

The findings underscore the critical need for holistic waste management strategies that incorporate staff training, technology, consumer awareness, and collaborations with external organizations. Implementing such measures not only supports sustainability goals but can also enhance operational efficiency and profitability.

While several interventions have been successful, challenges such as high implementation costs and the resistance to changing established practices remain. To address these, further research is needed to explore cost-effective solutions and to understand the cultural and regional differences in food waste behaviour. Additionally, businesses must work collaboratively with stakeholders, including consumers

and policymakers, to create an impact more on the sustainable food system within the hospitality sector. In conclusion, reducing food waste in the hospitality industry is not just a matter of operational efficiency but also an opportunity for businesses to demonstrate their commitment to environmental responsibility. With the right mix of technology, training, and customer engagement, the industry can make significant footfall towards minimizing food waste for sustainable future.

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Intersectionality And Remote Work Policies: A Theoretical Analysis Of Equity, Gender, Diversity Issues And Management Practices In Human Resource Management

Author: Ms. Disha Chaki (BSC. In Hospitality & Hotel Administration)

Co- Author: Mr. Ricky Mandal (BA. In International Hospitality & Tourism Management)

Student of Guru Nanak Institute of Hotel Management

Email: dishachaki1@gmail.com / mondalanirban940@gmail.com

Abstract

The trend of remote work has revolutionized human resource management (HRM), posing fundamental questions of equity, gender, and diversity in organizational policies. While remote work provides flexibility and opportunities to employees, its consequences are not homogeneous for all social groups. Past research has made some allusions to diversity and inclusion in Human Resource Management (HRM), yet there is much yet to be researched with regard to how intersectionality—the intersectional impacts of gender, race, socioeconomic status, and caregiving obligation—impacts remote work experiences. This research will fill that void by engaging in a theoretical analysis of remote work policies grounded in Intersectionality Theory, Organizational Justice Theory, and Work-Life Balance Theory.

Intersectionality Theory (Crenshaw, 1989) offers a conceptual framework for understanding how intersecting social identities interact with one another, and thereby determine resource availability, career advancement, and work-life balance among employees. Organizational Justice Theory enables one to evaluate the fairness of HR policies on the distributive, procedural, and interactional justice standards, whereas Work-Life Balance Theory looks at how remote working is perceived by diverse background employees differently due to structural inequalities. Based on a review of the literature and synthesis of such theories, the present study shall develop a conceptual model for inclusive Human Resource Management (HRM) practices for remote workers.

Some of the core themes for investigation encompass remote work gender inequalities, vulnerability of groups to exclusion from the leadership category, and performance unconscious bias in appraisals and remote work career advancement. The study also investigates the contribution of Human Resource Management (HRM) in fostering inclusive remote work policy, such as equal access to means, unbiased assessment schemes, and work arrangement variability tailored to different needs of employees.

By providing theoretical underpinnings for follow-up empirical work, this article is a positive contribution to the current diversity and inclusion discourse in Human Resource Management (HRM). This article provides a compelling case in support of immediate calls for non-standard HR policies based on intersectional approaches upholding equity in home-based work arrangements. The findings of this study will provide a benchmark point of reference for HR practitioners, policy-makers, and researchers to design more inclusive and equitable workplace interventions.

Keywords: Remote work, intersectionality, equity, gender diversity, human resource management, organizational justice theory, work-life balance

Introduction

The global COVID-19 pandemic has recontextualised the Human Resource Management (HRM) landscape with the onset of remote work. A specialist or add-on mode of work organisation for a privileged segment of industries has become a global mainstream characteristic of work organisation. While this transition has bestowed clearly positive benefits—such as adaptability, reduced commuting time, and increased autonomy—it has also put center stage and, in most instances, highlighted prevailing structural inequalities in the labor force. HR managers and organisational leaders are therefore confronted with a critical task: to render remote work policy inclusive, fair, and responsive to workers' multiple social identities.

This research essay responds to the intersectionality between remote work policy and equity, gender, and diversity issues in HRM. It argues in particular that intersectionality needs to be used to determine the inclusiveness of remote work arrangements. Intersectionality, a concept theorized by Crenshaw (1989) originally, is the way in which intersecting social identities—gender, race, class, and caregiving responsibilities—multiply discrimination and privilege. For example, while remote work may offer greater flexibility to some employees, it may reinforce gendered caregiving responsibilities or disable others who are not able to access stable digital infrastructure.

A few empirical accounts have reported that the possibility of remote work is not evenly distributed. Chung and van der Horst (2018) describe that even if flexible work arrangements existed, women, including mothers, would not avail themselves of them due to cultural norms, stigma in the workplace, or penalty in career advancement. The same applies to racial and socioeconomic determinants of these workers' capacity to work effectively remotely. These accounts indicate the necessity to go beyond surface-level inclusion and to explore how these multiple dimensions of identity shape remote work experience.

This paper also draws on Organizational Justice Theory in an attempt to analyze the justice of remote policies in three aspects: distributive justice (fair allocation of resources), procedural justice (fair decision-making), and interactional justice (respectful and open communication). Colquitt et al. (2001) assert that employees' perceptions of justice in these aspects significantly affect employees' job satisfaction, trust in management, and organisational commitment. Application of this theory in remote working environments provides an opportunity to see whether employees of different backgrounds perceive remote policies as fair and just.

A third location of support for analysis is Work-Life Balance Theory, which is concerned with how individuals navigate the interface between work and personal life. Greenhaus and Allen (2011) have established that work-life balance is not an egalitarian process but is mediated by resource availability, job design, and family composition. In telecommuting situations, boundaries are blurred, and this blurring is experienced in diverse ways by virtue of one's intersecting identities. A single parent who works from home, for example, may find it hard to balance childcare and work, an issue that is disproportionately borne by women and low-wage workers.

It relies on balanced workplace flexibility theory advocated by Kossek, Thompson, and Lautsch (2015). It cautions about the "flexibility trap" where worker-beneficial policies at a future point lead to longer working hours, blurred lines, or higher stress—indeed, mostly for underrepresented or marginalized sets of employees. HRM hence needs to cater to the manner in which remote work arrangements introduce inequality subtly with the cloak of flexibility.

The objective of this paper is to analyze remote work policies from these three viewpoints—Intersectionality Theory, Organizational Justice Theory, and Work-Life Balance Theory—

where there is a gap in current policy design and how to design equitable, evidence-based, and intersectionally responsive remote work policies.

The research questions guiding this research are:

1. How are telecommuting policies affected differently by intersecting workers' identities?
2. In what ways do current HRM practices align (or fail to align) with principles of organisational justice?
3. How are work-life balance models rendered flexible to accommodate different employee needs in dispersed environments?

This paper is structured as follows: The following section introduces the conceptual framework and theoretical foundations of the study. The literature review subsequently introduces existing research on remote work, diversity, and HRM practices. The main analysis section introduces main themes such as gender discrimination, leadership marginalization, and performance discrimination. Finally, the paper offers a synthesis of findings, proposes a conceptual framework for inclusive HRM, and offers practical recommendations for future research and policy.

Conceptual Framework

Conceptualization of remote work policy implications as an equity and diversity frame necessitates robust conceptualization. Three theory frames—Intersectionality Theory, Organizational Justice Theory, and Work-Life Balance Theory—are woven together in this paper to conceptualize a macro-level framework with which to critically examine inclusive HRM practices for remote work environments.

1. Intersectionality Theory

Intersectionality Theory, which was first theorized by Crenshaw in 1989, explains that people face multiple, intersecting forms of oppression based on their social identities, which vary from race to gender, class, sexuality, age, and disability. Intersecting identities produce unique locations of advantage and disadvantage, not fully captured when these categories are examined in isolation. In the remote work space, this theory is priceless in ascertaining the differences with which employees experience structural inequality.

Remote workspaces are normally conceived as spaces that are neutralized, but are in fact produced by caregiving needs, socioeconomic disparities, digital access, and social norms. For instance, whereas remote work would be suitable for a middle-class, able-bodied man, a working-class, coloured woman with caregiving needs would find herself with increased stress, fuzzy boundaries, and limited possibilities for career advancement. An intersectional analysis therefore brings to the stage the non-homogeneous effects of remote work across social strata.

This theory also exists to counter the "universal employee" assumption of the majority of HRM policies, including universal remote work policies. Without recognition of racialized discrimination, class exclusion, and gendered labor being enacted in firms, remote work policies can operate to reproduce, rather than rectify, inequalities (Crenshaw, 1989).

2. Organizational Justice Theory

The second of the theory frameworks employed in this paper is Organizational Justice Theory, which determines fairness in organisational processes and outcomes. Colquitt et al. (2001) suggest three basic dimensions of organisational justice:

- Distributive justice: Perceived fairness in the distribution of outcomes, i.e., promotion, workload, or performance ratings.

- Procedural justice: Subjective feeling of justice in the procedure employed to arrive at those outcomes.
- Interactional justice: Fair treatment by others in interpersonal interactions, including respect, openness, and dignity.

Distributive justice is whether remote employees equally have access to technology, flexible schedules, and opportunities for career advancement. Procedural justice is whether choice of remote work opportunities or performance reviews is objective and fair. Interactional justice is whether managers' and remote workers' communication, feedback, and support are handled appropriately.

Remote work turns traditional effort and performance management systems upside down. Women self-select out of remote leadership positions due to real and perceived biases in the measurement of their contribution, claim Chung and van der Horst (2018). A sense of organisational justice inspires the potential re-examination of remote HR policies so that implicit bias is not a consideration in distributive or procedural decisions.

3. Work-Life Balance Theory

Work-Life Balance Theory provides a third level of explanation. It is founded on the assumption that workers try to balance work and nonwork domains and that employment conditions structure can support or limit such an effort. Greenhaus and Allen (2011) argue that work-life balance is less within the control of effort but is influenced largely by organizational culture, role demands, and resources available.

Remote work is sometimes said to facilitate the balance. For most workers—particularly those with care commitments, or those that lack a quiet and suitably fitted home office—remote work instead results in the work and in emotional burnout. Remote work is not a luxury but an inconvenience to such workers. Apart from that, Kossek, Thompson, and Lautsch (2015) also suggest the theory of "flexibility enactment"—employees' own sense of flexibility—differing considerably based on their social role within an organization. They also alert against the "flexibility trap," where employees are formally granted flexibility but really are provided with longer working hours, more demands, and permeable boundaries. To HRM practitioners, these differences need to be taken into consideration when designing long-lasting and inclusive policies. Synthesis and Relevance Together, these three theories constitute an integrated conceptual framework in which equity, inclusivity, and wellbeing are central to framing HRM policy for remote work. Intersectionality Theory illuminates the lived experience of marginalized groups, Organizational Justice Theory adds a measure of fairness to policy implementation, and Work-Life Balance Theory situates where remote work is internalised in daily life. This theorisation facilitates closer examination of so-called value-neutral HRM practice, and requires organisations to move beyond compliance-driven diversity paradigms and towards a paradigm of inclusion within structure. Bringing these paradigms together, this research proposes the theory upon which to test and reverse modern norms, and implement HRM solutions that better reflect diversity of experience among remote workers.

Literature Review

The COVID-19 pandemic accelerated a mass-scale transition of the global workforce, and remote work became the new normal mode of working for most organisations overnight. Although the transition provided flexibility, it created new gendered, raced, socioeconomic, and caregiving-role-based inequalities and challenges. Conventional HRM practices based on face-to-face contexts have been required to transition to virtual and remote contexts but their effects on diverse workers have not been widely studied from an intersectional perspective.

Remote Work in the Post-Pandemic HRM Context

The pandemic's conversion to remote work placed the possibility and potential of flexible work arrangements in the spotlight. Researchers like Kossek et al. (2015) record the benefits of telecommuting, such as increased productivity and improved work-life balance. These benefits are not shared proportionally among all employees, though. Remote work provides career engagement for some, but recent research has discovered, it disproportionately falls on others, such as women and caregivers, who bear the burden of home responsibilities, erasure, and increased work-life conflict (Chung & van der Horst, 2018).

These remote work effects by gender are addressed by authors such as Raghuram et al. (2019), who contend that while flexible work arrangements enable employees to juggle family responsibilities, they support traditional gender roles. This literature demands more inclusive remote work policies that recognize diversity in worker needs and experiences.

Intersectionality in HRM

The intersectionality framework, first created by Crenshaw (1989), is the starting point for which the different social identities—gender, race, class, and care burden—intersect to create compound experiences of discrimination or privilege. Intersectionality within HRM research has been concerned with how organisations in mainstream workplaces and in the outback identify and react to the intersecting disadvantage of employees from marginalised groups.

For instance, Butler et al.'s (2020) study discovers that women of colour are particularly faced with certain issues in virtual space, including exclusion from developing networks and less likelihood of mentoring, which are also added to by race- and gender-based discrimination in performance monitoring. Powell and Green's (2020) study discovers that care responsibilities, in specific, become yet another reason for conflict for home-working women as they are also expected to perform professional and domestic roles.

Gender and Inequities in Remote Work

Gender inequality in remote work culture has been widely researched. We are told by Kossek et al. (2015) that, while telecommuting enables women to work in the labor market while not having to compromise family commitments, it is likely to impose more work-family conflict, hence burnout, and reduced job satisfaction. Other researchers, such as Taylor et al. (2021), concur and discovered that female telecommuters suffer from "flexibility stigma," whereby the dedication of female telecommuters to work becomes suspect because their work hours differ from the mainstream.

In addition, gendered remote working experiences intersect with other categories of race and socioeconomic status. For example, evidence, as reported by Baines et al. (2021), attested that Black women remote workers experienced greater career development and work-life balance challenges than their white peers. Differences based on gender and race in such are a representation of the call for more mature HRM policies to cover the intersecting influence of social identities.

Organisational Justice and Fairness in Remote Work Policies

Organisational justice theory of decisional fairness and distribution of resources in the context of organisational policies is also applicable when remote work policies are considered. Colquitt et al. (2001) argued that employees' perceptions of organisational policies as fair or unfair influence job satisfaction and motivation. Studies by Madsen (2020) and Yalabik et al. (2020) concluded that remote work policies are unclear and employees are disenfranchised from some important decisions and thus suffer from procedural injustice.

Work-Life Balance Structural Barriers

Work-life conflict theory suggests that work and personal role conflict, specifically where the home is the workplace, is the source of work-life conflict. Greenhaus and Allen (2011) contend that work-life conflict occurs when the demands of one role (e.g., work demands) conflict with fulfilling the other role (e.g., family demands). Structural barriers to working from home, including the absence of appropriate technology, absence of childcare provision, and absence of appropriate space within the home, fall disproportionately on women, disabled people, and other minority groups.

O'Mara et al. (2021) thesis further clarify that workers in low-income families, often minority group members, are further disadvantaged by the absence of a dedicated workspace and restricted access to technology tools in remote working arrangements. These structural disadvantages could have the propensity to establish unbridgeable obstacles to a pleasurable work-life balance, particularly for workers with caregiving responsibilities.

Inclusion and Diversity in Remote Work Policy

Diversity and inclusion (D&I) are at the epicentre of contemporary HRM practices, and their application has been reinforced in remote working situations. While remote working has gained popularity, organisations are compelled to re-strategise their D&I practices to harness inclusivity and equity. Drawing upon a thesis by Patel (2021), the lack of face-to-face interactions in remote working situations has the tendency of re-enforcing prejudices and undermining the development of inclusive work cultures. As a solution to such issues, HRM practices are compelled to be re-engineered to adopt policies that are cognisant of intersectionality and provide equal access to opportunities, resources, and career development.

Limitations of Current Literature

While many studies have built on the race, gender, and work-life balance effects of remote work, the research gap is established by introducing intersectionality into the discussion of remote work policy. Sarker et al. (2020) affirm that most of the earlier research had been based on one-dimensional diversity and inclusion without the intersection of social identities in the remote work life. This necessitates more comprehensive approaches that take into account the structural differences in remote work settings.

The literature suggests that although remote working has fantastic benefits, for example, greater flexibility, these are not necessarily experienced by all employees. The convergence of Intersectionality Theory, Organisational Justice Theory, and Work-Life Balance Theory provides a deeper understanding of why different identities converge to form the remote work experience. However, we still lack a general, intersectionality-aware model that addresses the twin demands of remote employees. This paper attempts to bridge the gap by proposing a conceptual model of inclusive HRM in remote working.

Critical Thematic Analysis

The major themes of intersectionality, organizational justice, gender diversity, and work-life balance are dealt with in this section in a critical discussion of the effects of remote work on workers' experience, that is, their intersecting identities. Intersection of the themes highlights the diversity and differences endured by workers in remote work arrangements and the necessity for inclusive policies that can address the needs of workers across different demographic groups.

Intersectionality and Multidimensionality of the Remote Work Experience Intersectionality, as understood by Crenshaw (1989), is an intersection theory of social identities such as gender, race, socioeconomic status, and caregiving roles and how they

intersecting identities which are not necessarily valued in one-dimensional analyses of telecommuting. A study conducted by Raghuram et al. (2019) indicates that home working has not been as liberating for all, especially marginalized communities. For women and especially women of color, home working is likely to continue with existing injustices since they are not physically in the workplace, are not included in informal networks, and bear a greater burden to do home work (Baines et al., 2021).

The intersectional approach shows us that although flexibility is possible under remote work, it can equally reinforce inequalities. Low-paid employees and carers—predominantly women—will be the most likely to experience difficulties such as sub-standard home working facilities, substandard access to equipment, and heightened stress due to balancing work and home responsibilities (Kossek et al., 2015; Taylor et al., 2021). This creates an intricate dynamic by which the potential benefits of remote work are inaccessible to all workers on an even basis, and thus policies must be developed based on the diverse, intersecting factors that bear upon an individual's experience.

Organizational Justice and Equity in Remote Working

Organizational justice theory focuses on feelings of fairness in decisions, distribution of resources, and treatment between individuals in organizations (Colquitt et al., 2001). In remote work, feelings of justice are generated by how organizations treat various groups of employees similarly and how they allocate resources, such as technology, training, and professional development opportunities.

Madsen (2020) claims that remote work policies are not clear and hence trigger a sense of procedural injustice among workers. This is because of marginalized communities, who feel they are deprived of significant choices. Yalabik et al. (2020) further observe that remote workers tend to experience imbalances in support, visibility, and access to resources and thus broaden the perception of injustice.

For instance, Patel (2021) recognizes that racial and ethnic minority employees are less positively supported in virtual settings, not only because of physical absence but also because of systemic decision-making biases. These biases are likely to occur in performance assessment and opportunity distribution, and there is a tendency to stifle career advancement for minority employees (Powell & Green, 2020). Absence of face-to-face interaction in virtual settings also has a tendency to reinforce implicit biases, resulting in differential treatment of employees on the basis of race, gender, or other identity markers (Baines et al., 2021).

A critical examination of organizational justice within telecommuting settings therefore has to go beyond the issue of justice in terms of the allocation of resources and examine the impact of such a bias on the lived experience of telecommuting workers from all backgrounds. An equal telecommuting work place, not just should provide level access to resources, but should also legitimize employees' experience through participative decision-making.

Gender and Remote Work: The Twin Burden

Gender is also an important aspect of remote work experiences. Flexible work schedules, such as remote work, are generally offered as a way of enabling women to balance their work and family life, but they also tend to place women under a "dual burden." Kossek et al. (2015) established that remote-working women would struggle to balance work and family matters simultaneously, leading to increased stress levels and potential burnout.

Taylor et al. (2021) propose that the flexibility remote work offers is generally counterbalanced by the added women's burden of juggling family responsibilities, e.g.,

are questioned regarding their commitment to work because the non-standard character of their scheduling arrangements (Chung & van der Horst, 2018).

Raghuram et al. (2019) also discuss how remote working enhances conventional gender roles, especially where there is gendered caregiving within the household. This operates based on the perception that women must complete the housework before, even when they are remote working. The intersectional double burden effect is strict, as it impacts the poor women in higher proportions, where they are permitted to have reduced availability of assets such as the provision of childcare or a designated home office setting (Li, 2020).

A gender analysis of remote work locations therefore centers on organisational policy playing an active role mediating between gendered expectations and the equitable support of all employees on the basis of caregiving needs or gender.

Work-Life Balance in Remote Work-Based Setting

Work-life balance has been a source of stress to the employees throughout the years, especially in working-from-home where work and personal life are not well distinguished from each other. Greenhaus and Allen (2011) note that work-life conflict arises where demands of one role spill over into encroaching on the performance of the other. This is the case in working-from-home setups, where the employees struggle to distinguish their working life from personal life.

Work-life balance has also become more difficult in the post-pandemic period for most employees. O'Mara et al. (2021) research suggests that care-affected workers, particularly women, will be vulnerable to work-home conflict in home work since they also perform domestic work. Work and home co-location may result in longer working hours, stress, and ill-being (Baines et al., 2021).

Other than this, a thesis by Sarker et al. (2020) indicates that employees who are part of marginalized groups, i.e., racial minorities or disabled, may face more barriers in achieving work-life balance. These employees are not likely to be in a situation to utilize the facilities that would assist them more in their jobs, i.e., private working space or adequate technology. Hence, their conflict between work-life may be higher, which could affect their job satisfaction and work output.

Therefore, telecommuting work-life balance is a complex issue in which the organizations must create policies that are commensurate with the level of support they need to balance the professional and personal life of the employees. This involves the provision of flexible working hours, equal access to resources, and the creation of a culture of respect and appreciation for private caregiving responsibilities.

Thematic analysis identifies how remote work, by being flexible and promising in benefits, also accentuates severe gender, race, and caregiving inequities. Intersectionality, organisational justice, gender roles, and work-life balance are the key theoretical lenses through which one can interpret the varied experiences of employees in remote work contexts. The analysis acknowledges the need for HRM policies to be inclusive, equitable, and sensitive to the heterogeneity of the labour force. The HRM practice and studies of the future must further develop to make remote work an inclusive and caring workplace for all the employees along all their social identities.

Developing a Conceptual Model for Inclusive Remote HRM Introduction to

the Model

To respond to the intersectional inequalities in remote workplaces, this section proposes a Conceptual Model of Inclusive Remote Human Resource Management (HRM). Based on

Intersectionality Theory, Organizational Justice Theory, and Work-Life Balance Theory, the model outlines an integrated framework for designing fair, responsive, and inclusive remote work policies. The model aims to break down the systemic barriers marginalized workers encounter and instead facilitate equity, justice, and flexibility in HRM practice. The model proposes four interdependent pillars: equitable access, justice-based evaluation, demographic- needs-based flexibility, and inclusive leadership development.

Equity of Access: Technology, Space, and Time

The first component of the model is equity of access, which acknowledges that remote work policy must go beyond formal provision to address the real, material needs of workers. While offering the capacity to work at home may feel like an inclusive gesture, it can disproportionately penalize those lacking a quiet or private space in which to work, stable connection, or ergonomic gear. Low-income or minority workers may not have the infrastructural privileges taken for granted by others.

Thus, HRM needs to offer technological equity, for example, offering digital hardware, subsidizing broadband, and offering cash support for home-office equipment. Spatial equity, that is, acknowledging the variation in housing circumstances, and temporal flexibility, that is, flexible start times or part-time schedules, are also needed to allow caregiving duties or other personal work. These interventions are designed to minimize the digital and home divides that sustain inequality in remote work environments.

Justice-Based Evaluation Criteria

The second pillar, justice-based measures of evaluation, attracts attention from Organizational Justice Theory and emphasizes fairness in measurement of performance, decision-making, and treatment among individuals. Visibility and proximity to leaders are usually lost in remote locations, thus rendering the conventional method of evaluation vulnerable to bias.

For promoting distributive justice, results like assignments and promotions need to be decided upon by equitable performance factors rather than availability or presence-based presumptions. Procedural justice requires that decision policies to determine these results need to be open, participative, and transparent—i.e., that employees with different voices need to be heard in policy review and development. In addition, interactional justice requires that teleworking employees need to be treated with dignity and respect by managers to whom they are given timely feedback as well as respectful and inclusive communication. Integrating these dimensions requires that all the employees, depending upon their background, will be in a position to see the system as fair and supportive.

Flexibility and Adaptability by Demographic Needs

Third, the model encourages flexibility and responsiveness according to demographic needs based on Work-Life Balance Theory. Telework affects people differently according to their life stage, caregiving responsibility, health, and culturally defined values. A single working parent, for instance, will probably favor asynchronous work schedules, but a worker whose home is of multigenerational makeup requires additional breaks at duration or special mental health accommodations.

Therefore, HRM must introduce life-cycle flexibility, differential work requirements according to the employee's life stage—parent leave, elderly care, or part-time study leave. Socio-cultural responsiveness is also necessary; various communities have varying social calendars or religious celebrations, and responsive HRM must value and reflect these in policy designs. Through the creation of benefit packages tailored to specific life stages, e.g., mental health counseling, child care assistance, or flexible leave policies, organisations are able to address the multiplicity and changing needs of their off-site workers.

Inclusive Leadership and Sensitisation of DEI

The final pillar of the model is extensive leadership training and DEI sensibilisation. Overhauling the policy is impossible if organisational culture is not altered in the process as well. Manager and leader staff must constantly be trained on the effect on remote work culture through intersectionality.

Bias education and mitigation programs can help to locate and demystify implicit biases that affect virtual team cultures, such as commitment assumptions or stigma around flexibility. Sponsorship and mentorship program development—focusing on the underrepresented groups within organizations—can bring visibility and advocacy to frequently overlooked employees. Finally, the use of accountability tools, such as DEI dashboards, performance-incentivized rewards linked to inclusivity, and anonymous feedback mechanisms, incentivizes inclusive leadership but requires it.



Fig1: Conceptual Model for Inclusive Remote HRM

Towards Structural Inclusion in Remote HRM

These four pillars—access equity, justice-based metrics, flexible policy design, and inclusive leadership—are a combined model of inclusive remote HRM. This model moves beyond tokenistic diversity and offers a structural model for inclusive and equitable workplace design. By combining the lived realities of the employees into remote work policies, it ensures flexibility is not a trap but rather an actual facilitator of equity, productivity, and wellbeing. Organisations that use such a framework can expect not only improved morale and retention but also improved innovation and engagement from a more supported and inclusive team.

Implications and Recommendations

Implications for HR Practitioners, Policy-Makers, and Researchers

The findings of this research point to the necessity of locating intersectionality in shaping inclusive remote work policy. HR practitioners must move beyond the use of off-the-shelf templates and consider how employees' experiences differ by gender, by class, by ethnicity, by disability, by caregiving status, and so on. Locating these intersecting identities is crucial to the development of inclusive, responsive, and equitable human resource management (HRM) practices for remote work.

Policy-makers must take into account that one-size-fits-all remote work arrangements are prone to replicate inequality unless differences in technology availability, workspace, or flexibility of hours are taken into account. Instead, policies must be shaped by the social and economic conditions of a heterogeneous workforce. Scholars, in turn, can take this agenda forward by empirically exploring how intersectional identities affect remote work experience and outcomes, especially in under-represented or non-Western settings.

Recommendations for Contextual and Fair Remote Work Models

- To create context-specific and inclusive remote work practices, HR executives must prioritize flexibility, worker engagement, and cultural sensitivity. This involves:
- Conducting needs assessments from demographic information to establish structural disadvantages.
- Developing tiered remote work packages that can accommodate different life situations (e.g., single parents, disabled employees, multigenerational households).
- Like the incorporation of public inputs in the policy formulation to avoid top-down imposition.
- Facilitating regular audits of distant work equity, in access, participation, and satisfaction metrics.

These models will also need to be able to adjust to shifting employee needs and global labour trends, particularly in the framework of shifting economic, environmental, and technological conditions.

HR's Role in Shaping Inclusive Remote Futures

HR functions must be strategic inclusion drivers rather than remote work arrangement administrators. This involves:

- Designing inclusive leadership programs that focus on empathy, awareness of bias, and intersectional thinking.
- Embedding DEI principles within remote work infrastructure, such as recruitment and onboarding, retention, and promotion.
- Applying HR analytics to track and turn around patterns of exclusion and discrimination in geographically dispersed environments.
- Collaborating with operations and IT staff to ensure technology tools are inclusive by being accessible, simple to use, and multi-lingual.

Lastly, HR must drive a shift from performative diversity initiatives to structural change, in which intersectional inclusion is business practice as usual and not a sporadic aspiration.

Conclusion

The purpose of this research was to explore how intersectional thinking can transform remote working policies into equitable and inclusive frameworks in the domain of human resource management. Drawing on the critical review of literature and theoretical frameworks in intersectionality, organisational justice, and work-life balance, we developed a conceptual framework based on access equity, justice evaluation, demographic flexibility, and inclusive leadership.

The study concluded that standardized remote working policies tend to overlook the complex way in which diverse identities—gender, class, race, and capability—intersect to form the experience of work. Similarly, the proposed model recognizes how HRM can shift away from

conventional policy to more socially aware, evidence-based, and inclusive approaches that are tailored to employee diversity.

An intersectional HRM is no longer something that can be done but something that must be done in order to make truly inclusive, productive, and future-fit workspaces. Without it, remote work will be a site for new exclusion in the name of flexibility. The model is not purely theoretical; it can be used to inform empirical research in assessing policy effectiveness as well as to design actual-world HR interventions to close access and opportunity gaps.

It is in the future that those organizations that embed such inclusive practices within their core business will be best placed to recruit a diverse workforce, build employee well-being, and transform in a more dynamic world of work. It is our hope that this model serves as both blueprint and provocation for academics, practitioners, and policy-makers interested in building inclusive workplaces for all.

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Integrated Approach for Sustainable Tourism Development in West Bengal, India: A Study on Stakeholders' Role in the Hospitality Industry.

Researcher:

First Author: Jayanta Ghosh Research

Scholar, Department of Management

Asian International University, Imphal, West Manipur 2nd

Author: Prof. (Dr.) Pallavi Gautam Professor,

Department of Management

Asian International University, Imphal, West Manipur

Abstract:

This paper investigates the multifaceted dimensions of sustainable tourism development in West Bengal, India, with a particular focus on the pivotal role played by stakeholders within the hospitality industry. Recognizing the growing significance of sustainable practices in the tourism sector, this research employs an integrated approach that combines environmental, social, and economic perspectives to assess the current state and potential avenues for sustainable tourism in the region.

The study begins with an in-depth analysis of the existing tourism landscape in West Bengal, identifying key challenges and opportunities for sustainable development. It adopts a comprehensive framework that considers the diverse stakeholders involved, ranging from government bodies and local communities to private enterprises within the hospitality sector. This study seeks to provide a detailed picture of the complex web of interactions that is determining the future of tourism in the area by including the views of a wide range of interested parties.

A critical aspect of this investigation is the examination of the hospitality industry's role in fostering sustainable tourism. The paper evaluates the current practices, policies, and attitudes of hospitality stakeholders toward sustainability, exploring their impact on environmental conservation, social inclusion, and economic viability. Additionally, the study delves into the challenges faced by stakeholders in aligning their business objectives with sustainability goals, offering insights into potential strategies for overcoming these obstacles.

In addition, the study uses a mixed-methods strategy, conducting case studies, questionnaires, and qualitative interviews to collect diverse and rich data from stakeholders throughout the tourist value chain. Not only will the results be useful for academics, but they will also educate politicians, companies, and communities on how to make West Bengal's tourist industry more sustainable.

Ultimately, this paper aspires to offer a holistic understanding of the integrated approach needed for sustainable tourism development in West Bengal, shedding light on the crucial role that stakeholder within the hospitality industry play in shaping the future of tourism in the region.

1. Introduction:

In today's world, tourism growth is depending on sustainability. The same applies in India and in West Bengal also. Without suitability in tourism, proper growth is not possible. If we say about sustainable tourism, then the responsibilities would include- 1. Being careful with the planet's ecosystems, its resources, and its animals. 2. Communities residing in tourist locations should experience socio-economic advantages as a result of sustainable tourism. 3. It has to preserve cultural assets and provide genuine experiences for tourists. 4. It needs to unite locals and visitors for the benefit of both.

5. Furthermore, it is its duty to make accessible and inclusive tourism possibilities a reality..

There are seventeen objectives for both humans and the earth in the SDGs. All 193 member states of the United Nations ratified the 17 Sustainable Development Goals in 2015 as part of the 2030 Agenda for Sustainable Development, a 15-year blueprint for their realisation. The following are included:-

A. There is no poverty, Zero Hunger (B) C. Physical and mental health, D. Education of high quality, Chapter E. Gender Parity, F. Hygienic drinking water and toilets, G. Clean and inexpensive energy, H. Fair employment and rising living standards, Section I: Business, New Ideas, and Infrastructural Developments J. Less Deprivation, L. Consumption and production with integrity, and K. Community and city sustainability. Environmental protection, N. Marine Life, The land life, No war, fair treatment of all people, and solid government A. Cooperation towards the objective.

While some areas are making headway, the global effort to achieve the Goals is still falling short of expectations. Initiation of a robust and ambitious effort to achieve the Goals by 2030 must occur in 2022.

But, to make this sustainability in the tourism industry successful, we need a huge propagation about it among the people in the tourist destinations. Otherwise, holistic growth is not possible. Several organizations are currently involved in the tourism sector like hotels, resorts, restaurants, catering establishments, tour aggregators, homestay owners, etc. These organizations are also catering to the hospitality industry and especially tourism destinations. All the organization is striving their level best to cater to the tourists in different areas. All the organizations are doing marketing for their room sales, and restaurant sales, and also operating as tour guides to help the tourists. All the organizations are spending money to generate revenues through their businesses. They are also propagating about tourist destinations, trying to attract wanderlusts so that they can pay a visit there. But is it enough for the sustainability of the tourism industry? Is this creating good for the local community? Is this developing the life of the wild life? Are our natural resources and the environment being protected? Do locals in popular tourist spots get any societal or economic advantages as a result?

So, My research will be all about how the hospitality industry, food aggregators, and tour aggregators contribute to getting sustainability in tourism destinations. To fill the gap so that the hospitality industry can engage themselves for sustainability in tourism destinations. In my opinion, fulfilling this gap is more important after the Covid-19 pandemic as the hospitality industry was shattered during the Covid – 19 pandemic.

Human Capital in West Bengal

There were 8.02 billion people living in West Bengal in the 2001 census, but by 2011 that number had risen to 9.13 billion. There are 91,276,115 people living in West Bengal as of the 2011 census. Of this total, 44,467,088 are female and 46,809,027 are male. Males numbered 41,465,985 and females 38,710,212 out of a total population of 80,176,197 in 2001. This decade had a total population increase of 13.84 percent, lower than the 17.84 percent rise seen in the preceding decade. In 2011, 7.54 percent of India's population lived in West Bengal. The figure was at 7.79 percent in 2001. Literacy rate in West Bengal has seen upward trend and is 76.26

percent as per 2011 population census. Out of that, 81.69 percent of men and 66.57 percent of women are literate. West Bengal had a literacy rate of 68.64% in 2001, with 77.02% of males and 59.51% of females being literate. The real number of literate people in West Bengal is 61,538,281. Out of this total, 33,818,810 were male and 27,719,471 were female. In comparison to the rest of the country, West Bengal has a densities of 1,028 per square kilometre, which is much higher. There were 903 people per square kilometre in West Bengal in 2001, compared to 324 people per square kilometre nationally. The state of West Bengal has a lower sex ratio than the rest of the country, with 950 females for every 1000 males (as of the 2011 census). The West Bengal sex ratio in 2001 was 934 females for 1000 men.



2. Literature Review:

1. Sustainable Tourism Development: The literature on sustainable tourism development emphasizes the need for a holistic approach that considers environmental, socio-cultural, and economic aspects. Scholars such as Butler (1999) and Gössling et al. (2006) argue that sustainability in tourism involves balancing the interests of tourists, host communities, and the environment. The concept encompasses responsible resource management, community engagement, and the preservation of cultural heritage.

2. Key Concepts, Theories, and Models: Concepts like carrying capacity (Cifuentes-Faura et al., 2018) and the triple bottom line (Elkington, 1997) are essential in understanding sustainable tourism. Carrying capacity establishes limits to tourism growth to prevent negative impacts, while the triple bottom line framework considers economic, social, and environmental dimensions for sustainable development.

3. Stakeholders in the Hospitality Industry: Stakeholders in the hospitality industry play a crucial role in shaping sustainable tourism. A key finding of the study by Bramwell and Altenburg (2009) is the significance of public, private, and community participation in tourist planning and decision-making. According to the stakeholder theory (Freeman, 1984), which states that different stakeholders' interests are closely related to an organization's performance, this makes sense.

4. Stakeholders' Role in Sustainable Tourism: Studies by Gursoy et al. (2017) and Jamal and Getz (1995) highlight the influence of stakeholders, particularly local communities and businesses, in achieving sustainability goals. The active involvement and empowerment of local communities contribute to the long-term success of tourism initiatives. The importance of collaboration and communication among stakeholders is emphasized by various scholars (Buckley, 2012; Dredge, 2017), emphasizing the need for a collective effort to address sustainability challenges.

5. Challenges and Opportunities in Stakeholder Engagement: While stakeholder involvement is critical, challenges such as power imbalances, conflicting interests, and lack of awareness may hinder effective collaboration (Leung et al., 2019). Addressing these challenges and leveraging opportunities, as outlined by Scheyvens and Biddulph (2018), can lead to more sustainable tourism outcomes

In conclusion, the existing literature on sustainable tourism development provides a foundation for understanding the complexities of achieving sustainability in the hospitality industry. Recognizing the interdependence of stakeholders and their roles in planning and decision-making processes is pivotal. The proposed study in West Bengal aims to contribute to this body of knowledge by investigating the integrated approach for sustainable tourism development, specifically focusing on the role of stakeholders in the hospitality industry.

3. Methodology:

Research Design:

This study uses a mixed-methods research strategy to examine the stakeholders' roles in the hospitality sector as part of an integrated approach to sustainable tourism development in West Bengal, India. For a more complete picture of the interplay between all parties involved, an integrated strategy combines qualitative and quantitative approaches.

Data Collection Methods:

Qualitative Interviews:

In-depth qualitative interviews will be conducted with key stakeholders in the hospitality industry, including local communities, government officials, hoteliers, tour operators, and environmental experts. These interviews aim to gather insights into perceptions, attitudes, and experiences related to sustainable tourism development. In order to encourage free-flowing responses from participants, we will be using open-ended questions.

Surveys:

Structured surveys will be distributed among a diverse sample of tourists, hospitality professionals, and local residents. The surveys will include both closed-ended and Likert scale questions to quantify perceptions and opinions on sustainable tourism practices. This quantitative data will help identify trends and patterns in stakeholder perspectives.

Case Studies:

In-depth case studies will be conducted on selected tourism destinations within West Bengal, representing a variety of geographical locations and tourism offerings. These case studies will provide a detailed understanding of the implementation of sustainable practices in the hospitality industry, highlighting successful strategies and potential challenges

Justification of Methods:

Qualitative Interviews:

Qualitative interviews are chosen to capture the depth and richness of stakeholders' perspectives. The open-ended nature of interviews allows for a detailed exploration of individual experiences, values, and motivations, providing valuable insights into the complexities of stakeholder dynamics.

Surveys:

Surveys offer a quantitative dimension to the study, allowing for the generalization of findings across a larger population. The structured format ensures consistency in data collection, facilitating statistical analysis to identify trends and correlations in stakeholder perceptions.

Case Studies:

Case studies provide an in-depth understanding of specific contexts within West Bengal. By examining successful sustainable tourism initiatives and challenges faced in different locations, the research aims to derive practical insights and recommendations for stakeholders in the hospitality industry.

Limitations:

While the integrated approach enhances the study's comprehensiveness, there are potential limitations. The qualitative data might be subjective, and generalizing findings from case studies to the broader context requires caution. Additionally, the research's scope may be constrained by time and resource limitations, influencing the selection of case study locations and the size of the survey sample.

In conclusion, the chosen methodology aims to provide a holistic understanding of sustainable tourism development in West Bengal, emphasizing the stakeholder dynamics in the hospitality industry. By combining qualitative methods such as interviews, questionnaires, and case studies, this study provides a thorough and detailed examination of the research issues, furthering our understanding of sustainable tourism.

•Tourism Landscape in West Bengal:

The tourism landscape in West Bengal is marked by a rich cultural heritage, diverse natural attractions, and historical significance. This paper aims to analyze the current status of tourism in West Bengal while identifying key challenges and opportunities for sustainable development.

West Bengal, with its capital Kolkata, serves as a gateway to Eastern India, attracting tourists with its vibrant festivals, artistic expressions, and architectural marvels. The state boasts UNESCO World Heritage Sites like the Sundarbans and Darjeeling Himalayan Railway, making it a potential hotspot for domestic and international tourists. However, the current tourism scenario faces several challenges that hinder its sustainable development.

One significant challenge is the inadequate infrastructure, particularly in remote tourist destinations. Poor connectivity, lack of quality accommodation, and insufficient amenities deter potential visitors. Additionally, issues related to waste management and environmental degradation in popular tourist spots pose a threat to the region's ecological balance.

Political and social unrest in certain areas further contribute to the challenges faced by the tourism sector in West Bengal. These factors can discourage potential tourists, impacting the industry's growth and sustainability.

Nevertheless, amidst these challenges, numerous opportunities exist for fostering sustainable tourism development in West Bengal. The state can capitalize on its cultural richness by promoting heritage tourism, encouraging responsible tourism practices, and preserving historical landmarks. Strengthening infrastructure through public-private partnerships and community involvement can address connectivity and accommodation issues, enhancing the overall tourist experience.

Moreover, leveraging the potential of eco-tourism in the Sundarbans, Digha, Murshidabad and Darjeeling can contribute to both economic growth and environmental conservation. Collaborative efforts between the government, local communities, and private enterprises can play a pivotal role in achieving sustainable development goals in the tourism sector.

Also, five West Bengali commodities have been recognised for the geographical indication (GI) badge, which is great news for the state in 2024. Natural honey from the Sundarbans, Kalo Nunia rice from Jaipauri, Garad sarees from Murshidabad, and Tangail sarees from Nadia and east Burdwan all have the label of the Centre's department for development of industry and internal commerce. Darjeeling tea, Malda's "Laxmon Bhog," and "himsagar mangoes" are just a few of the 22 West Bengali products that have been granted GI tags so far.

The tourism trade has received the status of an industry in West Bengal in 2023. On Wednesday, under the leadership of Chief Minister Mamata Banerjee, the cabinet met and made the crucial decision. This decision will immensely benefit the sector, persons involved in tourism felt. They also said that recognition of this sector before the Bengal Global Business Summit (BGBS) which will boost the sector. Bengal stands third in the in flow of foreign tourists in India. UNESCO has recently awarded the status of global heritage site to Santiniketan.

Following the initiative taken, tourism in the districts is coming up in a very big way. Home stays in both north and south Bengal have become popular and people have started visiting the districts like Jhargram, Bankura, Purulia, West Midnapore in south Bengal where many home stays have come up. In north Bengal, in Darjeeling, Kalimpong, Kurseong home stays have become very popular.

It was recently reported that Kiriteshwari, located in the Murshidabad district of West Bengal, has been chosen as the Best Tourism Village of India by the Ministry of Tourism, Government of India. The Best Tourism Village Competition, 2023 has chosen a winner from 795 entries submitted by 31 different states and territories. The prizes were presented in New Delhi in September by the MoT and the GoI.

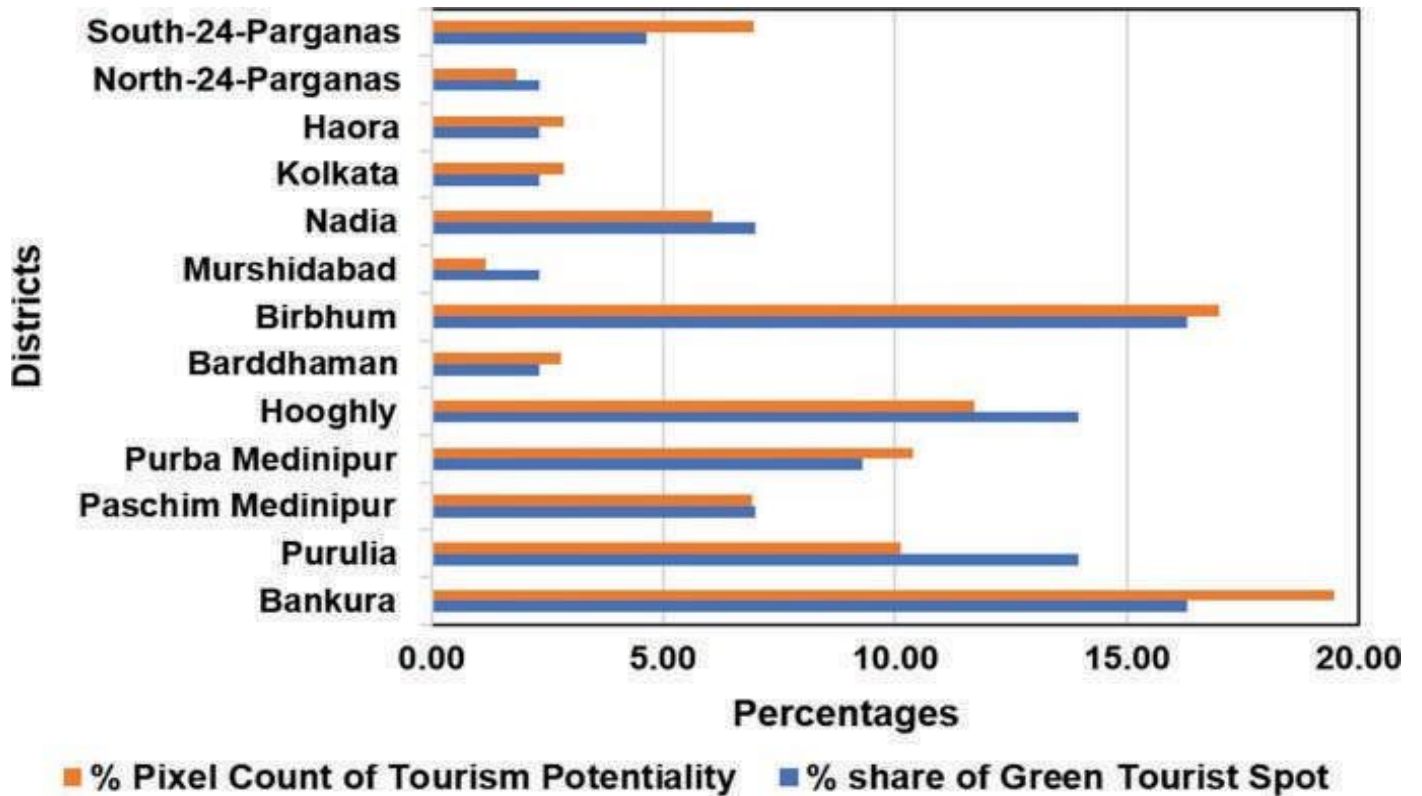
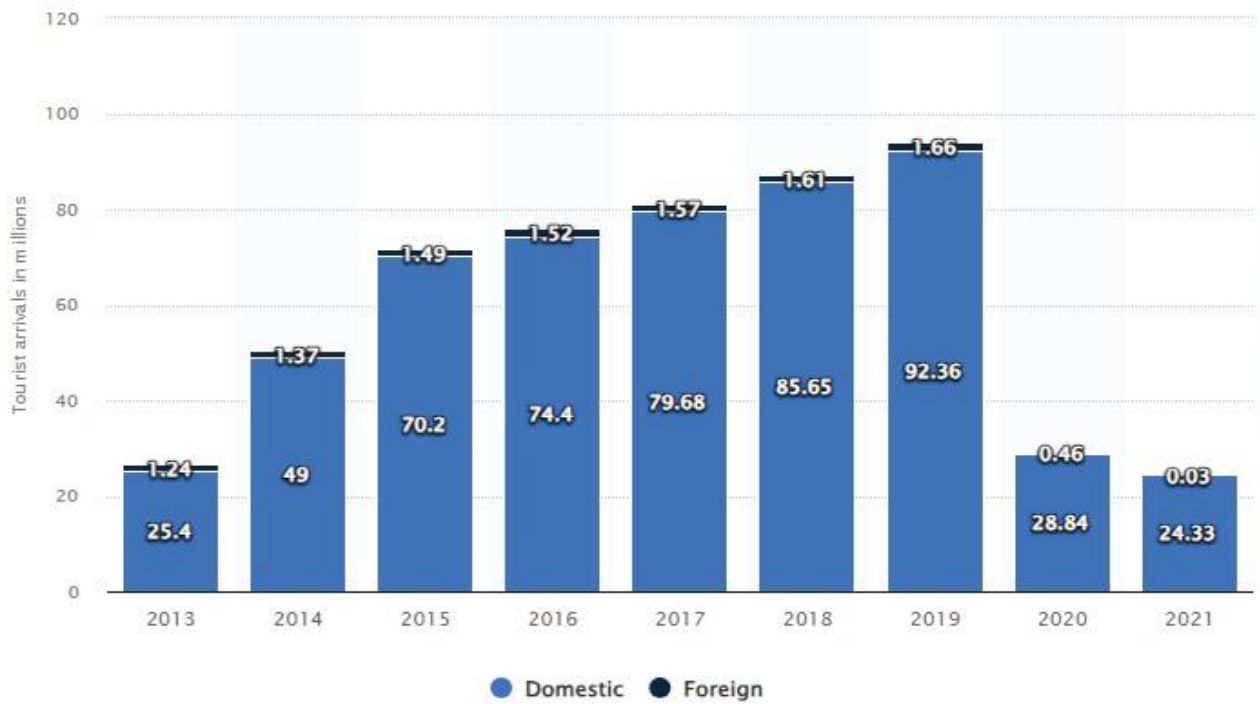
While West Bengal holds immense tourism potential, addressing existing challenges is crucial for ensuring sustainable development. By investing in infrastructure, promoting responsible tourism, and mitigating environmental concerns, West Bengal can transform its tourism landscape, fostering economic growth while preserving its cultural and natural heritage. This paper provides insights into the current state of tourism in West Bengal and offers recommendations for a sustainable and thriving future in the sector.

Previously ranked lower than states like Uttar Pradesh and Madhya Pradesh, Bengal is now the third most popular destination for tourists from outside India. The Union Tourism Ministry's Tourism Statistics 2022 reports that 10.4 lakh visitors, or 12.08 percent of the total, visited Bengal that year. Gujarat and Maharashtra are the only two states ahead of Bengal in terms of FTA, with 17.8 lakh and 15.1 lakh FTA, respectively.



Foreign and domestic tourist arrivals across West Bengal (in millions)

Rectangular Snip



STATE/UT-WISE DOMESTIC AND FOREIGN TOURIST VISITS, 2020-21

S. No.	States/UTs	2020		2021		Growth Rate (%)	
		Domestic	Foreign	Domestic	Foreign	DTV 21/20	FTV 21/20
1	A&N Island	191207	5412	126238	1687	-33.98	-68.83
2	Andhra Pradesh	70828590	67591	93277569	27551	31.69	-59.24
3	Arunachal Pradesh	42871	961	102915	182	140.06	-81.06
4	Assam	1266898	7285	1409161	536	11.23	-92.64
5	Bihar	5638024	308080	2501193	1046	-55.64	-99.66
16	Jharkhand	2574704	490	3383642	1637	31.42	234.08
17	Karnataka	77453339	165325	81333659	72487	5.01	-56.15
18	Kerala	4988972	340755	7537617	60487	51.09	-82.25
19	Lakshdweep	3462	413	13500	4	289.95	-99.03
20	Leh Ladakh	6743	1126	303023	1054	4393.89	-6.39
21	Madhya Pradesh	23519632	99819	25554067	41601	8.65	-58.32
22	Maharashtra*	39234591	1262409	43569238	185643	11.05	-85.29
23	Manipur	49669	3139	49371	648	-0.60	-79.36
24	Meghalaya	24734	2311	154409	411	524.28	-82.22
25	Mizoram	30890	265	87232	234	182.40	-11.70
26	Nagaland	10979	518	23968	325	118.31	-37.26
27	Odisha	4622273	10206	3742221	2269	-19.04	-77.77
28	Puducherry	1114942	92080	1253213	321	12.40	-99.65
29	Punjab	16692197	359114	26640429	308135	59.60	-14.20
30	Rajasthan	15117239	446457	21988734	34806	45.45	-92.20
31	Sikkim	316408	19935	511669	11508	61.71	-42.27
32	Tamil Nadu	140651241	1228323	115336719	57622	-18.00	-95.31
33	Telangana	39997001	46694	32000620	5917	-19.99	-87.33
34	Tripura	127815	31877	177816	5	39.12	-99.98
35	Uttar Pradesh	86122293	890932	109708435	44737	27.39	-94.98
36	Uttarakhand	7005264	41339	19434475	8532	177.43	-79.36
37	West Bengal	28841732	463285	24325984	34828	-15.66	-92.48
	Total	610216157	7171769	677632981	1054642	11.05	-85.29

(i) Market Research Division, Ministry of Tourism, Government of India. (ii) Interim Report, Identification of Tourism Circuits across India: West Bengal, April 2012, Submitted to Ministry of Tourism, Government of India, By IL&FS Infrastructure Development Corporation Ltd (IL&FS IDC), National Level Consultant, Gurgaon, Haryana.

5. Stakeholder Analysis:

The success of sustainable tourism development in West Bengal hinges on a multifaceted stakeholder framework, comprising government bodies, local communities, and private

enterprises within the hospitality sector. Understanding the roles, interests, and relationships among these stakeholders is vital for creating an integrated approach that fosters sustainability.

1. Government Bodies:

Government bodies play a pivotal role in shaping policies, regulations, and infrastructure development for sustainable tourism. The state government of West Bengal, in collaboration with relevant departments, sets the tone for sustainable practices by establishing guidelines for environmental conservation, cultural preservation, and community engagement. Additionally, government agencies oversee the implementation of these policies, ensuring adherence by stakeholders in the hospitality industry. The active involvement of regulatory bodies fosters an environment conducive to responsible tourism practices.

2. Local Communities:

Local communities are intrinsic stakeholders in the sustainable tourism paradigm, as they often bear the direct impacts of tourism activities. Engaging and empowering local communities is imperative for ensuring that tourism benefits are distributed equitably. In the context of West Bengal, communities may act as custodians of cultural heritage and natural resources. Through inclusive decision-making processes, communities can contribute to the preservation of their cultural identity while participating in and benefiting from tourism-related activities. Sustainable tourism development should prioritize initiatives that enhance the socio-economic well-being of local residents, minimizing negative social and cultural impacts.

3. Private Enterprises in the Hospitality Sector:

Private enterprises, including hotels, tour operators, and other hospitality businesses, are instrumental stakeholders in achieving sustainability goals. These entities can influence the environmental impact of tourism through eco-friendly practices, energy conservation, and waste management. Collaborative efforts between the government and private enterprises can lead to the development of sustainable tourism infrastructure. Moreover, engaging with local communities in partnerships can contribute to responsible business practices that enhance the overall visitor experience.

Interconnected Relationships:

The relationships among these stakeholders are interconnected and dynamic. Government bodies act as regulators and facilitators, collaborating with private enterprises to implement sustainable practices. Local communities, in turn, contribute to the authenticity of tourism experiences and play a role in preserving cultural and natural assets. Private enterprises, as intermediaries between tourists and local communities, must balance economic objectives with environmental and social responsibilities. These interconnected relationships necessitate effective communication, shared decision-making, and mutual understanding to achieve a harmonious and sustainable tourism ecosystem.

In conclusion, the stakeholder analysis reveals the intricate web of relationships that shape sustainable tourism development in West Bengal. By acknowledging the roles of government bodies, local communities, and private enterprises, and fostering collaboration among these stakeholders, a holistic and integrated approach can be established, ensuring the long-term viability of tourism in the region. This study aims to delve deeper into these dynamics, providing insights for fostering sustainable development in West Bengal's hospitality industry.

6. Hospitality Industry's Role:

If West Bengal is serious about developing sustainable tourism, particularly in Kolkata, the hotel sector must play a pivotal role. This section evaluates the current practices, policies, and attitudes of hospitality stakeholders, exploring their impact on environmental conservation, social inclusion, and economic viability. Additionally, it discusses challenges faced by stakeholders and proposes potential strategies for overcoming them in the West Bengal, Kolkata context.

1. Current Practices, Policies, and Attitudes:

The hospitality stakeholders in West Bengal, particularly in Kolkata, exhibit a spectrum of practices, policies, and attitudes towards sustainability. While some establishments embrace eco-friendly initiatives, community engagement, and cultural preservation, others may prioritize short-term economic gains over long-term environmental and social impacts. The study aims to assess the diversity in approaches, shedding light on best practices and areas requiring improvement.

Various Measures taken from the Government.

An official from the Ministry of Tourism, Shri Uttank Joshi, gave the Swadesh Darshan (SD). Speaking on behalf of the Responsible Tourism Society of India (RTSOI), Mr. Anirudh Chaoji eloquently articulated the importance of responsible tourism and the role that individual tourists may play in driving demand for more environmentally conscious vacations. United Nations Environment Programme (UNEP) Programme Officer Ms. Manisha Choudhary detailed the organization's current sustainability efforts. The importance of tourism's foundational commitment to sustainability was highlighted by the speaker. When put into action, sustainable tourism has the potential to bring about synergy and cooperation across institutions, allowing them to work together more effectively. As a platform to discuss how to reimagine tourism in light of current possibilities, it may also restate the importance of environmentally conscious travel in achieving the Sustainable Development Goals (SDGs) set forth in Agenda 2030. The global objective of halving emissions by 2030 and reaching Net Zero as rapidly as feasible before 2050 will have the full backing of the Glasgow Declaration. Within one year of signing up, member governments must begin implementing their climate action plans. The agreement also encourages member nations to publicly report on their progress towards both short- and long-term targets on an annual basis.

2. Impact on Environmental Conservation, Social Inclusion, and Economic Viability:

The hospitality industry's practices significantly influence the three pillars of sustainability. Environmental conservation is affected by initiatives such as waste management, energy efficiency, and sourcing practices. Social inclusion depends on the industry's ability to integrate local communities, respect cultural heritage, and provide employment opportunities. Economic viability is a crucial aspect, with a need for a balanced approach that ensures profitability while considering long-term sustainability. This evaluation provides insights into the holistic impact of the hospitality sector on West Bengal's sustainable tourism landscape.

3. Challenges and Potential Strategies:

Challenges faced by hospitality stakeholders in West Bengal include resource-intensive operations, resistance to change, and economic pressures. Strategies to overcome these challenges involve fostering awareness and education among stakeholders, incentivizing

sustainable practices, and creating collaborative platforms for sharing best practices. The study will delve into successful strategies employed by leading establishments, showcasing how innovation and collaboration can contribute to overcoming challenges and enhancing sustainability in the hospitality sector.

In conclusion, the hospitality industry in West Bengal, particularly in Kolkata, is integral to the success of sustainable tourism development. By evaluating current practices and policies, understanding their impact on environmental conservation, social inclusion, and economic viability, and addressing challenges through strategic initiatives, the industry can play a transformative role. This study aims to contribute valuable insights to guide stakeholders in the hospitality sector towards a more sustainable and resilient future in West Bengal.

This paper explores the multifaceted dimensions of sustainable tourism development in West Bengal, India, focusing on the pivotal role played by stakeholders within the hospitality industry. Employing an integrated approach that combines environmental, social, and economic perspectives, the research assesses the current state and potential avenues for sustainable tourism in the region.

The study begins with a thorough analysis of the existing tourism landscape in West Bengal, identifying challenges and opportunities for sustainable development. Utilizing a comprehensive framework that incorporates diverse stakeholders, from government bodies and local communities to private enterprises within the hospitality sector, the research aims to develop a nuanced understanding of the intricate relationships shaping the trajectory of tourism in the region.

A critical aspect of this investigation is the examination of the hospitality industry's role in fostering sustainable tourism. The paper evaluates current practices, policies, and attitudes of hospitality stakeholders toward sustainability, exploring their impact on environmental conservation, social inclusion, and economic viability. Additionally, the study delves into the challenges faced by stakeholders in aligning their business objectives with sustainability goals, offering insights into potential strategies for overcoming these obstacles.

In addition, the study uses a mixed-methods strategy, conducting case studies, questionnaires, and qualitative interviews to collect diverse and rich data from stakeholders throughout the tourist value chain. Not only will the results be useful for academics, but they will also

educate politicians, companies, and communities on how to make West Bengal's tourist industry more sustainable.

Ultimately, this paper aspires to offer a holistic understanding of the integrated approach needed for sustainable tourism development in West Bengal, shedding light on the crucial role that stakeholders within the hospitality industry play in shaping the future of tourism in the region.

Total number of registered hotels in Kolkata & Suburb	Total manpower engagement	Local manpower engagement	Male to female ratio of employment
52	6500	2500	9:1

Analysis:-

In terms of sustainable development goals (SDGs), West Bengal has had mixed performance. The state has made some progress towards reaching 10 SDGs in 2021 compared to 2029–20. An examination by the Centre for Science and Environment on the progress achieved by Indian states in attaining the SDGs was revealed in the State of India's Environment Report 2023, which shows that it has slipped on five major targets.

The deadline for fulfilling all 16 targets is 2030.

Lack of Awareness and Education:

Stakeholders may face challenges in promoting and implementing sustainable practices due to a lack of awareness and understanding of the benefits of sustainable tourism.

Financial Constraints:

The initial investment required for implementing sustainable technologies and practices, such as energy-efficient systems or waste management, can be a significant barrier for small and medium-sized businesses.

Resistance to Change:

Some stakeholders may resist adopting sustainable practices due to concerns about changes impacting their traditional way of doing business or perceived additional operational complexities.

Inadequate Infrastructure:

Insufficient infrastructure, especially in remote or less developed areas, may hinder the implementation of sustainable tourism practices.

Policy and Regulatory Challenges:

Ambiguous or insufficient government policies related to sustainable tourism may create uncertainty for stakeholders. Clear and supportive policies are essential for encouraging sustainable practices.

Limited Collaboration and Coordination:

Lack of collaboration among stakeholders and coordination between the government, local communities, and businesses can impede the effective implementation of sustainable tourism initiatives.

Tourist Behavior:

Changing tourist behavior and preferences towards more sustainable options can be challenging to predict and adapt to, making it difficult for stakeholders to align their services with evolving demands.

Seasonal Nature of Tourism:

The seasonal nature of tourism in certain regions of West Bengal may lead to challenges in maintaining year-round sustainable practices, as resources and efforts may be concentrated during peak tourist seasons.

Community Involvement and Empowerment:

Involving and empowering local communities in sustainable tourism practices can be challenging, as it requires effective communication, cooperation, and addressing any concerns or conflicts.

Limited Access to Technology:

Some stakeholders may face difficulties in accessing and adopting the latest sustainable technologies due to factors such as limited availability, high costs, or a lack of technical expertise.

Climate Change and Natural Disasters:

Vulnerability to climate change impacts and the potential occurrence of natural disasters can disrupt sustainable tourism efforts and create additional challenges for stakeholders.

Challenges and obstacles:-

Protecting natural resources and the environment is a top priority, as is increasing awareness and understanding between visitors and locals through education. Another pressing issue is the need to start a democratic movement that allows for more people to be involved in tourism development. These are just a few of the many complex challenges that the tourism industry encounters. Within the sphere of human resources, the tourism industry grapples with diverse challenges, with a critical concern being the caliber of the workforce. There exists a pressing demand for well-qualified personnel, a pivotal facet vital to the industry's vitality. In the context of West Bengal's tourism evolution, a fundamental aspect involves transitioning from the prevalent "Mass Tourism" paradigm to a more nuanced and community-beneficial form known as "Appropriate Tourism." The imminent challenge for West Bengal lies in implementing and establishing Appropriate Tourism at the grassroots level.

The proliferation of hotels across India, diverse in structure and scale, occurs without due consideration for the fragile environment or the basic security of both property and tourists. This poses a considerable risk, particularly in a country like India, where tourism stands as a linchpin for employment, social upliftment, and foreign exchange earnings. Although state tourism corporations now manage numerous hotels, catering to the burgeoning domestic tourism, these establishments often lack essential facilities and adequately trained personnel.

Crucially, the conservation and sustainable utilization of natural, social, and cultural resources demand meticulous planning and management within environmental constraints. Tourism should not dominate the economic foundations of an area but should instead support a diverse range of local economic activities, accounting for environmental costs and benefits. Active involvement of local communities, indigenous people, women, and minority groups is

pivotal to ensuring the equitable distribution of tourism's benefits. As a labor-intensive industry, tourism necessitates an integrated Human Resource Development (HRD) system, fostering collaboration between the public and private sectors to cultivate the requisite skills.

Tourists, both domestic and foreign, often encounter exasperation due to excessive paperwork, time-consuming compliance with rules and regulations, and bureaucratic red tape in India. Language barriers compound the challenges faced by foreign visitors, alongside customs and immigration formalities. The trajectory of future tourism success hinges on how the industry and the broader tourism system assimilate emerging critical trends. Improving products, developing marketing strategies, establishing legal frameworks, and investing in human resource development are all critical to the success of tourist development initiatives. Foreshore areas, historic sites, woods, animals, inland bodies of water, and vital infrastructure like airports, highways, and ports are all under the State's control, which is a testament to the importance of the sector.

Future planning :-

West Bengal envisions positioning itself as a premier destination for tourism and related investments, capitalizing on its distinctive geographical location and a rich array of tourism assets. The strategic focus is on developing essential infrastructure and fostering integrated tourism, not only to attract increased investments and advance the socio-economic objectives of the Government but also to ensure alignment with pertinent environmental protection laws and regulations. The overarching goal of the Tourism Department is to harness the potential of the tourism sector to enhance the overall quality of life for the populace. The state's current tourism strategy is based on the 2008 Tourism Policy, and its overarching goal is to diversify its tourist offerings by promoting its many environmental, cultural, religious, sporting, healthcare, educational, and human resources advantages.

An all-encompassing "Tourism Policy" is being prepared to be introduced by the West Bengal administration, with a prominent focus on creating a unique identity for the state. Hill tourism in Darjeeling and the Dooars, ecotourism in the Sunderbans, river tourism, heritage tourism in Kolkata, and coastal beach tourism are all part of the Beautiful Bengal campaign's goal of acquainting visitors with the region's varied and interesting features. Events like the Darjeeling Tea Tourism Festival, the Tagore Literary Festival in Kolkata, the Urban Heritage

Conservation Festival, the Hazarduall Utsav in Murshidabad, the Digha Festival, the Bishnupur Festival, and the Music Festival all add to the lively tourist scene.

The state government is placing particular emphasis on the development of the Kolkata/Hooghly Riverfront, envisioning it as a major tourist attraction. Additionally, concerted efforts are being made to customize tourism development in North Bengal, Digha, and Sundarbans. Plans are underway to enhance the 'Buddhist Trail' to attract more foreign tourists, with proposals including a 10-day circuit covered by a state-of-the-art train resembling the 'Palace on Wheels' twice a month. The collaboration between the Central and State Governments is crucial for crafting inclusive tourism policies and programs, fostering synergy between tourism and development. West Bengal boasts an abundance of attractions, resources, and manpower, presenting a tremendous opportunity to build a qualitatively superior and robust tourism industry that benefits all stakeholders, particularly the common populace.

Conclusion:-

The prosperity of any organization hinges on its capacity for continual improvement and the delivery of top-notch products and services to its clientele. Achieving this necessitates every member of the organization to possess the essential knowledge, skills, and a positive attitude. A meticulous delineation of tourist segments, coupled with targeted marketing endeavors facilitated by seasoned professionals, becomes imperative. Sustainable revenue growth, aligning with the expanding capacities introduced by the hospitality industry, is pivotal for overall advancement. Given that tourism activities are intrinsically linked to nature and natural heritage, it becomes paramount to ensure that tourism development adheres to ecological sustainability – preserving ecological processes must be non-negotiable.

Tourism, being a conduit for experiencing a nation's unique culture and the distinctiveness of a state, mandates that development strategies uphold social and cultural sustainability, aligning with the local people's culture and values. The focal points for actionable measures should revolve around community involvement in tourism development and planning, alongside comprehensive training for personnel involved in tourism to uphold service quality without compromising its essence. Striking the right balance in distributing benefits to the community is imperative to ensure that the populace perceives tangible advantages.

Moreover, establishing a legal and procedural framework is crucial to combat social issues such as exploitation, child labor, sex tourism, and the preservation of heritage products. In conclusion, navigating the terrain of accessible tourism poses challenges and bottlenecks that demand attention. While some issues may be surmountable with commitment and earnest efforts, more complex challenges necessitate robust policy mechanisms and heightened inter- departmental coordination. The journey requires a concerted effort from all stakeholders, emphasizing the need for commitment and collaboration to overcome the multifaceted challenges in the realm of accessible tourism.

Suggestions:-

Effective master plans should be carefully crafted with specific goals integrated into West Bengal's broader economic and social development objectives. Prioritizing infrastructure development, improving tourist facilities, and enhancing communication networks are essential components of this planning.

Inclusivity is key; information, instructions, and suggestions should be made accessible to all. Braille and large print materials must be readily available, with large print materials positioned at eye level. To promote transparency, travel and tourism organizations should create and publicize Fact Sheets detailing the accessibility features in their premises.

A communication strategy for tourism should prioritize making accessible information an integral part of all campaigns. Valuing and preserving the environment, flora, fauna, monuments, and cultural heritage is crucial. Conservation should not be seen as a one-time effort but rather as an ingrained way of life.

At every level of tourist growth, research is necessary to track effects, find solutions, and equip locals to adapt to new circumstances and make the most of possibilities.

Tourism may be a powerful driver of regional development, thus it's critical to set up human resource centres in every area. The availability of trained and semi-skilled human resources in each location should be studied by these institutions.

Lastly, hotels, tourist resorts, and other facilities along the route need to be closely monitored by managers who are both informed and experienced to ensure that the services they offer are of high quality. Simple measures, thoughtfully implemented, can contribute significantly to the success of tourism initiatives in the region.

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A Systematic Literature Review on Impact of Work Life Balance Among Women Employees in Hospitality Sector of Kolkata Region, West Bengal.

¹Ms. Priyanka Chakraborty, ²Dr. Indranil Mutsuddi

1. Research scholar, School of Management Studies, JIS University, 81 Nilgunj Rd, Jagrata Pally, Deshpriya Nagar, Agarpara, Kolkata, West Bengal 700109, Orcid ID:0000-0002-0298-2568, Mail: priyankachakraborty812@gmail.com

2. HOD and Associate Professor, Faculty of Management, JIS University, 81 Nilgunj Rd, Jagrata Pally, Deshpriya Nagar, Agarpara, Kolkata, West Bengal 700109, Orcid ID:0000-0002-4202-8744, Mail: indranil.mutsuddi@jisuniversity.ac.in

Abstract:

Employee mental health is more crucial than ever in today's hectic and cutthroat corporate environment for accomplishing organisational objectives. Guiding better work-life balance is possible through a work-life balance approach. It is only natural for businesses to prioritize work-life balance in their management practices for the benefit of their employees, particularly women, since men tend to spend the vast majority of their waking hours at the office. Employees are urged to allocate their time sensibly among their many obligations, such as family, health, holidays, and professional growth, under a work-life balance paradigm. Secondary data sources, including scholarly publications, business reports, official records, and other pertinent materials, will be used in the study. With a focus on Indian women employed in the hotel sector, this study attempts to conduct a systematic analysis of stress management and work-life balance. The research will expand our understanding of stress and balancing work and home among women working in aviation. The study will also look at how imbalances affect women's personal and professional life. Through the use of pre-existing secondary data, this study provides an economical and effective means of comprehending the dynamics of stress and work-life balance, enabling well-informed decision-making and the development of focused interventions that assist women in the field preferably in Kolkata region, west bengal.

Keyword: Work Life Balance, Women employees, Interventions, Hospitality Sectors, Kolkata.

Introduction:

Stress may be defined as an alteration that raises levels of tension in the human body, mind, or emotions. This is your body's natural reaction whenever it senses that anything needs your attention or action. Everybody experiences stress occasionally, but how you respond to it is vital to preserving your general wellbeing. Lee and Kang investigated n1+xcv n ry14321 679*--*/41 The negative results of mismatch stress between work and life for women include weaker job performance and higher job turnover intentions in the hotel industry. (2022).

A work-life balance is when one manages their time well so that they can attend to both their professional and personal obligations, as well as their interests and hobbies. The proverb that goes something like, "All work and no play makes Jack a dull boy," emphasizes the need of finding a happy medium between labor and leisure. Still, doing meaningful work, whether for pay or not, is often seen as critical to reaching one's full potential, implying that a life without any productive pursuits may also be empty. Employees, especially women, may report lower stress levels and more job satisfaction in supportive workplaces (Kumar et al., 2024). Being forced to work long hours and having an unpredictable employment schedule causes a lot of stress, according to researchers Santos and Cabral (2023). They found that with the support of their managers and some leeway in their schedules, they were able to reduce stress and boost work satisfaction. Understanding the interdependence of one's professional and personal responsibilities as well as the influence that one's work has on one's home life is essential to maintaining a good work-life balance. Depending on personal viewpoints, different people have different ideal work-life

balances. One school of thought among anthropologists is that one's private and public life need to be treated similarly in terms of value (Fanshawe College, 2021).

Having a good balance between work and personal life is now more important than ever due to the busy nature of work today. Work setting and stress at work are typically considered in separate ways for men and women (Robert, 2021). The strategy is designed with the belief that men and women face different job responsibilities and family commitments.

Literature Review:

Sharma and Verma (2022) examined how female employees in the hotel sector fared after receiving organizational assistance. The authors indicate that women need work life balance protection because they often take on additional tasks in handling homes and families (Smith, 2019).

Working long hours and facing many challenges in the sector make work-life balance a tougher issue in Indian hospitality. People in the hospitality sector work long and unusual hours and are expected to give superior customer service, all in a busy atmosphere (Robert, 2021). Because of these issues, firms often struggle to maintain happy and functional workplace environments which may bring conflicts between people's jobs and home lives. Being in the hospitality sector often means women have to deal with many different and multiple expectations which makes it hard for them to find work-life balance. (Smith, 2019)

Numerous studies have shown that people's health, job happiness, and overall well-being are all negatively impacted when they do not maintain a good work-life balance (Patel & Gupta, 2020). Burnout, dissatisfaction with one's job, decreased productivity, and frequent feelings of wanting to quit are all symptoms that may result from high levels of stress and conflicts between one's home life and one's work, according to a large body of research. More researchers and organizational experts are interested in looking at how work conflicts with family affect salary satisfaction and intentions to leave their job. Most people experience stress and mental health problems due to the demands of their jobs and families, according to the study's authors.

How women in the hotel business cope with stress related to work-life balance was examined by Martínez & Torres in 2020. The research suggests that mindfulness and flexible work schedules might aid in stress reduction and work-life balance. Because things change so fast today, it is more important than ever to take care of both your work and personal life. It includes the capacity to efficiently balance one's personal and professional obligations, enabling people to devote time and effort to different areas without feeling overly stressed or conflicted (**Robert, 2021**).

Because they look after their family members, women are commonly seen as carers. Coping with job and family challenges, women may not behave as males do. Women's work-life balance and sustainable social life are influenced by cultural attitudes and issues connected to gender (Mushfiqur et al., 2018).

Balancing a personal and professional life is the biggest difficulty for most women, claim Sudha and Karthikeyan (2014). High standards for client care, erratic and lengthy work schedules, and a fast-paced atmosphere are some of the distinctive features of the hospitality sector (**Robert, 2021**). Such factors usually lead to demanding workplaces which may conflict with staff members' personal and work lives. Since women in the hotel industry have so much work and high standards to meet, it is usually hard for them to manage family life (Smith, 2019). Looking at the link between stress and how people balance their jobs helps us to take better care of women in this profession.

Too much work combined with not enough time for other things can be bad for someone's wellness, satisfaction with work and mental and physical health. As mentioned by Patel & Gupta in 2020. Burnout, dissatisfaction with one's profession, inaction, and even resignation may result from prolonged exposure to high levels of stress and workload, according to many studies. The strenuous demands and persisting need to exceed guests' expectations in hotels make this sector stressful.

For men, it will be the workplace, and for women, it will be the home. According to Zhao et al. (2019), women tend to feel more accomplished at home when they have to balance their job and family lives. The way Indian culture influences women largely determines how they perceive work and life.

Mishra and Dash showed that challenges arise for women in India when trying to balance their personal and work lives because of the country's importance placed on collectivism and family. Having to put family duties above everything and act like traditional women can make women find it even tougher to have and care for children. Because of this demand, many people find it hard to get into child care arrangements that fit their budgets. A lot of research (Dave, 2017 and Berk and Gundogmus, 2018) has examined the way work-life balance influences a person's commitment to their organization. A significant number of employees in the hospitality sector are women (Deer et al., 2019). Therefore, the organisational commitment of female hotel employees is directly impacted by how well work and family relationships are balanced (Wang et al. 2021; Susman D., 2022; Lee et al. 2021). Women are often stereotyped as caregivers due to their responsibilities in caring for families. Women handle these kinds of issues differently from men. According to Mushfiqur et al. (2018), women's jobs, home life and sustainability all suffer from gender challenges as well as traditional cultural beliefs.

The stresses of job and family life have an impact on many workers' well-being, and experts in social welfare policy are increasingly looking for ways to alleviate this burden. Those who feel control over their schedule and use programs aimed at helping manage work and life are more likely to say they are satisfied with their job and in good mental health. When employers provide work-life balance programs, managing schedules affects job satisfaction and well-being more strongly than usual. The link between employment and mental health is partly explained by job satisfaction. (Jung and others, 2011).

Employees may view accessible balancing programs as more family-friendly and supportive, and these attitudes, when combined with corporate policies, influence job satisfaction, which in turn supports a person's or a woman's mental health.

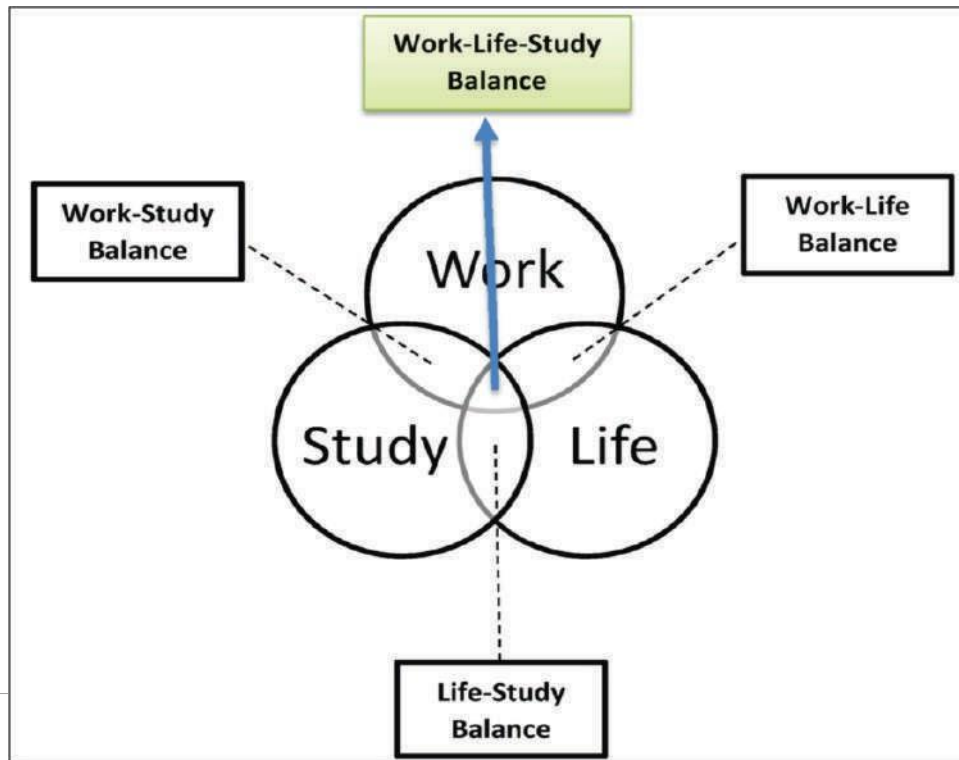
Although there is a plethora of literature on the topic of stress and work-life balance in the hotel industry generally, very little of it focuses on women in India specifically. (Rajput & Agarwal, 2019). A more comprehensive examination of the stress levels and work-life balance experiences of women in the hotel industry is warranted in light of the unique challenges encountered by this sector as well as the cultural and socioeconomic traits of India. To improve the health and happiness of women in India's hospitality sector, we need to understand what factors contribute to their high stress levels and lack of work-life balance. Only then can we implement targeted treatments and regulations.

According to Waters and Bardoel (2006), there are notable differences in WLB based on demographic characteristics. According to Thilagavathy and Geetha (2020), age, gender, and marital status all play a role in WLB differently (Powell et al., 2019). An increasing number of women have joined the workforce, reports Jenkins and Dhanabhakym et al. (2014). Crawford et al. (2019) found that couples with two incomes had more work-life balance problems.

Despite evidence, the hospitality industry continues to give poor explanations about the effect of tough jobs on workers' personal lives. It follows that WLB antecedents and support systems unique to certain industries have not received sufficient attention in the literature. In the hotel industry, for instance, there has been little investigation into a work-life mismatch causing academic managers to stay involved in research and teaching despite the overwhelming burden (Franco et al., 2021).

In addition, as pointed out by Delello et al. (2018) and Denson et al. (2018), there has been a lack of thorough analysis into how rigorous work affects the quality of service offered, overall performance, and the attainment of organizational objectives.

Workload stress and administrative uncertainty lower performance and productivity, says FAHR Annual Report 2021. Among all industries, the hotel industry has the most employee turnover rate. Support systems for work-life balance are understudied in the Middle East, according to Parakandi et al. (2016). This is especially true in the UAE. According to the research, women in administrative roles in the hotel industry are struggling to establish a balance between their personal and work life.



Source: <https://journals.sagepub.com/doi/10.1177/09763996211020537?icid=int.sj-abstract.citing-articles.5>

Home office workers, especially women, can suffer from poor mental health due to feelings of isolation and a preference for collaborative work arrangements. The long-term viability of productivity on the job is also greatly affected by the combined work arrangement. According to the research, companies should make an effort to reconcile work and personal life by learning about the generations who work from home. **Grenčíková, et.al(2024)**.

Ademuyiwa et al. (2022) claim that mothers' twin responsibilities frequently clash with one another, creating a problem with work-life balance as they allocate their time and energy between the two areas of activities. They must equally work in workplaces, organisations, and residences at the same time. **Chandola et al. (2019)** found that moms with two or more children who work full-time feel roughly 40% higher stress than other mothers, especially if their children are school-age and poorly spaced. Even though almost two-thirds of women at work feel considerable stress in each area, most moms go through birth lacking the skills to handle their home lives. The number of children increases their parental responsibilities and causes additional stress. In their study, **Reeve et al. (2013)** found that working mothers often employ a variety of emotion-focused coping techniques to address their stress management concerns. difficulties, problems with income and benefits, and a hard workload. **Craig and Powell (2018)**, a lot of families today rely on their mothers' paid jobs in addition to their husbands' income to maintain their standard of life. As a result, their spouses have very little interaction and healthy communication, and work and family duties have gotten more complicated. Thus, tension is often caused by an

unshared task. In today's tough times, employees are aiming to balance their work and personal life. This takes a close look at the intricate connection between company culture and mental health in order to analyze the ways in which one's working environment impacts one's mental health. (**D. Shobana, et al., 2024**). According to **Nnubia et al. (2022)**, a large number of moms have paid jobs, yet they haven't given up on their responsibilities to their families and children. Stress problems are as prevalent in domestic settings. Women are therefore more prone to experience stress from taking care of the home, being a wife, and being a mother. It's not always simple to multitask in all facets of life. **Subramaniam et al. (2013)** demonstrated that increasing work responsibilities will negatively affect family life.

An individual's general attitude towards their work is referred to as job satisfaction. Numerous aspects, including the workplace, job function, work-life balance, pay, anxiety, and chances for expansion and advancement. Not being happy with your job can seriously influence both your physical and mental health. In 2024, Rigas and colleagues... One of the oblique ways in which mentoring boosts professional self-efficacy is by improving employee well-being. When looking for factors that influence employee happiness and professional self-efficacy, Nawaz M. K. et al. (2024) looked at the conventional and relational mentoring roles. Drs. A. Chandra, Balaji, and Kishore (2015) investigated the effects of stress on the mental health of gold collar workers, how stress affects their self-esteem, and what causes stress. It appears from their study that employed married women often feel more stress than men or unmarried individuals do.

There is a dearth of studies examining its impact on employees' emotional well-being, familial ties, work-life harmony, and overall happiness. The study's overarching goal is to learn how remote work influences workers' happiness and satisfaction with their lives..**ZhangZ.(2024)**.

The role that human resources (HR) play in promoting mental health and wellness in medical environments. The mental health of its employees is severely strained by the healthcare sector, which is notorious for being demanding and high-stakes. This thorough analysis examines the various duties of HR in treating mental health issues, acknowledging the influence of mental health on patient outcomes and individual performance **Mhlongo and associates (2024)**.

Deepthi and Janghel (2015) examined stress management techniques for both working and unemployed women. They discovered that self-distraction is more common among working women.

approach in contrast to women without jobs. In contrast, they are far more conscious of this. According to the various findings of **Dr. Rekha Sekhar Lithare and Sunita**

(2012), working women who undertake shift hour duty typically have greater stress-related problems than other women who conduct administrative duties.

Kim D. et al., (2020) The hospitality industry is known for its high-stress work environment because of the constant pressure to go above and beyond for customers.

Significant worries about work-related stress among Indian women employees have been brought to light by recent studies:

According to a YourDost poll of more than 5,000 Indian professionals in 2024, 72.2% of the female participants said they were under a lot of stress. Compared to 53.6% of male participants, this is noticeably greater.

India's disease epidemiology has changed over the last 20 years, with a greater burden of noncommunicable diseases (NCDs) replacing a high burden of communicable diseases. The World Health Organisation (WHO) estimates that NCDs cause 66% of deaths in India and 74% of deaths globally. Chronic disorders known as noncommunicable diseases (NCDs) can be caused by behavioural, environmental, genetic, or physiological causes. NCDs are known to be significantly influenced by stress.

Objectives of the study:

Listed below are the objectives of the study paper:

1. To investigate the relationship between stress and work-life balance among women working in the hotel industry in the Kolkata area.
2. To identify the root reasons of women's experienced stress and difficulties in maintaining a work-life balance within the hospitality industry in the Kolkata Region.
3. To make recommendations for strategies that will assist women working in the hotel industry in reducing stress and striking a work-life balance.

Research Methodology: Literature Review Using PRISMA Framework:

In this research, we utilized the PRISMA methodology to report our findings in a transparent and systematic way, so you know we checked all the relevant papers. Using a carefully designed technique that eliminates selection bias helps us understand the connection between work-life balance and stress for women in the hospitality industry in India. The PRISMA approach helps to achieve just that. **Recognition** Several academic databases, including Scopus, Web of Science, Google Scholar, JSTOR, and ProQuest, were thoroughly searched using keywords including "work-life balance," "women in hospitality," "employee stress," "mental health," and "India." In the beginning, 1245 records were found.

Examining

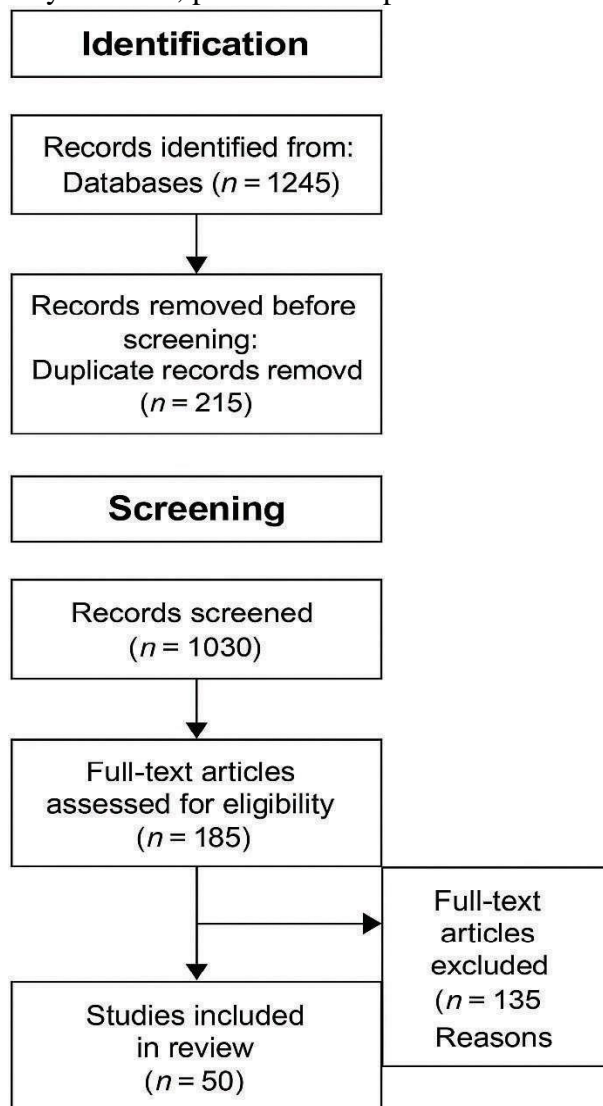
1030 articles were left for screening after 215 duplicate records were eliminated. Research addressing stress, work-life balance, women workers, and the hotel business environment was included in the inclusion criteria. Titles and abstracts were reviewed to determine their relevancy. Due to their lack of relevance or failure to meet the population, context, or subject focus, 845 articles were eliminated.

Qualifications

185 full-text papers in all were evaluated for eligibility. Following a comprehensive review, 135 were disqualified for a variety of reasons, such as methodological flaws, a failure to consider the Indian context, or a failure to separate data by gender.

Including

Ultimately, the literature synthesis comprised 50 studies. These studies, which cover topics including organisational support, cultural expectations, work environment, mental health, stress coping strategies, and gendered experiences in hospitality contexts, provide the empirical and theoretical basis for this study.

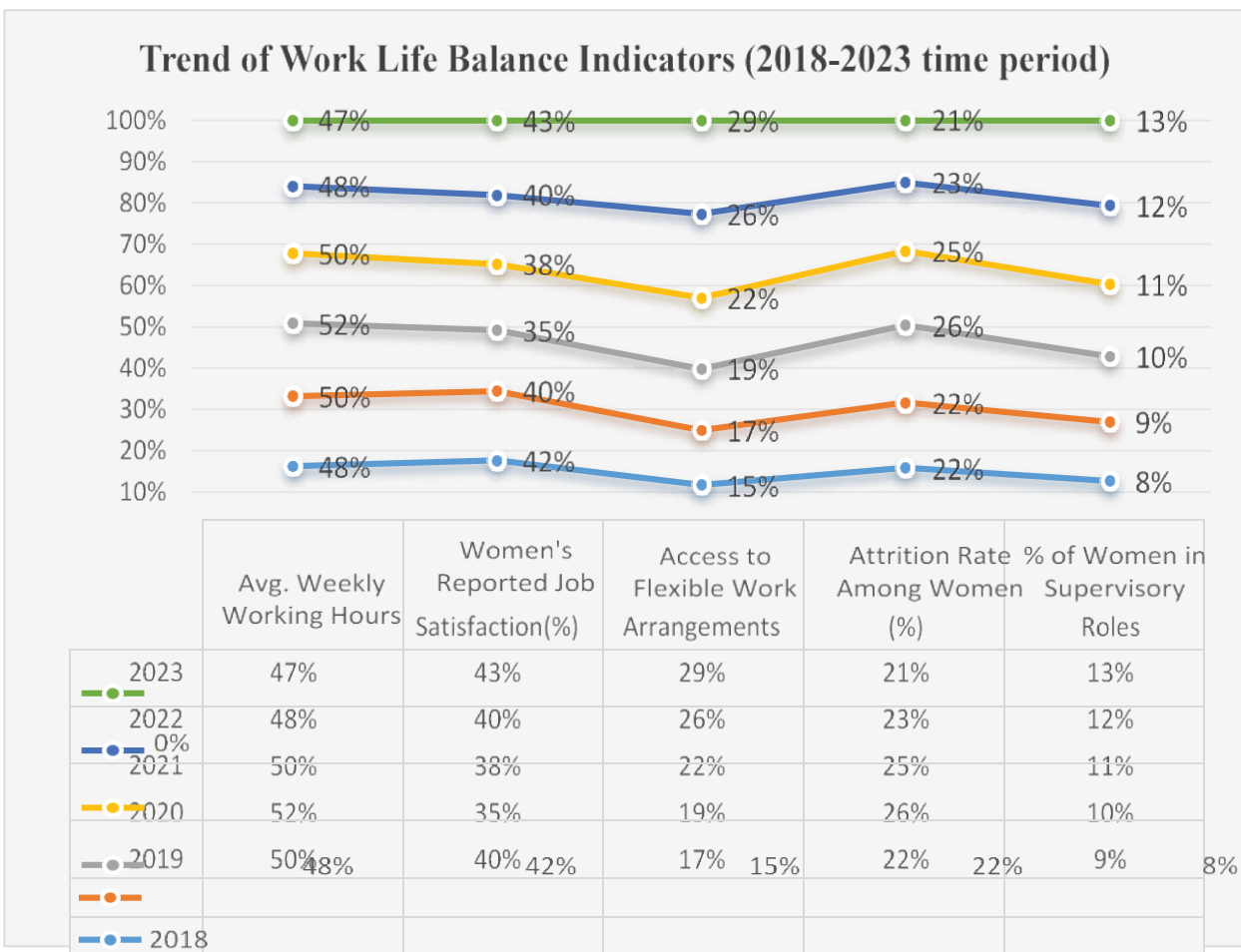


Source: Author

Table 1: Summary of Key Indicators Related to Work-Life Balance Among Women in the Hospitality Sector (2018–2023)

Indicator	2018	2019	2020	2021	2022	2023
Avg. Weekly Working Hours	48	50	52	50	48	47
Women’s Reported Job Satisfaction (%)	42%	40%	35%	38%	40%	43%
Access to Flexible Work Arrangements	15%	17%	19%	22%	26%	29%
Attrition Rate Among Women (%)	22%	24%	26%	25%	23%	21%
% of Women in Supervisory Roles	8%	9%	10%	11%	12%	13%

Sources: Different secondary data sources(links are given in reference part



Source: Author(s)

Findings and Conversation:

According to the research, steps should be taken to ensure women in hospitality have a better work-life balance. Below, you will find a list of the many results from this research.

Objective 1: First and foremost, we want to find out how the Kolkata region's female hospitality workers rate their stress levels in relation to their work-life balance. It was noticed during research that stress is strongly linked to issues concerning work-life balance among women employed in the hotel industry. Stress levels seemed to be reduced for women when they felt

their work and personal lives were better balanced. Women in this profession often manage to reduce their stress if they strike a good balance between their jobs and family life, research shows.

Objective 2: Investigate the causes of the rise in stress and work-life imbalances among Kolkata Region's female hotel employees: According to the secondary data analysis, there are a number of unique characteristics that contribute to high stress levels and difficulties balancing work and family life. A key reason was the hard work in the industry which meant unpredictable shifts and long hours each day. It was common for women in hospitality to feel they had to meet the demands of being caregivers and adhere to traditional female roles.

Objective 3: To come up with tips and strategies that help women working in hotels manage their family lives and minimize stress: Research has prompted us to develop useful ways for women in the industry to better combine their jobs with family life and experience less stress. First, companies can allow flexible ways of working by offering staff the choice to work from home and control their schedule. Encouraging rules that address the unique needs of women in their jobs, career development, access to suitable childcare and receiving parental leave should all take place in workplaces. Creating a positive balance between work and life and working environment for all is very important. It can be done by treating all workers equally, starting diversity and inclusion activities and offering leadership training.

Conclusion:

workplace balance for females in the hospitality industry in India is an important subject studied by the project. The study pointed out that many women face stress because of their several family and social duties. Because of these issues, the study's goals were set thinking about the bigger picture.

Objective 1 aims to discover how managing work and life pressure affects women employed in Kolkata's hotels. The primary objective was to examine the correlation between stress and the time management strategies used by female hotel workers. The subject of work-life balance should be given immediate attention because of the strong correlation between the two and stress. From this realisation, important changes and policies can be made going forward.

Objective 2: To discover exactly what is causing extra stress and problems with balancing their home lives and work among female hotel employees in Kolkata: Second, we wanted to know why hotel workers in Kolkata were more stressed out and had trouble juggling their personal and professional life. According to the study, these issues are mainly caused by what the industry needs and the cultural and social expectations people face. Besides, since daycare centres were not available at an affordable price, the conflict between work and family got even worse. You need to know these elements to guide your efforts to support women in this field.

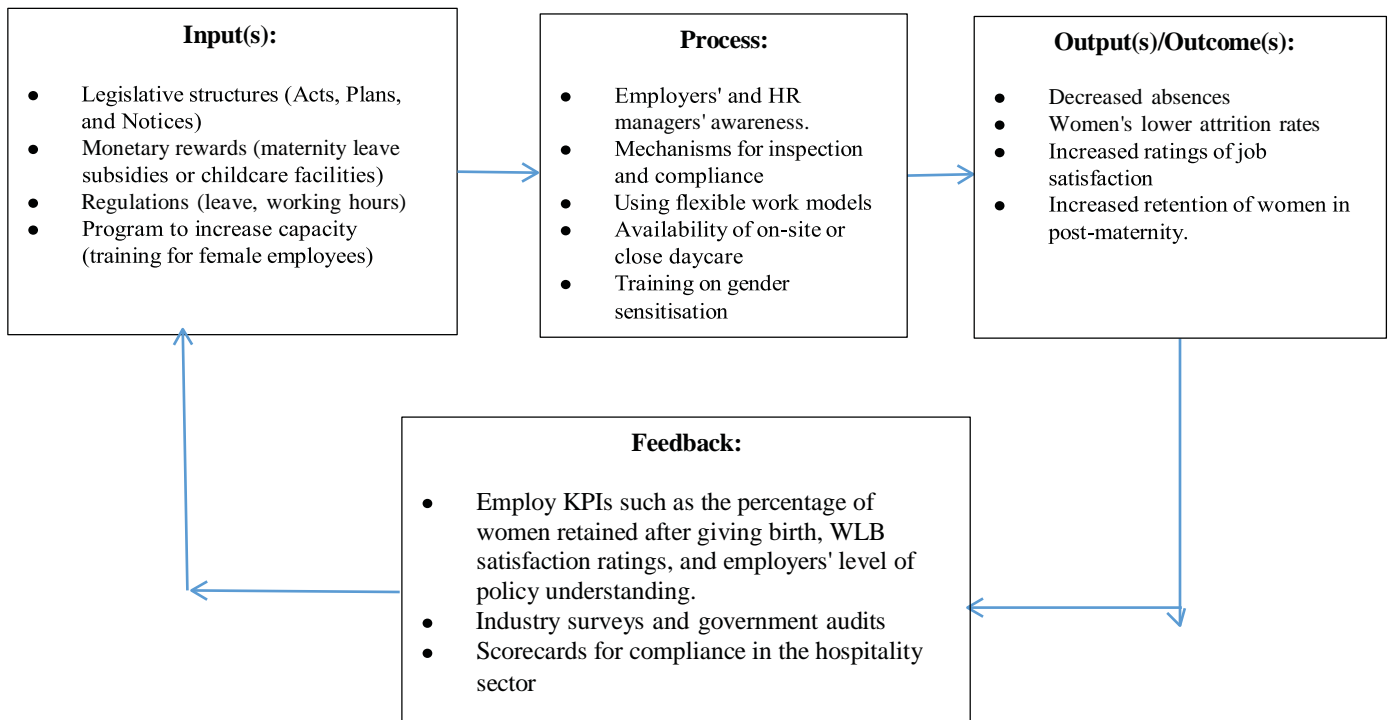
Objective 3: To recommend ways for women in hospitality to enjoy work-life balance and reduce their stress levels. The goal at the end was to use the research to propose ways and approaches for women in hospitality to handle work and their personal lives better. Adopting flexible work arrangements was seen to be very important, according to the study.

having agreements, writing good team rules and creating a comfortable workspace. As a result, businesses can create an environment where women can enjoy work-life balance, feel less stressed and live happier lives.

The answer lies in creating a strategy that unites everyone, including organizations, decisions makers and the general public. Using the strategies and guidelines outlined above, the industry can make workplaces safer, healthier, and more equitable for women, allowing them to better balance their professional and personal life. The hospitality sector may gain much from the new information on managing stress and work-life balance presented in this study, written for Indian women.

By joining forces and promising to achieve gender equality, the sector allows female workers to manage their work-life balance more easily.

Different policies implemented by Government for improvising the work life balance of women employees in hospitality sector (A Model of Development):



Source: Author(s)

Further Scope of this study: The study aims to look at, in addition to other points, how stress influences women's balance between work and their lives in India's hospitality industry.

1. Gender Dynamics: This research examines the effects of cultural norms on work- family conflict by examining the relationship between conventional gender norms and stress levels as they pertain to women's work-life balance.

2. Role Overload: Through analysis, the study finds that balancing professional and family life is tough for women and explains several sources of pressure (Smith, 2019).

3. Cultural Influences: The research examines how cultural factors, particularly collectivism and family values, impact women's experiences in the hotel sector. These factors limit their opportunities for professional advancement and overall well-being.

4. Support Systems: To see if current work-life balance programs are effective, the researchers study how these programs affect both the well-being and job contentment of women (Jung et al., 2011).

5. Childcare systems: According to research, using flexible work hours and building better childcare systems can help women in science and engineering feel less stressed and manage their work on equal terms.

6. The study addresses missing topics by looking only at women in the Indian hospitality industry. As a result, both industry practitioners and policymakers understand the importance of gender sensitivity.

Suggestions:

The following ideas may help you cut down on stress and balance your time at work and at home:

1. Designing flexible work schedules that allow remote work and offer flexible timing is something hospitality companies should do to support women managing their day- to-day responsibilities.

2. It is very important to have rules and procedures that help female workers and suit their particular needs. Some good examples are giving parents paid leave, providing low-cost, prime childcare centers and extending maternity benefits.

3. Everyone needs to support an atmosphere at work that values diversity and equality for all genders.

It is important to end any gender bias and ensure that organizations create a space where women are motivated to take on important roles.

4. Putting women into mentorship programs helps them get advice, meet other women in the company and be guided by experts in the field.

5. Policymakers ought to prioritize making and maintaining rules that ensure women have equal chances at work and in climbing the ladder of success.

6. For the benefits of employees and to improve awareness of women's issues in the industry, coordination among industry organizations and their stakeholders is key. Research and data collection about women's stress and work-life will help identify progress and notice new difficulties.

7. If hotels follow these guidelines and stay active, they can help make the workplace more encouraging for women and improve their overall happiness, reduce stress and level out their work-life balance. What Could Have Been Better with the Study: Mainly working with secondary data, could mean problems in the data such as biased sampling or data that is no longer current.

Because analysis is done using existing data, no quality regulations for it can be applied.

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IMPACT OF RURAL TOURISM ON RURAL ECONOMY: A CASE STUDY ON ANEGUNDI VILLAGE, KARNATAKA

MAHESHA R¹ and KVSJN JAWAHAR BABU²

1. Assistant Professor, Department of Tourism Administration, Government First Grade College, Kolar - 563101, Karnataka, & Research Scholar, Department of Tourism Management, Vikrama Simhapuri University, Nellore-524324, A.P, India, Email: mahesharnayak@gmail.com, mahesharajanna@vsu.ac.in (ORCID ID: 0009-0007-0103-2783)
2. Professor, Department of Tourism Management, Vikrama Simhapuri University, Nellore - 524 324, A.P, India, E-Mail: jawaharvsu@gmail.com, jawahar@vsu.ac.in

Abstract

Tourism has become a popular global leisure activity. Tourism is travelling to a place for leisure, pleasure, recreation and relaxation. The scope of modern travel and tourism industry is widening by covering many allied industries in it. The range of tourism products and services offered are becoming vast that includes cultural products like handicraft, tradition, culture, music and dance forms, historical monuments and village life style to natural places like waterfalls, seashore, wildlife and even country side. Tourism industry in recent past has witnessed the growth of many new forms of tourism as alternatives to mass tourism. Rural tourism is one such type of tourism which exhibits rural culture, lifestyle, cuisine and heritage to the outer world. Rural tourism focuses on participating in and experiencing rural lifestyle. Rural tourism demands host community participation and by the way becomes an effective tool for community development. Rural tourism allows the creation of an alternative source of income for the local community. Active participation of local people in tourism provides number of economic, socio-cultural and environmental benefits to the community. Rural tourism is creating market for local handicrafts and souvenirs for the non-agricultural population in village areas. The generated income from rural tourism can contribute to the revival of lost folk art.

This study explores the impact of rural tourism on rural economy by conducting a case study in Anegundi village of Karnataka; one of the most popular and successful Rural Tourism Destinations in the country. Rural tourism has become a powerful economic driver in Anegundi village transforming the agricultural dependent region in to a successful model of rural tourism by creating local entrepreneurship opportunities to village people.

Key Words: Rural Tourism, Rural Economy, Anegundi, Community Participation, Economic and Socio Cultural benefits, Revival of Folk Art, Local Entrepreneurship,

Introduction

Rural tourism is a form of tourism that happens predominantly in rural locations and showcases the rural lifestyle, rural art-forms as primary products. This form of tourism provides unique experiences to tourists by using the available rural resources. Rural tourism can be termed as the mother form of tourism to many like Eco tourism, Agri/Farm tourism, Heritage tourism, Wildlife tourism, Adventure tourism, Cultural tourism, etc. Rural Tourism offers a wide array of niche tourism activities such as trekking, hiking, nature walk, heritage walk, participating in and experiencing agricultural activities, wildlife watching, bird watching, soft adventure activities, playing rural games, tasting local cuisine, watching the rich local performing art forms, etc. The very nature of rural tourism that takes place in rural areas creates ample economic opportunities for indigenous communities. Rural tourism provides employment and acts as an alternative source of income for agriculture and non-agriculture families of rural areas.

India being a country of villages has immense potential to develop rural tourism destinations in every breadth and corner of the country. Nearly 70% of Indian population lives in villages and carries agriculture as their primary occupation. Indian villages are treasure houses of rich culture, folk art forms, geographic and linguistic diversity, customs and costumes and colorful celebrations throughout the year. Rural tourism establishes the interaction between host communities and tourists. The active participation of locals in each stage of tourism development can be economically and socially beneficial for the host community. Host community participation in policy and decision making, planning and implementing of the activities is must for preserving the local resources. The more awareness among the host community about tourism can avoid the exploitation of resources from outside operators and contributes to more sustainable growth.

Anegundi in Karnataka is one such rural tourism destination and first among the few destinations recognized under Rural Tourism Scheme (RTS) by Ministry of Tourism, Government of India.

Anegundi village got this recognition due to its historical significance, rich cultural and natural heritage, rural lifestyle and unique cottage industries. Anegundi is a village in Gangavathi taluk of Koppal district in Karnataka state having population of nearly 3800 people with approximately 800 houses (<https://www.census2011.co.in>). Anegundi is located on the northern bank of the river Tungabhadra on the opposite side of Hampi a UNESCO World Heritage site. The village was popularly known as Kishkindathe “Monkey Kingdom” during the Ramayana and believed to be the birth place of Lord Hanuman the great devotee of Lord Rama. There are

several evidences and rock paintings dating back to thousands of years prove that the place is older than Neolithic age. There is a mount of ash nearby Anegundi believed to be the cremated place of Prince Sugreeva and local folks talk about the war between Vaali and Sugreeva was held here. Apart from this mythological significance Anegundi was ruled by many rulers from 3rd century BC to 16th century AD. Anegundi was the first capital of the great Vijayanagara kingdom and it is believed that during Vijayanagara rule the place got its name as Anegundi the literal meaning of Elephant Contingent. Vijayanagara rulers built a fort and several monuments here in this place before moving their capital to Hampi. The surrounding of Anegundi and Hampi was one of the oldest plateaus in India. The village Anegundi with its historical significance has number of remains from Ramayana, fort, temples, monuments built by Vijayanagara rulers and natural landscape. The village has vast agricultural fields, rich heritage, rare species of birds and unique craft work. These vibrant resources make Anegundi a perfect place for hosting the visitors looking for Rural Art, Rural Lifestyle offered at Rural Area.

Objectives

1. To identify the Rural Tourism Activities offered at Anegundi.
2. To assess the impacts of Rural Tourism on Rural Economy at Anegundi Village.
3. To find out the Key Success Factors in making Anegundi a successful Rural Tourism Destination.

Methodology

The study conducted through unstructured interviews to collect qualitative primary data with tourists and local people including feasible number of men, women and youths. Observation method was also used by the researcher to identify the visible impacts of rural tourism. Wide range of secondary data was collected and referred from various published and online platforms.

The beginning of Rural Tourism in Anegundi

The Kishkinda Trust (TKT) established in 1997 under the visionary leader Ms. Shama Pawarat Anegundi is an active NGO working with the vision of “empowering the local communities through various multi-disciplinary projects including capacity building of the community across fields such as architectural conservation, heritage restoration, crafts and design, management and hospitality, education through performing arts and markets and festivals, ensuring that their lives are nurtured, enriched and empowered by their own culture and identities” (tkt 2025). TKT with its planning and execution of plans created a model village for rural industries to strengthen the rural economy at Anegundi. TKT has worked massively in bringing number of national and international level projects, educative and training programmes to improve the economic and social status of local community. Anegundi was one of the first places in India to be recognized under Rural Tourism Scheme (RTS) by Ministry of Tourism, Government of India along with 35 other places. Anegundi remains one of its kinds continued through Community Participation since from 2004. The Kishkinda Trust (TKT) is continuously working on its vision of preserving the environment, rich heritage, art-form and craft of the village. The UNDP Endogenous Tourism Project (2006-2009) trained team of Local Youths,

Men and Women in Various Skills of Rural Tourism Hospitality.

Today, the village receives both international and domestic tourist who are looking for the less crowded and destination completely managed by villagers. Rural Tourism has created ample employment and rural entrepreneurship opportunities for local people of Anegundi.

Rural Tourism Activities in Anegundi

1. **Staying in Restored, Fixed up houses of villagers with humble yet elegant facilities for tourist:** The traditional houses of the village with unique construction style have been restored with all minimum facilities for the comfortable stay of the tourist. The houses offer spare room/rooms for the stay of tourists. Tourists are enjoying the stay at these rural houses exhibit an authentic rural culture of the region.
2. **Tasting local/homemade cuisine:** Tourists staying in the local houses are eating the food prepared by house owner in an authentic local style of cooking.
3. **Working/understanding in agricultural fields:** Tourists have been taken to agricultural fields to experience the farming activities. Some kind of knowledge and hands on experience the tourists are getting as per the season.
4. **Use of eco-friendly transportation modes:** The local people have made it very sure that eco-friendly transportation modes can be used as a sustainable development measure to reduce the pollution and to offer an authentic rural experience. Bicycles, Carts and Coracles in the River are most extensively used by the tourists and the locals.
1. **Bird and animal watching, nature walk:** The village is bestowed with rare and rich species of birds as the region is surrounded by the River, huge boulders and rocky plateau, paddy fields with irrigation. Tourists have been taken to bird watching and nature walk guided by the local youths.
2. **Visiting Local Monuments:** The village Anegundi has number of historical monuments like, a fort with many entry gates, temples built by the Vijayanagara rulers, shelters for elephants and army men and historical markets. These are the prime attractions for tourists to take excursions on their stay at Anegundi.
3. **Watching local folk art:** Tourists in the evening are allowed to watch the performances by the trained local youths exhibiting local folk arts. The folk dances of the state and region, drama, skit, mono acting are performed to entertain the tourist at the public places, well maintained gardens within the limits of village.
4. **Participating in Fairs and Festivals, Celebrations:** Anegundi village has its own calendar of events filled with good number of colorful celebration, religious and non-religious fairs and festivals round the year. Tourists visiting Anegundi get chance to participate in and witness the traditions of these celebrations.
5. **Playing Rural games:** Tourists in their leisure time get a chance to play the rural games inherited from

past generations. The rural games include both indoor and outdoor games which provide an excellent chance for physical and mental exercise for the tourists and these games played under the supervision of well-trained local youths to avoid any injuries to tourists.

- 6. Shopping of crafts made by local artisans:** The wide varieties of crafts made out of banana fiber by the local women are kept for sale at the craft shops run by the local women. Tourist can see the making of these craft items and can buy these crafts at local shops.
- 7. Listening to stories of Local Epics, Kings and Heroes:** The local youths are trained well in narrating the heroic stories, history and mythology associated with the place in an effective manner. This kind of story telling sessions will be organized either on tour to the places in and around or at public meeting places.

Impacts of Rural Tourism on Rural Economy

Rural Tourism has created a significant impact the rural economy of Anegundi Village. The local people are benefitted by the tourism and tourist activities taking place at Anegundi. The Responsible Tourism Practices adopted by the TKT and local people have immensely contributed in making sustainable development by preserving the tourism resources. Some of the impacts on rural economy are listed as follows.

- 1. Employment Generation:** Rural Tourism in Anegundi has resulted in creation of employment opportunities to many. The men, women and youths of the village have been involved in offering different services to tourists directly or indirectly. This has created employment opportunities of different kinds to everyone irrespective of gender and skill level. There are skilled, semi-skilled and unskilled jobs for everyone who wants to get involved in the process. The below table shows the types of employment women, men and youths are getting at Anegundi village.

Women	<ol style="list-style-type: none"> 1. Making handicrafts of banana fiber, beads and locally available ecofriendly materials 2. Running Craft Shops 3. Cooking, Serving, Housekeeping 4. Sanitation, Village cleaning
Men	<ol style="list-style-type: none"> 1. Supervising Tourist facilities at Houses 2. Segregation and composting of Waste 3. Gardening 4. Coracle rides in River
Youth	<ol style="list-style-type: none"> 1. Organizing Tours of various types and duration 2. Tour Guides – Bird Watching, Monument Guides, Story Telling, Etc. 3. Renting Bicycles, Binoculars 4. Exhibiting Performing Arts 5. Cultural Event Management

1. **Shared Responsibilities and Revenue among the Villagers:** Rural Tourism has created multiplier effect at Anegundi Village. The responsibilities in catering the needs of tourists and the revenue generated by the spending's of tourists have been shared among the local people who directly and indirectly involved in the process of rural tourism. Every household will get one or the other kind of job for any of the family member and income from the tourism on regular basis.
2. **Over dependence on agriculture is reduced:** Previously the Anegundi village has primarily agriculture based families and dependence on agriculture as source of income. But after the growth of rural tourism in the region the over dependence on agriculture has been reduced drastically and rural tourism has become an alternate source of income for the villagers.
3. **Poverty Alleviation and Improved Standard of Living:** It is categorically evident that the employment and income generation through rural tourism has resulted in poverty alleviation in the village. There is a noticeable improvement in the living standard of many families. Local people are able to access better education, health and entertainment facilities by using the revenue generated by tourism when compare to their early life.
4. **Preservation and Growth of Handicraft Industry:** Rural tourism in Anegundi has created a path for revival and growth of handicraft industry by creating the market for the crafts. The demand created by tourist buying crafts made out of banana fiber is encouraging local women's to make new innovations like different kind of bags, mats, house decorative items, etc. The cottage industry which was about to extinct is flourishing back because of the market created by rural tourism.

Key Success Factors

The study has identified these key factors making Anegundi as one of the successful rural tourism destinations in India.

1. Active Participation of Community at all levels – Policy Making, Planning and Execution.
2. Initiatives for Sustainable Tourism Development by the Kishkinda Trust and Local People.
3. Education and Sensitization Programmes for Local Community.
4. No outside vendors or service providers are involved.
5. Involvement of National and International level agencies for assistance in training, funding and policy making.

Conclusion

Rural tourism has proven to be a catalyst for economic development in Anegundi village. The significant impact of rural tourism on rural economy is visible. The rural lifestyle and living has been improved and resources are carefully used. The Kishkinda Trust and Government bodies should continue to support facilitating with effective policies, planning and providing assistance to local people. The government should involve actively in assuring tourist safety by framing safety guidelines. Anegundi can remain as a most popular rural tourism destination through effective management of destination, adopting responsible tourism practices, and with the active involvement of local communities.

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Greening As A Promising Trend In The Development Of The Hospitality Industry In The Russian Federation

Dr. Rassokhina Tatiana

Doctor of Economics, Professor, Vice-Rector of the Russian International Academy for Tourism (Russia), rassokhina@gmail.com

ORCID 0000-002-4442-1152

SCOPUS ID 57208510319

Frolov Georgii

Graduate student, Russian International Academy for Tourism (Russia) ORCID - Georgy002@yandex.ru

Type of work: scientific work of a mixed type

Annotation. The relevance of the study is determined by the need to accelerate the transition of the Russian tourism industry, including the accommodation sector, to the principles of sustainable development, which encompass the rational use of resources, preservation of cultural values, and involvement of local communities in environmentally oriented initiatives. The purpose of this work is to identify challenges, determine conditions, and propose tools needed to promote environmental and social sustainability principles in the Russian tourism sector. The subject of this study is the current state of sustainability practices in domestic accommodations, as well as the factors hindering or stimulating the transition to environmentally friendly and sustainable practices in the accommodation industry. The research methodology involved conducting a survey of owners, managers, and frontline staff from accommodation facilities in different regions of the Russian Federation. In total, 73 questionnaires were collected and analyzed. Data from open sources were also used to examine tourist preferences for sustainable tourism. The results revealed that Russian accommodation facilities currently implement measures to directly save resources such as energy and water. However, recommendations from expert organizations have little impact on their sustainability agendas. The main challenges are limited knowledge, high expectations, lack of incentives from the government and society, and low demand for green tourism products among tourists. There is a strong demand for government support and the establishment of a bank of best practices based on sustainable tourism principles. The majority of respondents supported the idea of creating a national certification system for environmentally friendly and sustainable accommodation facilities. The findings and recommendations could be used by authorities, industry associations, and accommodation managers to develop appropriate policies and strategies for sustainable development.

Keywords: greening, eco-friendly practices, sustainable tourism, hotel industry, environmental, social, and governance (ESG) standards, environmental projects.

Introduction

Currently, the tourism business is playing an increasingly important role in the socio-economic development of Russia's regions [2]. In many regions of the Russian Federation, the tourism and hospitality industry is considered as one of the priority sectors contributing to economic diversification, creating new jobs and increasing the investment attractiveness of territories [3]. Further growth of domestic and inbound tourism in Russia is impossible without solving a number of systemic problems of the industry, including those related to the transition to sustainable development models [8].

Excessive exploitation of natural resources, uncontrolled flows of visitors in specially protected areas [1], the lack of an integrated waste management system and other negative factors are already leading to the degradation of a number of popular tourist destinations. Large-scale investment projects for the construction of tourist infrastructure can damage the environment if the principles of environmental safety are not taken into account [5]. Successful business management is often associated with the ability to integrate aspects related to the quality of management, its ecology, the regulation of the mood of the company's brand reputation, the loyalty of all consumers and ethics within the team into its current work. In recent years, the vast majority of companies have actively begun to apply some aspects of sustainable development in their work. [2,11,12]

As a result, interest in the concept of sustainable business development has increased due to the growing number of publications on this topic. Currently, representatives of the business community are showing interest in the problem, who are looking for ways to overcome the crisis challenges of the transforming market and mechanisms to reduce the basic and variable costs of operating activities. In Russia, this trend is less pronounced. No such demands were made by banks or other credit institutions until 2021. Medium and small businesses have yet to become part of the global sustainable development agenda with local actions. Enterprises are faced with the need to optimize their strategies and processes to meet new challenges and requirements. The logic of the world's development is such that no one can avoid it.

From the introduction of paper tubes that cause less harm to the environment, to the development of charity programs for the poor or the recruitment of people with disabilities [4]. The transition of organizations to a goal-setting business based on sustainable development is determined by the main vector of the Russian state. The main principle of sustainable development for enterprises is the voluntary acceptance of responsibility for the settlement of the interests of all

strategizing. When a company, being either in the initial stage of its development or changing its strategy in accordance with new challenges, makes this decision. It is important that this decision should be made collectively by the company's top management with a clear and uniform understanding of the global principles of sustainable development and all the additional risks and benefits that this decision brings.[9]

The sustainable development strategy is a systematic set of processes that actively launches an irreversible process of positive fundamental change in the company. Thus, the implementation of this kind of strategy requires a specific approach to the organization and requires: – the organization's acceptance of the priorities of the company's economic development, subject to social and environmental responsibility; – action programs for the implementation of each aspect of sustainable development with a clear definition of responsible employees and key stakeholders;

- building a special communication system with interested groups: partners, employees, and the local community. Building communication with guests is of particular importance for the enterprises of the hospitality industry. In this case, the hotel builds not only marketing communications in relation to its guests, but also its impact is educational.

A well-thought-out sustainable development strategy, in addition to the obvious benefits to society and the environment, will help companies attract investors and customers, as well as receive financial support from financial institutions. Despite a fairly high awareness of the importance of sustainable development, many companies sometimes question the importance of environmental and social factors, justifiably proving the priority of economic indicators alone. The main issue is the ability of sustainable companies to prove that the implementation of sustainable development policies can be an important "lever" to achieve high desired market results. The fundamental methodological approach to regulating the management of tourist territories is, of course, the institutional approach. We have reflected institutions as structures and institutions as regulatory norms in the structure of ecosystem partnership in the management of tourist territories.

At the same time, based on the postulates of institutional theory, the institute represents a set of norms and "rules of the game" that structure social relationships between economic agents in society. The leading institutions regulating the sphere of sustainable development of tourist territories are: – institutes of legal regulation in the field of tourism; – information systems for collecting, processing and analyzing statistical data on tourism development; – institutions for stimulating demand and increasing the availability of a tourist product in the domestic and foreign markets; – institutions of competition of economic agents and platforms; – institutions of ownership rights in the economy of shared consumption. One of the most important components of the management system for the sustainable development of the tourist area is the formation of special formal and informal institutions.

The concept of the Russian Federation's transition to Sustainable Development (Concept) was approved back in 1996. Within the framework of the Concept, Decision-making criteria and indicators of sustainable development were approved. They create "Framework conditions that ensure the possibility of an interconnected, internally balanced functioning of the triad – nature, population, economy." The following points are accepted as the main criteria: – "no economic activity can be justified if the benefit from it does not exceed the damage caused"; – "environmental damage should be at as low a level as can reasonably be achieved taking into account economic and social factors." It is extremely important that the further intensive development of tourism in the regions of Russia is accompanied by effective measures to reduce the negative impact of the industry on the environment and local communities. Otherwise, tourism, designed to become a growth factor, can lead to degradation of natural complexes and exacerbation of social conflicts for many territories [12]. The transition to the principles of sustainable development should be considered as an integral component of regional tourism development strategies [10]. Creating favorable conditions for the implementation of "green" principles of activity by local accommodation facilities will increase the attractiveness of regional tourist products, as it meets the growing demands of Russian and foreign tourists for the environmental and social responsibility of manufacturers of tourist products [15]. However, as the researchers note, the issues of ESG transformation in the domestic tourism and hospitality industry remain insufficiently studied [11].

Having analyzed the international and domestic experience of compiling ESG ratings of companies, the authors state that the formed estimates of Russian companies do not include enterprises of the tourism and hospitality industry that "have not yet penetrated the ideas of ESG transformation" [11, p. 86]. Among the works devoted to the challenges and opportunities of sustainable development in the tourism sector of our country, we can mention a number of publications based on a comprehensive review of domestic and foreign literature on tourism, sustainable development policy and decision-making processes related to ESG management in the tourism sector [14, 18], using environmental technologies [6] and environmental innovations [4, 9] in the practice of the hotel business. It is also worth noting the works in which, based on the analysis of open statistical data and regulatory documents defining state policy in the field of tourism, an assessment of the prospects for the sustainable development of regional tourism is given. [7, 8, 10, 13]. An analysis of scientific publications in the field under study revealed a lack of data on the real state of affairs "on the ground." Few surveys and field studies of the opinions of employees of the tourism business and other professional participants in the tourism industry [for example, 16, 17] do not address the issues of the ESG agenda. At the same time, there are interesting examples of foreign studies based on survey data. Thus, the results of [21] using the

partial least squares structural equation model (PLS-SEM) to study the relationship between hidden variables confirmed that the practice of "green" personnel management provides a higher level of environmental performance when implementing employee commitments and innovations in the "green" processes of hotels.

Materials and methods

The study is based on data obtained during a survey of specialists and managers of Russian accommodation facilities, as well as information from public sources about the results of surveys of tourists. The survey was conducted individually, with the participation of experts in the field (representatives of domestic collective accommodation facilities, most of them decision makers). The survey process itself involved remote self-completion of an electronic form via Yandex Forms. The questionnaires were distributed by posting links to the form on the websites of partner events and sending them to the target group's email addresses. The questionnaire included 18 questions, of which 4 were related to information about the respondent and the accommodation facility. This article covers the answers to five questions related to the essence of the research. The sample of the study is an adequate reflection of the general population. The survey can be considered a study of expert opinion, since 74% of respondents belong to the highest level of management – the sum of rows 1 and 2 of Table 1.

Table 1. Structure of respondents by job status

№	Job status	The percentage of respondents in the sample
1.	Owner	30%
2.	Managing Director/ Top Manager	44%
3.	The middle manager	14%
4.	Line staff	12%

At the same time, the availability of responses from line staff and middle managers allows us to identify differences in the perception of the problem being studied by different levels of management. A fairly wide geographical coverage allows us to classify the survey as an all-Russian study.

The results of the study and their discussion

As a result of studying publications related to the development of the domestic and global hospitality industry, the authors concluded that the opinions and recommendations of experts in the field of sustainable development, formed by scientific and professional communities, as well as international organizations, serve as a valuable resource for managers of tourism enterprises, helping them to realize the importance and select priority areas for environmental optimize your

business. An important tool for goal setting and planning is the list of Sustainable Development Goals (SDGs) proposed by the United Nations [19].

To confirm this conclusion, the list of possible answers to the question "What are you already doing at the hotel to make it "sustainable" / "green"?" includes formulations from the SDGs, such as "We participate in measures to protect and restore the terrestrial and aquatic ecosystems of the surrounding area", "We create jobs for people from socially vulnerable groups of the population", "We take part in personnel training programs in the region". The most popular answers to this question are shown in table 2.

Table 2 The most popular answers to the question "What are you already doing at the hotel to make it "sustainable"/"green"?"

Rank by popularity of the response	Actions and events	Share in the total number of respondents, %
1	We are taking measures to save energy	74%
2	We prefer products and services from local suppliers	67%
3	We are taking measures to save water	62%
4	We inform our guests about the importance of following the rules of a responsible tourist	60%
5	Separating the waste	53%

The results of the analysis allow us to conclude that Russian accommodation facilities mainly practice activities that bring direct economic benefits by reducing the resources consumed, as well as the least expensive in monetary, organizational and labor terms. Waste separation is less popular, despite the fact that it also has a direct economic benefit both in the form of payment received for recycled waste and by reducing the cost of MSW removal, firstly, since it requires significant organizational and material investments in the reorganization of the existing waste management procedure at the enterprise. Secondly, due to the lack or underdevelopment of the RSO (collection and processing) infrastructure. Valuable information for understanding the production and marketing processes taking place in accommodation facilities today can be obtained by cross-analyzing respondents' responses to a question about ongoing efforts in the field of environmental and social responsibility, combined with the option of self-determination based on "sustainable", "green" or "neutral". It is noteworthy that a number of environmental practices are equally popular in all groups (the coefficient of variation of the indicator "percentage of practitioners in the group" is less than 10%): measures to save energy (on average 79%), water

(67%), informing guests (65%), the use of eco-transport (bicycles, electric vehicles, etc.) – 22%. It can be concluded that the recommendations of experts, including in the form of the UN Sustainable Development Goals, do not make a significant contribution to shaping the environmental agenda of domestic accommodation facilities today. Its main principle is tactical economic advantage. The question of the reasons why the accommodation facility does not implement measures to protect nature and social sustainability (Table 3). It is noteworthy that the respondents were from all categories – those who consider their hotel to be both "green" and "sustainable", and do not yet belong to these two groups.

Table 3 Answers to the question "If your hotel/sanatorium/camping site does not implement measures for nature protection and social sustainability, then why?"

The reason why the accommodation facility does not implement environmental protection and social sustainability measures	Share in the total sample, %	Including those who identify themselves as	
		"greens"	"sustainable"
No special knowledge	23%	21%	19%
The additional costs are too high	19%	32%	6%
We do not consider this a priority for ourselves and our clients	5%	0%	3%

Thus, an important mechanism for stimulating the domestic tourism industry to form a "green" tourism product is the acquisition of specialized knowledge by employees – both in the field of ecology, economics and environmental management – in the process of professional education (basic, additional, advanced training), and an effective tool is the formation of a bank of best practices of domestic accommodation facilities. in this area. These measures will, among other things, overcome the perception of environmental protection activities as costs rather than cost-effective actions.

The request leads (almost every third response) the state financial and economic policy of supporting the movement of the domestic tourism industry to operate on the principles of environmental friendliness and "sustainability".

The results of the answers to this question can be illustrated by the respondents' reflections on the main obstacles to the transition of the domestic tourism industry to the principles of sustainability and environmental responsibility: "There is no comprehensive government approach, including financial support." "The lack of programs to support small and medium-sized businesses to implement the principles of sustainable development in the regions." "Lack of interest mechanisms." "There is no economic support system. Poor culture (no demand)". "The lack of an information base and the lack of free funds for the transition to sustainability and environmental friendliness."

The answers to our questionnaire question "Do you consider it necessary to introduce a Russian certification system for "sustainable", "green" hotels, taking into account the specifics of the Russian hotel business?" They allow us to assess, on the one hand, whether Russian accommodation facilities are ready to meet global trends in tourist demand [6]. 67% of experts answered "yes" to this question, 18% did not see the need for this, and 15% found it difficult to answer. Thus, such a tool for streamlining and verifying efforts to achieve environmental friendliness and "sustainability" of accommodation facilities, as a nationally recognized certification system, is considered necessary by most experts, but far from unanimous. In our opinion, this not only meets the needs of tourists, but is also an urgent response to a situation where the activities of the most important international certification bodies in the field of sustainable tourism in Russia are limited, suspended or terminated.

Conclusions.

The analysis of the survey results revealed the following features of the application of social and environmental responsibility practices.

1. Russian accommodation facilities mainly practice activities that bring direct economic benefits by reducing the resources consumed (saving energy and water – 74% and 67% of the total number of respondents, respectively), as well as the least expensive in monetary, organizational and labor terms (preference for goods and services from local suppliers – 67%, informing and the education of guests – 60% of respondents, participation in training programs: internships/ internships of students – 52% of respondents).

2. Waste separation is less popular, despite the fact that it also has direct economic benefits, firstly, as it requires significant organizational and material investments in the reorganization of the existing waste management procedures at the enterprise, and secondly, due to the lack or underdevelopment of the RSO infrastructure. The request for the development of regional information, organizational and production infrastructure for rational and efficient waste management is clearly formulated.

3. The recommendations of experts, including in the form of the UN Sustainable Development Goals, do not make a significant contribution to the content of the environmental agenda of domestic accommodation facilities today. The main principle of its formation is tactical economic benefit. The reasons hindering the ESG transformation of the domestic tourism business lie in the sphere of both the provision and consumption of tourist services: About a quarter of the surveyed specialists point to a lack of professional knowledge as the main obstacle to the implementation of environmental and socially responsible initiatives, while about a fifth of respondents consider the main problem to be too high associated costs.; consumers in the Russian

more for them; they do not demonstrate a massive commitment to environmentally friendly behavior during travel – this is how hoteliers who work directly with guests see the situation.

The results and conclusions obtained can be in demand as a scientific and informational basis for the development of strategies and programs for sustainable tourism development at the federal, regional and local levels, the formation of marketing and production strategies and plans for environmentally responsible tourism enterprises.

Based on the results of the analysis, we see the following recommendations for the enterprises of the hospitality industry - hotels:

Identify strategic goals and objectives that solve the problems of strategic threats, or open up new opportunities for the enterprise.

Identify all the basic processes of the hotel business in the context of economic development, social sustainability and environmental impact.

Identify your company as an innovative leader in niches that are not occupied in your market, even if these market niches are outside the main functionality of the company.

Identify key external and internal stakeholders, conduct a dialogue with them to identify the existing problems of these groups and look for joint solutions to both common problems and the problems of stakeholders, even those not directly related to the company's activities.

Set up mechanisms for regularly evaluating the effectiveness of ongoing events and reporting to stakeholders.

Actively use the tools of social investment, attracting grants, charitable funds, crowdfunding, etc. When developing sectoral territorial strategies and greening tourism, a very large number of interdependent participants in network interaction are responsible, and their awareness and adoption of strategies has a high impact on the further development of the entire ecosystem. Based on the adopted strategic goals, strategic objectives are formed, which will be further solved through the adoption of budget decisions and corporate strategies and programs. In accordance with the proposed mission of sustainable tourism development in tourist territories, the tasks of managing the sustainable development of tourism in tourist territories are being formed.

Typical tasks of managing the sustainable development of a tourist territory:

network integration of all enterprises of the tourism industry and other institutions of the tourism ecosystem to achieve strategic goals in the field of economic growth, favorable social impact of tourism and contributing to the preservation and enhancement of environmental quality;

creation of an information and educational environment for tourism, which involves both employees of tourism enterprises and the local community not directly involved in the production of tourist products to improve the quality of tourist services and improve the quality of life of the population;

Development of interregional and international cooperation within the framework of national and global tourism ecosystems;

Formation of a digital image and digital tourist space using the tools of social networks, professional and consumer digital communities;

Development of a marketing communications system using modern forms of interaction and applying the values of sustainable development.

The findings from this study underscore the importance of integrating sustainable practices into the operational strategies of Russian accommodation facilities. By addressing barriers such as knowledge gaps and financial constraints while fostering stakeholder engagement and innovation, these enterprises can enhance their contributions to sustainable tourism development. Furthermore, establishing a national certification system could provide a framework for accountability and recognition in sustainability efforts, aligning with global trends in responsible tourism practices. Overall, this research serves as a foundational resource for developing strategies aimed at promoting sustainable tourism at various levels—federal, regional, and local—ultimately contributing to a more environmentally responsible hospitality industry in Russia.

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Customer Service Management – Key Benefits & Strategies

Sanchari Sikdar, HoD, Rooms Division, Guru Nanak Institute Of Hotel Management

Mr. Anshuman Gomesh, Guru Nanak Institute Of Hotel Management, Kolkata

Mr. J.P. S Chadda, Guru Nanak Institute Of Hotel Management, Kolkata

Abstract:

Effective Customer Service Management is crucial for business success. It encompasses a range of strategies aimed at delivering exceptional customer experiences, resulting in increased customer satisfaction and loyalty. The key benefits of robust customer service management include improved customer retention, positive brand image, and higher profitability through repeat business.

Strategies involve implementing omnichannel support, ensuring timely and personalized responses, and leveraging technology like chatbots for efficient query resolution. Additionally employee training is vital to enhance communication skills and problem-solving abilities. Proactive issue resolution and gathering customer feedback contribute to continuous improvement. By prioritizing customer needs, businesses can foster long -term relationships, drive positive word -of-mouth, and stay competitive in today's dynamic market. Ultimately, Customer Service Management is an integral part of building a customer -centric organization and sustaining success.

Keywords: Customer Service Management, Customer Satisfaction, Omnichannel Support, Personalization, Employee Training, Data Analytics.

I. Introduction:

Significance of Customer Service: Customer service plays a pivotal role in Customer Service Management, serving as the frontline interface between a business and its customers. Its significance lies in fostering customer satisfaction, loyalty, and brand reputation. Key benefits include increased customer retention, positive word-of-mouth marketing, and a competitive edge in the market. Effective strategies involve personalized interactions, swift issue resolution, and proactive communication. By leveraging technology, businesses can implement chatbots, self-service portals, and analytics to enhance the overall customer experience.

Prioritizing customer feedback and continuously improving service based on insights are essential. Investing in well-trained and empathetic customer service teams contributes to building strong customer relationships and ensuring long-term business success.

II. Research Objectives

This study aims to investigate the key benefits and strategies of Customer Service Management (CSM) in contemporary business environments. The primary objectives include:

1. **Understanding Customer Expectations:** Investigate the evolving expectations of customers in various industries to identify the key factors that influence their satisfaction with customer service. This includes analysing the impact of technology, cultural shifts, and other external factors on customer expectations.
2. **Assessment of Current Service Management Practices:** Evaluate the existing customer service management practices across industries to identify common trends, challenges, and success factors. This involves examining the use of technology, employee training programs, and customer feedback mechanisms.
3. **Impact of Customer Service on Brand Loyalty:** Explore the correlation between effective customer service management and brand loyalty. Assess how positive customer service experiences contribute to customer retention, repeat business, and positive word-of-mouth marketing.
4. **Integration of Technology in Customer Service:** Investigate the role of emerging technologies, such as artificial intelligence, chatbots, and data analytics, in enhancing customer service. Evaluate the effectiveness of these technologies in meeting customer needs and improving operational efficiency.
5. **Employee Training and Engagement:** Examine the significance of employee training and engagement in delivering exceptional customer service. Identify best practices in training programs and employee motivation strategies that positively impact customer interactions.

Key Benefits and Strategies:

1. **Enhanced Customer Satisfaction:** Implement customer-centric strategies and technologies to improve response times, personalize interactions, and resolve issues efficiently, leading to increased customer satisfaction.

1. **Brand Reputation Management:** Develop proactive approaches to handle customer issues and communicate transparently to build and maintain a positive brand reputation, fostering trust and credibility.
2. **Data-Driven Decision Making:** Utilize data analytics to gather insights from customer interactions, enabling informed decision-making for continuous improvement in service quality.
3. **Omni-channel Customer Support:** Implement omni-channel support strategies to provide a seamless customer experience across various platforms, ensuring accessibility and consistency.
4. **Employee Empowerment:** Empower employees with the necessary skills and tools to handle customer queries effectively, promoting a customer-centric culture within the organization.

By addressing these research objectives and adopting effective strategies, organizations can optimize their customer service management to achieve sustainable business success.

III. Literature Review

Evolution of Customer Service Management: Customer service management has evolved significantly over the years, transitioning from traditional in-person interactions to multichannel and digital platforms. The advent of technology has streamlined processes, enabling quicker response times and personalized services. Key benefits include improved efficiency, enhanced customer satisfaction, and the ability to gather valuable customer data for insights. Strategies focus on implementing AI-driven chatbots for instant support, utilizing data analytics to understand customer needs, and integrating various communication channels for a seamless experience. Proactive problem resolution and a customer-centric approach are emphasized to build long-term relationships. Overall, the evolution of customer service management is marked by a shift towards technology-driven solutions and a customer-centric mindset, aiming to meet the dynamic needs of today's consumers.

Importance of Customer Satisfaction and Loyalty : Customer satisfaction and loyalty are paramount in Customer Service Management, serving as critical indicators of business success. Satisfied customers are more likely to become loyal patrons, leading to repeat business and positive word-of-mouth recommendations. This, in turn, enhances brand reputation and attracts new customers. The benefits extend beyond revenue, encompassing increased customer lifetime value and reduced marketing costs.

Strategies for achieving customer satisfaction and loyalty involve personalized interactions, prompt issue resolution, and proactive communication. Leveraging customer feedback, implementing loyalty programs, and fostering a customer-centric culture are key components. By prioritizing these aspects, businesses can create a positive customer experience, differentiate themselves in the market, and ultimately build enduring relationships that contribute to long-term success. In essence, customer satisfaction and loyalty are the cornerstones of effective Customer Service Management, shaping a foundation for sustainable growth and competitive advantage.

Role of Technology in Customer Service:

Technology plays a pivotal role in Customer Service Management (CSM) by enhancing efficiency and customer satisfaction. Automated chatbots, CRM systems, and analytics tools streamline communication, enabling quicker issue resolution. Customer service platforms leverage AI to analyse customer data, anticipate needs, and personalize interactions. This results in improved customer experiences and loyalty. Additionally, technology facilitates omnichannel support, allowing seamless communication across various platforms. Real-time data insights empower businesses to make informed decisions, optimize processes, and address issues promptly. Cloud-based solutions enhance accessibility and scalability, ensuring flexibility in managing customer interactions. To leverage these benefits, organizations should invest in robust technology infrastructure, provide employee training on new tools, and continuously adapt strategies to align with evolving technological advancements and customer expectations.

Global Best Practices in Customer Service Management: Global best practices in customer service management involve adopting customer-centric approaches to enhance satisfaction and loyalty. Key benefits include improved customer retention, increased brand reputation, and higher profitability. Effective strategies encompass personalized communication, quick issue resolution, and proactive engagement. Utilizing advanced technologies such as AI and chatbot enhances efficiency, while data analytics aids in understanding customer needs. Establishing a robust feedback loop and consistently training staff in empathy and problem-solving contribute to long-term success. Embracing a multichannel approach ensures accessibility and responsiveness across various platforms. By prioritizing customer experience, companies create a competitive edge, fostering lasting relationships and driving sustainable growth in the dynamic global market.

IV. Key Benefits of Effective Customer Service Management:

Enhanced Customer Satisfaction : Enhancing customer satisfaction in customer service management yields numerous benefits. Firstly, it fosters customer loyalty, leading to repeat business and positive word-of-mouth. Secondly, satisfied customers are more likely to overlook occasional service issues. Implementing effective strategies is crucial. Prioritize timely and personalized responses to customer queries, utilizing automation for routine tasks to improve efficiency. Establish a user-friendly, multi-channel support system to cater to diverse preferences. Regularly collect and analyse customer feedback to identify areas for improvement. Invest in employee training to ensure a knowledgeable and empathetic support team. Additionally, leverage technology such as chatbots and AI-driven solutions to streamline processes. By focusing on these strategies, businesses can optimize customer satisfaction, ultimately driving long-term success and brand loyalty.

Improved Customer Loyalty and Retention: Enhancing customer loyalty and retention in customer service management yields numerous benefits. Firstly, satisfied customers are more likely to become repeat buyers, contributing to increased revenue. Additionally, loyal customers often act as brand advocates, promoting products or services through word-of-mouth. To achieve this, businesses should prioritize personalized customer experiences, employing data-driven insights to understand individual preferences. Effective communication and prompt issue resolution are crucial, fostering trust and satisfaction.

improvement are strategic approaches. A robust customer relationship management (CRM) system aids in tracking and managing customer interactions, ensuring a seamless experience. By prioritizing these strategies, businesses can create a positive cycle of customer satisfaction, loyalty, and retention, ultimately driving long-term success.

Positive Brand Image and Reputation: Maintaining a positive brand image and reputation in customer service management is crucial for business success. A stellar customer service experience not only fosters customer loyalty but also enhances brand perception. The key benefits include increased customer satisfaction, repeat business, and positive word-of-mouth marketing. To achieve this, businesses should prioritize prompt and personalized responses, actively seek customer feedback, and invest in employee training to ensure a customer-centric approach. Transparency and consistency in communication further build trust. Utilizing technology for efficient query resolution and implementing customer-friendly policies contribute to an overall positive experience. By prioritizing customer service, businesses can create a lasting positive impression, strengthen their brand, and gain a competitive edge in the market.

Increased Revenue and Profitability: Enhancing revenue and profitability through effective Customer Service Management (CSM) involves several key benefits and strategies. Firstly, improved customer satisfaction leads to increased loyalty and repeat business, directly impacting revenue. By implementing streamlined processes and leveraging technology for quick issue resolution, operational costs can be minimized, contributing to higher profitability. Proactive engagement and personalized services build stronger customer relationships, driving upsell and cross-sell opportunities. Employing data analytics to gain insights into customer behaviour aids in targeted marketing and product development, further boosting sales. Training and empowering customer service teams to provide exceptional experiences contribute to positive brand perception, fostering customer retention. Overall, a customer-centric approach, supported by technology, data analytics, and skilled teams, creates a synergy that not only elevates customer satisfaction but also translates into tangible financial gains for the organization.

Competitive Advantage : Effective Customer Service Management provides a significant competitive advantage by fostering customer loyalty and positive brand perception. The key benefits include increased customer retention, enhanced customer satisfaction, and positive word-of-mouth marketing. Strategies for achieving this advantage involve personalized communication, swift issue resolution, and proactive problem-solving. Implementing technology such as CRM systems and AI-driven chatbots can streamline processes, ensuring a seamless customer experience. Employee training is crucial, empowering staff with strong communication skills and empathy. Moreover, soliciting and acting on customer feedback fosters continuous improvement. A customer-centric approach not only differentiates a business in a crowded market but also creates lasting relationships, ultimately driving long-term success.

V. Strategies for Effective Customer Service Management:

Personalized Customer Interactions: Personalized customer interactions in Customer Service Management offer key benefits and strategies to enhance customer satisfaction and loyalty. By tailoring interactions to individual preferences and needs, businesses can create a more engaging and positive customer experience. This approach builds stronger relationships, fosters brand loyalty, and increases customer lifetime value. Leveraging data analytics and customer insights enables companies to anticipate and address specific issues, resolving them proactively. Implementing personalized communication channels, such as chatbots or targeted emails, streamlines the resolution process and enhances efficiency. Additionally, a personalized approach can lead to valuable feedback, aiding in continuous improvement. Ultimately, prioritizing personalized customer interactions is a strategic investment that not only improves customer relations but also contributes to long-term business success.

Multi-Channel Support: Multi-channel support in customer service management offers numerous benefits, enhancing customer experience and satisfaction. Firstly, it provides customers

with flexibility by allowing them to choose their preferred communication channels such as live chat, email, phone, or social media. This improves accessibility and responsiveness, meeting diverse customer needs.

Additionally, multi-channel support facilitates seamless communication and information flow among support agents, leading to quicker issue resolution. It enables a more comprehensive view of customer interactions, aiding in personalized service delivery. To implement an effective multi-channel strategy, businesses should integrate communication channels, employ omnichannel solutions, and train staff to maintain consistency across platforms.

Adopting multi-channel support enhances customer engagement, satisfaction, and loyalty, while also streamlining internal processes for efficient customer service management.

Employee Training and Development : Employee training and development in customer service management yields numerous benefits. Firstly, it enhances employee skills, leading to improved customer interactions and satisfaction. Training fosters a customer-centric mindset, ensuring staff understand and meet customer needs effectively. Additionally, it reduces employee turnover by demonstrating a commitment to their growth, boosting morale and loyalty.

Strategies for effective training involve interactive modules, role-playing scenarios, and continuous feedback. Utilizing real-life customer service examples creates practical learning experiences. Incorporating technology, like virtual simulations, enhances engagement and comprehension. Regular assessments ensure ongoing skill development. Moreover, personalized development plans address individual needs, optimizing the overall team's performance. In conclusion, investing in employee training not only elevates customer service but also contributes to a positive workplace culture and business success.

Technology Integration (Chatbots, AI, CRM):

Integrating chatbots, AI, and CRM in Customer Service Management yields numerous benefits. Firstly, it enhances efficiency by automating routine tasks, allowing agents to focus on complex issues. AI-driven chatbots provide instant, round-the-clock support, improving customer satisfaction. CRM integration ensures a centralized customer database, facilitating personalized interactions. Real-time data analysis enables businesses to identify trends, anticipate customer needs, and tailor services accordingly. Moreover, streamlined communication across channels enhances the overall customer experience. To implement this integration effectively, businesses should invest in user-friendly interfaces, conduct regular training for staff, and continually update AI algorithms for improved performance. By embracing these technologies strategically, organizations can elevate their customer service, fostering loyalty and long-term success.

Proactive Problem Resolution : Proactive problem resolution in customer service management offers several key benefits, enhancing customer satisfaction and loyalty. By identifying and addressing issues before they escalate, businesses can prevent customer dissatisfaction and negative reviews. This approach also streamlines operations, reducing the workload on support teams and minimizing resource expenditure. Strategies for proactive resolution include implementing robust monitoring systems, analysing customer feedback, and leveraging predictive analytics to anticipate potential issues. Establishing clear communication channels and providing self-service options empower customers, reducing the need for intervention. Additionally, ongoing employee training ensures a knowledgeable and capable support team. Ultimately, a proactive problem resolution approach not only mitigates customer grievances but also fosters a positive brand image, positioning the business as responsive and customer-centric.

Feedback and Continuous Improvement : Continuous improvement in customer service management is crucial for business success. Regular feedback mechanisms help identify areas for enhancement, ensuring a customer-centric approach. Key benefits include heightened customer satisfaction, loyalty, and positive brand perception. By actively seeking and implementing feedback, businesses can adapt to evolving customer needs and preferences.

Strategies involve establishing efficient feedback channels, encouraging customer participation, and

swiftly addressing concerns. Analysing feedback data aids in identifying patterns and trends, enabling proactive problem -solving. Embracing a culture of continuous improvement fosters innovation and helps stay ahead in the competitive market. Overall, a robust feedback and improvement system not only elevates customer service quality but also contributes to long-term business growth and sustainability.

VI. Challenges and Solutions

Common Challenges in Customer Service Management : Customer service management faces several common challenges, including communication breakdowns, inconsistency in service quality, and the need for continuous training to keep up with evolving customer expectations. Balancing efficiency and personalization, handling a diverse range of customer issues, and adapting to technological advancements are additional hurdles. Despite these challenges, effective customer service management offers key benefits such as enhanced customer satisfaction, loyalty, and positive brand reputation. To navigate these challenges, businesses should prioritize clear communication channels, implement comprehensive training programs, and leverage technology for streamlined processes. Consistent monitoring and feedback mechanisms are essential for continuous improvement in customer service delivery. Strategically addressing these challenges can lead to a customer -centric approach, fostering long-term relationships and sustained business success.

Innovative Solutions to Overcome Challenges: Implementing AI-driven chatbots and virtual assistants can revolutionize customer service management, offering real-time support allowing human agents to focus on complex issues. Personalized customer experiences can be achieved through data analytics, enabling companies to anticipate needs and tailor services.

Embracing omnichannel support ensures seamless communication across various platforms, enhancing accessibility for customers. Proactive communication strategies, such as automated updates and feedback loops, enhance customer satisfaction and loyalty. Continuous training and upskilling of customer service teams enable them to adapt to evolving technologies and provide exceptional service. By adopting these innovative solutions, businesses can streamline operations, improve customer satisfaction, and stay ahead in the competitive landscape.

VII. Future Trends in Customer Service Management:

Artificial Intelligence and Automation : Artificial Intelligence (AI) and automation have revolutionized Customer Service Management, offering key benefits and effective strategies. AI-powered chatbots enhance response times, providing instant support and improving customer satisfaction. Automation streamlines routine tasks, allowing customer service teams to focus on complex issues. Predictive analytics enable proactive issue resolution by anticipating customer needs. Personalized interactions, facilitated by AI, enhance customer engagement and loyalty. Automated data analysis identifies trends, enabling businesses to make data-driven decisions for continuous improvement. Integration of AI in customer service reduces operational costs and enhances efficiency. To maximize benefits, organizations should implement a phased approach, combining AI with human support for a seamless customer experience. Regular updates and training are essential to keep AI systems aligned with evolving customer expectations, ensuring sustained success in customer service management.

Predictive Analytics for Customer Service : Predictive analytics plays a pivotal role in optimizing customer service management, offering numerous benefits and strategies. By analysing historical data, it anticipates customer needs, enabling proactive issue resolution and personalized support. This foresight enhances customer satisfaction, loyalty, and overall service efficiency. Predictive analytics helps in resource allocation by identifying potential service bottlenecks and optimizing staff schedules. It aids in trend identification, allowing businesses to stay ahead of

emerging customer preferences and demands. Additionally, it enables the implementation of predictive maintenance, reducing downtime for service systems. To leverage these benefits, businesses should invest in advanced analytics tools, integrate data sources seamlessly, and continually refine models based on evolving customer behaviours. Embracing predictive analytics empowers organizations to deliver a superior customer service experience and maintain a competitive edge in the dynamic landscape of customer relationship management.

Integration of social media in Customer Service: The integration of social media in customer service management offers numerous benefits. Firstly, it enables real-time communication with customers, enhancing responsiveness and addressing issues promptly. Social media platforms provide a public forum for query resolution, showcasing transparency and building trust. Additionally, utilizing social listening tools allows businesses to monitor and analyse customer sentiments, aiding in proactive issue resolution. Integration fosters a sense of community, facilitating customer engagement and brand loyalty. To optimize this integration, companies should employ a unified approach across platforms, implement only resolves issues efficiently but also contributes to brand advocacy and positive customer experiences.

VIII. Conclusion:

Summary of Key Findings : Customer Service Management (CSM) plays a pivotal role in business success. Key findings

highlight its numerous benefits and effective strategies. Improved customer satisfaction emerges as a primary advantage, leading to increased loyalty and repeat business. Efficient CSM enhances brand reputation, fostering positive word-of-mouth. Businesses employing proactive communication and personalized solutions witness heightened customer engagement. Integration of technology, such as AI - powered chatbots, streamlines support processes, ensuring prompt and effective resolutions. Additionally, data analytics enables businesses to anticipate customer needs and preferences, facilitating tailored services. Invest in employee training for empathetic and skilled interactions is crucial. Ultimately, an adept CSM approach aligns customer expectations with service delivery, fostering long -term customer relationships and sustained business growth.

Implications for Businesses: Effective customer service management is crucial for businesses offering several key benefits and strategies. Firstly, it enhances customer satisfaction, fostering loyalty and positive word -of-mouth. This, in turn, boosts brand reputation and customer retention. Businesses can gain a competitive edge by utilizing customer feedback to improve products and services. Efficient complaint resolution and personalized interactions contribute to customer trust. Automation and AI integration streamline processes, reducing response time and costs. Social media platforms are valuable for proactive engagement. Implementing a customer centric culture across all touchpoints is essential. Overall, businesses that prioritize exceptional customer service can expect increased customer lifetime value, improved market positioning, and sustainable growth in today's competitive landscape.

Recommendations for Future Research: Future research on customer service management should focus on leveraging emerging technologies like artificial intelligence and machine learning to enhance customer interactions. Investigating the integration of chatbots, virtual assistants, and predictive analytics can optimize response times and personalize customer experiences. Additionally, exploring the impact of omnichannel strategies on customer satisfaction and loyalty would be valuable. Research should delve into the benefit of proactive customer service, such as anticipating needs and resolving issues before they escalate. Furthermore, studying the cultural and ethical dimensions of customer service in a global context can provide insights into diverse customer expectations . Ultimately, a comprehensive understanding of the synergy between technological innovation, proactive strategies, and cultural considerations will guide businesses in developing effective customer service practice for the future.

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Scope of Small Business for promotion of Travel & Tourism in West Bengal

Somnath Chakraborty, Assistant Professor, Department of Business Administration, Narula Institute of Technology, M: 9830573087, Email: somnath.chakraborty@nit.ac.in , Orchid ID: 0000-0002-5976-2355

Abstract:

The tourism sector has an important role for promotion of global economic growth, particularly in the perspective of small and medium enterprises (SMEs). In India, small-scale travel agents (over 250,000 in 2020) face persistent challenges, including limited financing, market access, and infrastructure gaps, despite government support. This study examines India's post-COVID tourism recovery, evaluates policies for small travel operators in West Bengal, and conducts a SWOT analysis of the sector. Using a mixed-methods approach, the research combines representative sampling and case studies involving 100 small travel operators and District Chamber of Commerce representatives. Findings reveal that SMEs struggle with high financing costs, inadequate product design, and uneven policy implementation. The study underscores the need for collaborative solutions between policymakers and entrepreneurs to strengthen tourism-linked MSMEs.

Keywords: Tourism Industry, Tourism Financing, MSME, Post-COVID Recovery, SWOT Analysis

Introduction:

Tourism is a critical, labor-intensive sector dominated by small, often family-run enterprises. Despite contributing significantly to employment, GDP, and regional development, small tourism businesses remain understudied, with research disproportionately focused on large firms or niche segments like agrotourism (Sergeeva, 2025; Ogutu et al., 2023). These enterprises—typically defined as having fewer than 50 employees—face systemic barriers, including financing constraints and technological gaps, which hinder their growth (Thomas et al., 2011; Morrison and Teixeira, 2013). In India, where SMEs comprise over 90% of the tourism sector, such challenges are exacerbated by post-pandemic recovery pressures (Statista, 2020).

This study addresses three gaps: (1) assessing India's post-COVID tourism revival, (2) analyzing policy frameworks for West Bengal's small travel operators, and (3) evaluating sectoral strengths and weaknesses via SWOT. Drawing on primary data from 100 operators and industry stakeholders, the research highlights systemic inefficiencies in infrastructure, funding, and market access. By bridging theoretical and empirical gaps in SME tourism research, the findings aim to inform targeted policy interventions.

Key Improvements:

1. Abstract:

- Added methodology (mixed-methods, case studies) and sample size (100 operators).
- Included key findings (financing costs, policy gaps) and a clear call to action.
- Shortened background to prioritize study-specific details.

2. Introduction:

- Sharper problem framing: Underscored SME dominance and research gaps.
- Explicitly linked objectives to gaps (post-COVID recovery, policy analysis, SWOT).
- Trimmed redundant literature (e.g., definitions of SMEs) to focus on relevance.

LITERATURE REVIEW

A. Effect of spirit of entrepreneurship on Small Business related to tourism

The domains of entrepreneurship in the tourism industry include new business, corporate entrepreneurship, entrepreneurship education and training, small company ownership, and the actions and conduct of entrepreneurs (Page et al., 1999; Aitzhanova, 2019). The goal of the interdisciplinary academic discipline of entrepreneurship is to have a deeper understanding of the social phenomena of starting a new business. However, there is little study on the venture formation process because the majority of studies focus on small enterprises and individual entrepreneurs (Kazmagambet, 2018). Consequently, the choices made by business owners have a direct impact on how the company develops. The process of starting a business—the entrepreneurial environment, and the connections among them are the main topics of the study of tourism entrepreneurship. It is true that entrepreneurship is greatly influenced by a region's social and physical environment.

Davidsson and Henrekson (2002), for instance, emphasized the significance of networks, culture, values, beliefs, and other regional elements as small business development is facilitated by a free and competitive market, profit generating, incentive programs, adherence to business laws, and low taxes. Additionally, it presents noteworthy prospects for business owners functioning in a dynamic setting (Mallinguh et al., 2022).

According to the European Union, a small tourism firm is one that employs less than fifty people. As a result, there exist several kinds of small tourism enterprises. Many academics think that any company offering travel-related services, such as lodging, catering, souvenir stores, and more, falls under the umbrella of small tourist businesses (Thomas et al., 2011). Small tourism businesses are characterized by lower profits, less investment, and less operational flexibility than large and medium-sized tourism businesses (Sakhidauletulu, 2019). Creating family needs, income, and a better lifestyle is the aim of the majority of small tourist business owners in the UK (Shaw, 2011). According to Kassai et al. (2016), life-oriented entrepreneurs can build market segments, convey new items to their destination, improve market opportunities, and encourage the sustainable development of directions.

Moreover, the literature review identified the following factors that influence entrepreneurs' attraction to tourist destinations: climate and natural beauty; sports, leisure, and educational facilities; infrastructure; cultural and social features; accessibility of the area; price range; trade and commercial facilities; attitude toward tourists, etc. (Bujdosó and Dávid, 2013).

According to Russell and Faulkner (2004), tourism destinations are always changing, which opens up new business prospects. Later, he also described how it operates based on research on Australia's Gold Coast. According to a case study by Fuchs (2022), the business climate and regional traits have a big impact on how entrepreneurship develops. Entrepreneurial success is largely dependent on the company environment and guidance support. conclusions are based on the experience of a developed culture. If not, entrepreneurs could be able to collaborate across borders (Bujdosó et al., 2015).

B. Impact of Finance on Tourism:

The literature examining the financial elements of tourism and its growth is reviewed in this section. According to Sharma (2007), tourism is a tool for India's socioeconomic and cultural advancement, and significant investment is needed to build the infrastructure needed to handle the country's growing tourist industry. The investment trend of the Indian tourist industry was examined in his paper. Research on the realities and issues of funding and investment in China tourist sector was conducted by Luo et al. (2008), who also offered some recommendations. Aimilia (2010) investigated the financing of the Greek hotel industry by taking into account (i) the factors associated with private hotel investments and (ii) the aspects linked to bank financing of tourism firms, which is released annually by the Bank of Greece.

In their analysis of foreign financial institution investments in the tourism and hospitality sector, Peria et al. (2011) focused on the function of international financial institutions (IFIs) in funding tourism and hospitality projects between 1991 and 2009 in developing nations.

In their study of practitioners' perceptions of the financial difficulties facing the Indian hospitality sector, Sanjeev et al. (2012) identified a number of these difficulties, including high financing costs, a variety of taxes, problems with licensing and the law, working capital, and declining margins.

Bhutia (2014) talked about a number of problems and worries related to the growth of tourism in West Bengal in particular and India in general. The report outlined the theoretical foundation for the development of tourism, as well as the industry's growth, performance, and present state, as well as trends in the number of visitors to West Bengal. The authors' SWOT analysis matrix also covered a number of tourist attractions, goods, and the main issues facing West Bengal's tourism industry. The report included recommendations for ways to boost West Bengal's tourism sector.

In their comprehensive study of West Bengal's tourist sector's finance and investment prospects, Das and Ghosh (2014) identified a number of opportunities and scopes for the sector from the standpoint of the 12th Five Year Plan. Public-private partnerships, or PPPs, were identified in the study as a likely way to finance planned tourism initiatives. According to their research, West Bengal has excellent prospects for tourism investment and financing, making it a very attractive state for the growth of the tourism industry. Tourism industry are unsatisfactory, their analysis concluded that financial institutions are crucial to the Kashmiri tourism sector. In order to comprehend the financial issues facing the Turkish tourism industry and to identify potential solutions, Parlakkaya et al. (2015) conducted a study on tourism-related firms. The availability of funding institutions to support small firms in Romania's tourism industry was examined by Badulescu et al. (2016). The management of constraints in Romanian tourist SMEs was the main topic of their article.

Importance of the Study:

Numerous perspectives, including economic, geographic, and managerial ones, are used to study tourism. Additionally, tourism-related business associations and tourism-related entrepreneurs are significant participants and stakeholders in this sector. Although careful planning is essential to the growth of tourism, the financial health of tourism in West Bengal received very less attention in previous research. This

Indian state has many natural resources that make it a popular travel destination. The study's conclusions will aid in understanding the opportunities and challenges associated with financing tourism, hence indicating areas for improvement for West Bengal's tourist business groups and entrepreneurs.

Research Objectives:

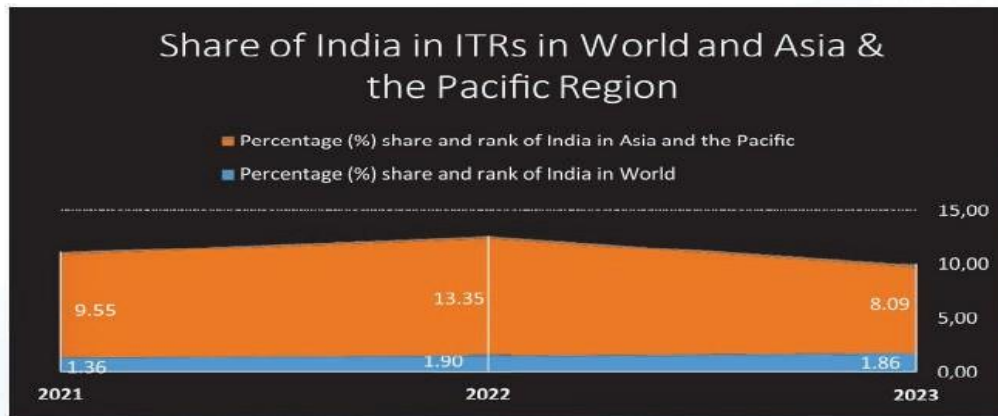
Three fold objectives have been discussed on the basis of initial secondary data collected from various sources like India Tourism, India Stat,ISI etc and later on a survey conducted on 100 small tour operators which is used as representative sampling. The specific objectives are-

1) To investigate the progress of the tourism sector in post Covid period in India.

Economic activities such as lodging, transportation, food and drink, information sharing, and entertainment are all included in tourism. This industry produces a lot of funding and investment opportunities. India is expected to rise to the fifth-largest business travel destination in the world, according to the W TO. By 2020, it is anticipated that the Indian tourist industry will receive investments amounting USD 410 billion. Beyond the physical characteristics of tourist destinations, the availability and accessibility of financial resources are critical to the growth of tourism. Between 2019 and 2021, India ranked second globally in terms of the overall number of jobs generated by travel and tourism, with 32.10million jobs created in 2021 alone.



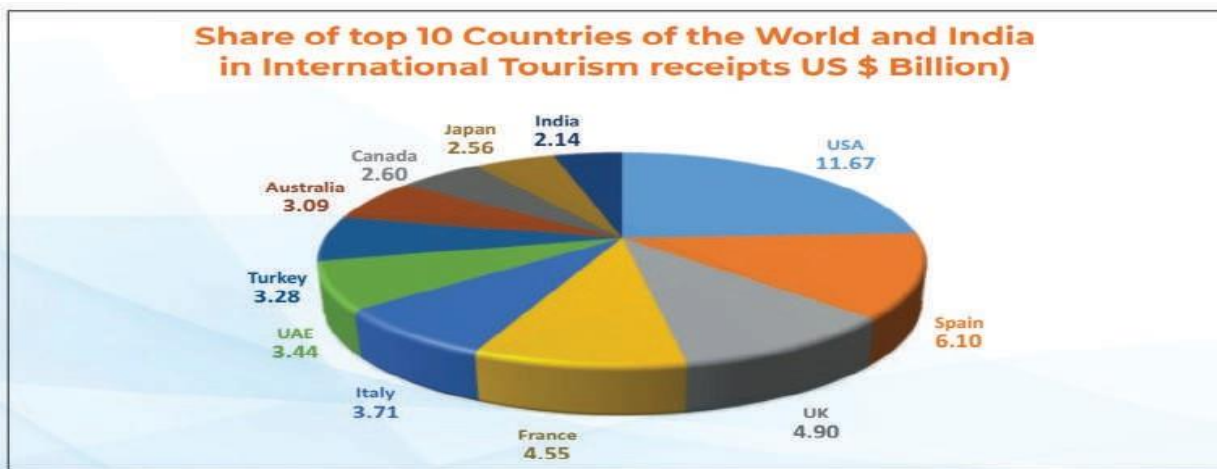
Picture-1: Percentage share of India in terms of arrival of tourists in between 2019-2023 By 2028, it is anticipated that India's tourism and hotel industry will generate more than Rs. 5,12,356 crore (US\$59 billion). Additionally, it is anticipated that 30.5 million foreign tourists (FTAs) will arrive in the same year. India's tourism minister predicts that the country's tourist sector would expand at a Compound Annual Growth Rate (CAGR) of 20% over the next two decades, primarily because the nation's middle class is expanding and its disposable income is increasing. India's travel sector is expected to grow from an estimated US\$75 billion in FY20 to US\$125 billion by FY27. By 2028, 30.5 million tourists are anticipated to arrive from abroad.



Source: For world and Asia & Pacific-UNWTO Barometers of May 2024
 For India (i) Reserve Bank of India, for 2013 - 2022
 (ii) Ministry of Tourism, Govt. of India, for 2023

Picture-2: Share of India in ITR

With a focus on enhancing infrastructure, skill development, and travel facilitation, India's Union Budget 2025–2026 has set aside Rs . 2,541.06 crore (US\$ 291.07 million) to grow its tourism industry. Some of the measures include creating 50 top tourist destinations, providing MUDRA loans for homestays, improving connectivity, and implementing e-visa facilities. In order to boost employment and economic growth, the budget also supports sustainable tourism through the Swadesh Darshan Scheme 2.0, encourages medical tourism under "Heal in India," revives spiritual tourism, and protects history through the Gyan Bharatam Mission.



Source:-UNWTO Barometer May 2024
 Note: Data for the year 2023 is provisional.

Figure-3 % Share of top 10 countries of the world in International Tourism Receipt (India ranked 14th world wide, indicated by dark blue shade)(Source: India Tourism Data Compendium)

2) To discuss current policy applicable to small scale tour operators in Bengal.

The Indian state of West Bengal has a lot of promise as a travel destination due to its advantageous location and sophisticated communication systems. More important, though, is its wealth of diverse and abundant tourism resources, including mountains, seas, jungles, mangrove areas, religious sites, heritage, culture, fairs, and festivals. In terms of both domestic and foreign visitor arrivals in 2019, West Bengal came in fifth and sixth, respectively, according to the 2020 India Tourism Statistics at a Glance report. Nonetheless, West Bengal's position has dropped in 2021. Therefore, it is crucial to create a thorough revival strategy and carry

out an in-depth analysis to strengthen the tourism industry's position in West Bengal in order to revitalize it and return it to its prior ranking, or much higher. Recognizing the potential contributions that regional areas might provide is crucial to achieving comprehensive economic growth. It has been found from last 10 years data of India Stat that West Bengal received financial assistance from various circuit of Swadesh Darshan Scheme for a period of 2014 -15 to 2019-20 in pre covid and 2024-25 in post covid.

Although number of visitors both domestic and foreign has remarkably increased significantly from 8.4 crore in 2022 to 14.5 crore in 2023, yet investment is required for the development and attraction of tourism sector further. Large initial investments are needed for tourism projects, and then money are needed for startup ventures by tourism business organizations and tourism entrepreneurs.

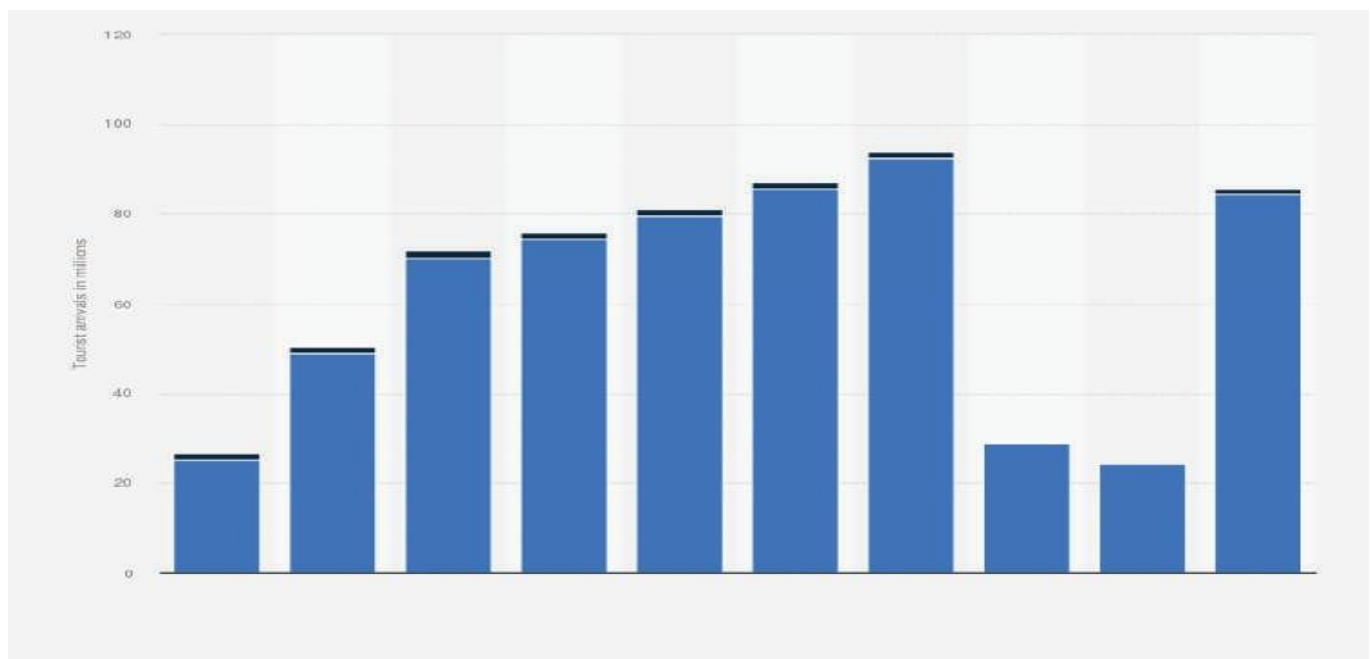


Figure 4: Tourist arrival in West Bengal in between 2013-2022(In million)(Source: India Stat) The Rules for Voluntary Recognition of Tour and Travel Operators were established in April 2006 as part of the West Bengal government's Department of Tourism's historical practice of recognizing tourism stakeholders. It was thought appropriate to properly classify the various tourism stakeholders under different categories, and to give them the recognition they deserve in light of the rapidly evolving trends in the tourism sector. Additionally, the tourism industry is experiencing an unprecedented crisis due to COVID-19 epidemic. Due to all of these circumstances, it is now necessary to develop detailed guidelines for granting recognition to tourism service providers.

A tour operator is a person who organizes, markets, and runs tours as well as arranges lodging, transportation, and offering other necessary services for travellers to West Bengal's sites. Tour Operators would include:

Inbound Tour Operator: West Bengal is being promoted as a top destination in international source markets by tour operators who specialize in managing and operating foreign tourists.

Domestic Tour Operator. (Inter & Intra State): Tour operators that specialize in managing domestic tourists and positioning West Bengal as a top travel destination in both domestic and international source markets.

MICE Tour Operator: West Bengal travel agencies that host conferences, meetings, incentives, and exhibits (MICE)

Cruise Tour Operator: Tour Businesses in the West Bengal state that specialize in organizing and operating river cruises with accommodations and only promote cruise travel in domestic and foreign markets.

Adventure Tour Operator: Activities relating to adventure tourism, such as mountaineering, rock climbing, trekking, safaris, bicycling, motorcycling, motoring trips, and making the required preparations, were undertaken by tour operators in West Bengal.

Travel Agents: In West Bengal, they generally travel and sell travel packages for people travelling within their country.

Tourist Transport Operator -TTO: A tourist transport operator is a company that offers vehicles, coaches, boats, and other forms of transportation to visitors in West Bengal for transfers, sightseeing, and trips to tourist destinations, including online.

The Director of Tourism, Government of West Bengal, is the "Competent Authority" to recognize tour operators, travel agents, and tourist transport operators. The following guidelines apply to tourism service providers operating in the State of West Bengal who are involved in the occupation, business, or activities of offering services to tourists: -

Travel agents and tourist transport operators; inbound, domestic, MICE, cruise, and adventure tour operators.

Under the following headings, tourism service providers (in the tour operator, travel agent, and tourist transport operator segments) may be recognized:

- **Green Shoots / Start Ups (GSSP):** A recently established company with no prior background in the tourism industry that is registered with RoC (OMC / LLP / Private Limited / Public Limited).
- **Experienced Tourism Service Providers (ETSP):** Individuals who have worked in the tourism industry for at least three years.
 - In West Bengal, the tourism sector sees a significant contribution from MSMEs, with the state boasting a large number of registered MSME units and employing a substantial workforce.
 - **MSME Presence:** West Bengal has a large number of MSME enterprises, many of which are single-person enterprises, and employs over 1.35 crore people.
 - **Sectoral Contribution:** The MSME sector in West Bengal contributes significantly to the state's economy, fostering entrepreneurship and generating employment opportunities.
 - **Tourism Sector:** The tourism sector in West Bengal sees a significant contribution from MSMEs, with many of them operating as tour operators, travel agencies, and other tourism-related businesses.

- **Recognition of Tourism Service Providers:** The West Bengal Tourism Department recognizes tourism service providers, including MSMEs, to promote and regulate the tourism industry.
- **Incentives and Schemes:** The Government of West Bengal provides various incentives and schemes to promote the growth of MSMEs, including those in the tourism sector. The West Bengal Incentive Scheme (WBIS), which offers an extra incentive for adventure trip operators, is the main program. This program provides a number of incentives, including interest and capital investment subsidies as well as help creating jobs. Tour and transportation businesses are among the tourism service providers recognized by the West Bengal.
- **Data and Statistics:** As of 2020, there were 1,83,131 MSMEs registered on Udyog Aadha in West Bengal, comprising 1,64,246 Micro Enterprises, 17,995 Small Enterprises, and 89 Medium Enterprises, a major part of which comes under micro category.
- **Employment:** Approximately 6% of employment come from tourism sector in WB.
- **Turnover:** The MSMEs in West Bengal have a cumulative turnover of about INR 22,000 Crores (US\$ 3 billion).
- **MSME Mart:** [MSME Mart](#) provides a platform to find information about travel agencies and tour operators in India, including those in West Bengal.

3) To make a SWOT Analysis of Tourism Sector:

Strengths:

1. Experience of working with large tour companies

a) It is found that many small operators who started initially got chance to work with large tour companies later on and build up their own fortune. It happened in many Home Stays in North Bengal who initially used as small tour operator but later developed his own business.

b) Since worldwide there is move towards digitisation, provision of necessary service at a minimum cost has become important.

c) In the era of competition creation of inexpensive travel routes has become very much urgent. So, to make Tourist destinations attractive, Government is continuously promoting new routes

d) The safety of tourists is of extreme importance as name and fame of a tourists spot depend on it. The recent Pahalgan attack case on tourists proves this point.

2. Highly skilled manpower

Since Bengal is blessed with skilled manpower so it is relatively easier to get an educated tour guide compared to other provinces. So a satisfied customer brings more business.

3. Excellent services were rendered. Rise in the clientele since they have faith in the caliber of the services they receive and enhancing technology for customer service and customized travel packages.

4. Stable financial position of the firm

Only a stable financial firm can get a sizable portion of the market and become a market leader In West Bengal e.g. Kundu Tours and Travels is a household name which has successfully transformed their business from a small scale tour operator to a growing company in this sector

Weaknesses:

Inadequate development of travel services to the Americas and Europe, unplanned tourists spot ignoring court verdict (e.g.many resorts in Mandarmoni and rapid spread of htels in hilly area in Kalimpong), overcrowding of common tourist spots, lack of coherence amongst association in the field of tour operators on common agenda, weak presence in promotion of the state compared to other states are some of the hindrances.

Opportunities

West Bengal's rich history, varied landscape, and cultural legacy make it an ideal destination for the tourism industry. From the vibrant city of Kolkata to the tranquil Himalayan landscape and the southern Sundarbans, the state has a lot to offer. The state's varied attractions combine with the government's emphasis on encouraging tourism create an atmosphere that is conducive to growth.

Threat

Threats to the West Bengal tourism industry include the need to expand infrastructure, competition from other Indian states, and the effects of political unrest. Over 18 million domestic visitors visited the state in 2023, demonstrating the sector's expansion. However, luring international visitors and maintaining a sustainable tourism model present additional difficulty.

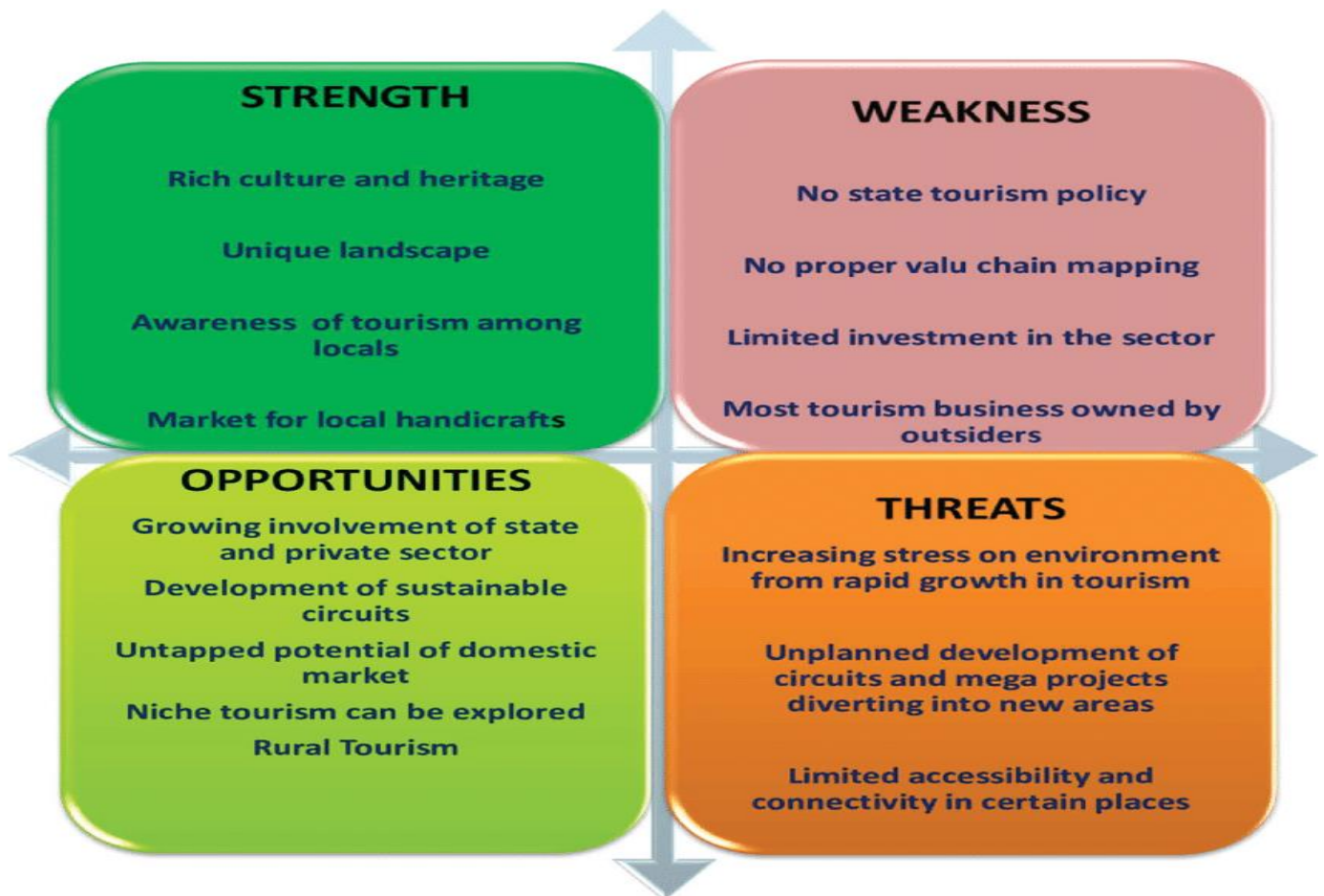


Figure: 5-SWOT Analysis of West Bengal Tourism Sector

Methodology: An attempt has been made to take view point of Small Tour Operators surveyed across West Bengal under the aegis of different district chambers of commerce. Based on this the following table has been developed.

Pointers/barriers	Most relevant	Relevant	Neutral	Less Relevant	Least relevant
Lack of all weather road	37	33	20	10	0
High cost for start up in tourism	22	48	6	10	14
Lack of Quality Infrastructure	25	45	13	12	5
Absence of modern amenities	35	40	10	15	0

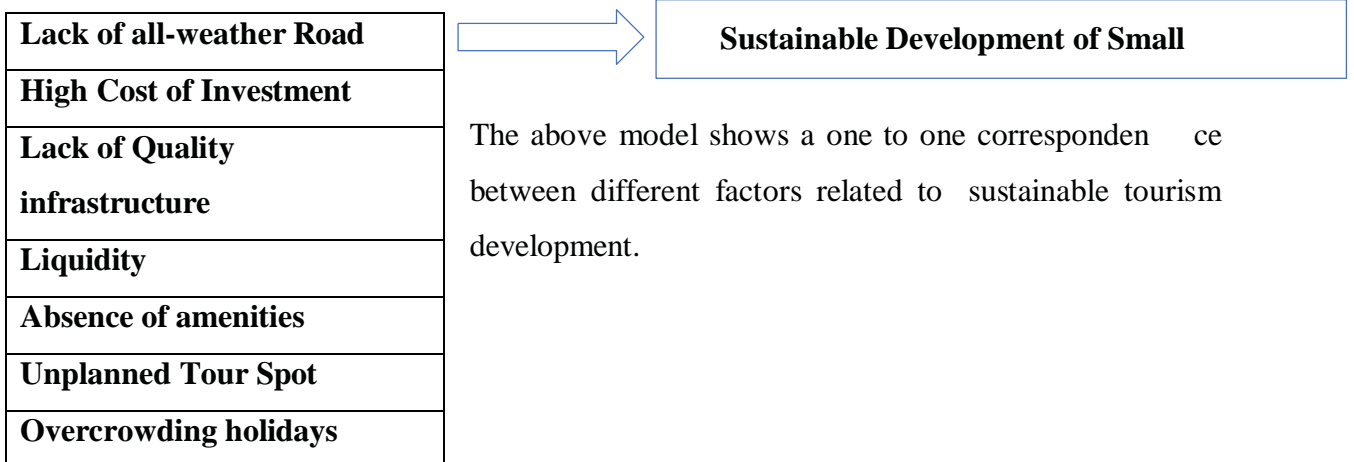
Unplanned tour spot	29	41	6	12	12
Overcrowding spot	35	30	15	15	5

Figure: 6-Author’s own creation

Data Interpretation

- 1) 37% of the total small tour operators mostly and 33% partially think that maintenance of all weather roads is key to promotion of tourism infrastructure whereas 13% of the total tour operator could not comment and rest 17% hardly believe on quality infrastructure.
- 2) 70% of the total small tour operators admit high cost for start up in comparison with 30% who could not comment on this.
- 3) 70% of total small tour operators admit that quality infrastructure is very much essential to promote this sector in comparison to 30% who can not give proper opinion.
- 4) 75% of the total tour operators consider modern amenities is essential for promotion of tourism as most important determinant whereas 25% of the small operators surveyed felt indifferent in this matter.
- 5) 70% of the total tour operators consider promotion of unplanned tourism ultimately have effected sustainability . 75% of the total tour operators consider visit in a overcrowding spot further enhances vulnerability whereas 35% don’t consider this as important for sustainability.

Proposed Model Tourism



The above model shows a one to one correspondence between different factors related to sustainable tourism development.

The tourism sector is a cornerstone of India’s economy, and West Bengal—endowed with diverse natural and cultural assets—holds immense potential for sustainable tourism models.

However, this study reveals that small-scale tour operators, despite their critical role in employment and regional development, face systemic challenges: limited access to capital, high financing costs, weak infrastructure, and fragmented policy support. These barriers hinder their ability to compete in domestic and international markets, as evidenced by primary data from 100 operators and industry stakeholders.

Key Findings Linked to Objectives:

Post-COVID Recovery: Operators reported a slow rebound due to liquidity crunches and reduced tourist inflows, emphasizing the need for targeted financial relief (e.g., low-interest loans, grant schemes).

Policy Gaps in West Bengal: Existing state initiatives (e.g., Utkarsh Bangla) lack granularity in addressing SME -specific needs, such as skill development for digital marketing or sustainable product packaging.

SWOT Analysis: While Bengal's cultural heritage and affordability are strengths (Strengths), poor connectivity (Weaknesses), competition from neighbouring states (Threats), and rising eco-tourism demand (Opportunities) require strategic interventions.

Recommendations for Policymakers and Entrepreneurs:

Financial Inclusion: Establish a dedicated tourism MSME fund with streamlined credit processes and collateral-free loans for small operators.

Infrastructure Upgrades: Prioritize last-mile connectivity to emerging destinations (e.g., Sundarbans hinterlands) and digital infrastructure (e.g., GST-compliant booking platforms).

Public-Private Partnerships (PPPs): Foster collaborations for skill development (e.g., UNESCO-certified guides) and global market linkages through trade fairs.

Sustainability Incentives: Subsidize eco-certifications and waste management systems to align with global green tourism trends.

Future Outlook: By addressing these gaps, West Bengal can transform its tourism SMEs into drivers of equitable growth, leveraging post-pandemic demand for experiential and responsible travel. A unified approach—combining policy agility, entrepreneurial innovation, and community engagement—will be pivotal in securing the sector's long-term resilience.

Key Enhancements:

Direct Ties to Objectives: Each finding connects to the study's three goals (recovery, policy, SWOT).

Data-Backed Insights: Explicitly references primary data (e.g., liquidity challenges) to ground conclusions. **Actionable Recommendations:** Proposes concrete steps (e.g., PPPs, eco-certifications) for stakeholders.

Forward-Looking: Positions Bengal's tourism in the context of global trends (eco-tourism, digitalization).

Conclusion:

Any nation's national economy, including India's, has benefited greatly from the tourist sector. West Bengal's abundant visual and natural qualities have made different type of tourism model viable in recent years. However, tourism businesses continue to face numerous challenges, such as insufficient capital, limited access to international markets, high credit costs, issues with product design, packaging, and display, poor infrastructure, and more. Policymakers and entrepreneurs themselves must work together to address these fundamental issues that businesses face, and they can also give us a sophisticated and well-developed economy.

However, both public and commercial stakeholders must pay particular attention to and invest in these developing tourism areas in the near future. Enhancing relevant infrastructure and logistics, such as banking and financial services, is crucial to advancing the travel and tourism sector internationally. In order for the tourist and hospitality sectors to grow quickly and make a substantial contribution to Bengal's socioeconomic development, this paper examines and evaluates the role that small scale tour operators faced in order to promote sustainable tourism. In the process, data from primary sources was gathered and examined for this study.

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Impact of Digital Transformation in Hospitality: A mini Review

Author- Mr.Siddhanta Chatterjee

Co-Author- Ms.Sharmi Banerjee

Co-Author- Dr.Sudipta Kumar Pal

Abstract: In today's digital landscape, the hotel business is undergoing a significant change, fueled by technological breakthroughs. This chapter digs into the varied influence of digital transformation on hospitality businesses, demonstrating how technological breakthroughs are transforming guest experiences. Artificial intelligence (AI) and the Internet of Things (IoT) are driving this change, providing new prospects for individualized visitor encounters and targeted marketing initiatives. AI-powered chat bots and virtual assistants, for example, allow hotels to deliver personalized recommendations and continuous customer support around the clock, increasing overall client satisfaction. However, amidst these potential, there are substantial hurdles that hospitality firms must face. Data security emerges as a significant problem, with the growing volume of visitor data necessitating strong protection measures to prevent breaches and cyber threats. Furthermore, digital transformation needs workforce up skilling in order to effectively use new technologies and adapt to changing industrial responsibilities. Balancing digital advancements with the human touch is critical, as individualized guest encounters and the warmth of hospitality are key qualities that cannot be completely replaced by technology. Moving further, the research investigates new trends in hospitality industry and underlines the strategic requirement for hospitality firms.

Keywords: Digital Transformation, Hospitality Industry, Innovations, Guest Experience, Artificial Intelligence (AI).

INTRODUCTION

The hotel industries are at the forefront of a vibrant period, where adopting technologies such as self-check-in kiosks, robotic pool cleaners, and AI-powered services are accepting in a good way by the guests. As worldwide travel becomes more readily available than ever thanks to globalization and lower costs, it is critical to adapt to changing client expectations and hospitality trends. Failure to do so may result in a major decline in corporate success. In 2022 and beyond, the concept of "less is more" with modern luxury gained in the hotel industry. This trend, which is based on sustainability and minimalism, highlights a change toward more careful and efficient service delivery.

The technological breakthroughs and the growing use of artificial intelligence changing consumer expectations for self-service alternatives are driving hotels to implement Information and Communication Technology (ICT) solutions for automation and better customer experiences. However the industry has hurdles in fully realising the potential of digital technology. There is also a gap in between digital technology uptake and efficient utilization which has direct impact on operational efficiency and guest experience.

LITERATURE REVIEW

Digital transformation has become an important strategy for the hospitality industry as it navigates the challenges of modern consumer demands and operational efficiencies. This literature review brings together major research and scholarly publications that examine various aspects of digital transformation in hospitality, such as innovations, problems, and opportunities.

Recent research has highlighted the revolutionary influence of technologies like artificial intelligence (AI), big data analytics, and the Internet of Things (IoT) on guest experiences and operational operations (Smith & Johnson, 2020; Williams, 2019). AI technologies, for example, offer individualized guest encounters using predictive analytics, increasing customer happiness and loyalty (Chang & Chiang, 2020). Similarly, IoT devices enable real-time monitoring and management of hotel surroundings, hence increasing operational efficiency and resource usage (Lee and Lee, 2018).

Furthermore, the integration of mobile technologies has transformed hospitality service delivery by providing visitors with smooth booking experiences, digital concierge services, and tailored suggestions (Nguyen & Im, 2018). Social media platforms also have a significant impact on visitor perceptions and travel preferences, emphasizing the relevance of digital marketing techniques in hospitality (Kim & Gretzel, 2021).

Despite these achievements, the digital transformation of hospitality poses considerable hurdles. Data security, privacy concerns, and the necessity for strong cyber security measures remain critical (Gupta & Sharma, 2019). Furthermore, the adoption and integration of new technologies necessitate significant investments in infrastructure, training, and organizational change management (Robinson & Smith, 2022).

Another significant problem is striking a balance between digital technologies and tailored visitor experiences (Kandampully & Zhang, 2020). While automation and AI improve efficiency, the human element is still required to create exceptional guest interactions and encourage guest loyalty (Pappas, 2021).

BACKGROUND

The hospitality business is undergoing a huge technological change, fuelled by trends like tailored guest experiences, smart hotel ideas, and contactless technology. AI-powered chat bots and predictive analytics help hotels anticipate visitor demands and provide superior service. Smart hotel innovations, such as IoT-enabled gadgets and smart room controls, increase operational efficiency and visitor comfort while also contributing to sustainability and resource management. The COVID-19 pandemic has spurred the use of contactless technology like digital room keys and mobile payments to reduce physical interactions and improve guest safety. The data-driven nature of digital transformation gives hotels unique insight into visitor preferences, habits, and trends, allowing them to segment their client base, tailor marketing efforts, and improve pricing strategies in real time. Digital transformation is more than simply a trend; it is a strategic need for hospitality companies to succeed in a competitive environment. Understanding and leveraging these trends enables hospitality managers to position their businesses for long-term growth, operational excellence, and guest happiness in the digital age.

Research Objectives:

- Maintain a consistent digital media schedule
- Take care of the customers and allow their internet reviews stand out
- Various ate your online distribution methods
- Spend money on your own website
- Utilization of the recourses is a problem

METHODOLOGY

For a better result, several approaches will be used to complete the investigation. This section will employ a few theories and concepts for a more thorough investigation. Research conditions and data will determine the research philosophy, research approach, and research design that will be used in the project. This section, which will highlight the data techniques, will also discuss the data collection process. For the relevant research, both qualitative and quantitative methods will be used. Over the past year, information technology—particularly the World Wide Web—has become increasingly important in the tourism industry, and this trend is only expected to grow. Through networking with trade partners, product and service distribution, and global consumer information provision, I.T has enabled business transactions in the sector Information and Communication technology spread to practically every facet of the travel and tourist industry. Information and Communication Technology is essential for the growth of the tourism product as well as the efficient operation of the travel industry. Geospatial information technologies are first employed for site identification and development in the tourism industry. An essential component of every destination marketing organization's success is the integration of IT. The reservation management module offers information on the type of accommodation and plan selected by the guest, as well as the time and date of their check-in and check-out. Because travellers prefer to have a meal plan—such as the American, Continental, or European plans—in addition to their lodging in hotels. The reservation module helps a hotel to provide revenue forecasting data Wahab, Ishrat Nasreen. "Role of information technology in tourism industry: Impact and growth." *International Journal of Innovative Research in Computer and Communication Engineering* 5.2 (2017): 260-263., expedite the processing of room requests, and ensure that guests are given the appropriate room on time. This is useful for checking the progress of reservations and accommodation availability, and it automatically sends confirmation of a reservation via fax, email, or other online media. Most multinational hotel chains use remote reservation networks, sometimes referred to as Internet distribution systems or global distribution systems (GDSs), Internet distribution systems (IDSs) central reservation systems(CRSs).One of the most exciting technological developments within the travel industry in recent years has been the increased prevalence of Information and communication technology, with examples ranging from text-based chat bots and front desk robotic assistants, to security Information and communication technology and robotic travel cases. Information and Communication Technology spread to practically every facet of the travel and tourist industry. I.T is essential for the growth of the tourism product as well as the efficient operation of the travel industry. When first identifying and creating a tourist destination. The property management system is made up of other individual modules, such as call accounting, energy management, point of sale, capacity management, and electronic door locking systems. This makes the property management system one of the most useful applications in hotels these days. This research has been done by visiting the hotel and collected data.

OPPORTUNITIES OF EMBRACING DIGITAL TRANSFORMATION IN HOSPITALITY

Both opportunities and problems have come with the pandemic for firms operating in the post-covid environment. In addition to abiding by the laws and ordinances set in place by the governments, they must also modify their operations to accommodate the shifting demands and expectations of the public. The operational and financial ramifications that inevitability has become a part of the new normal would also need to be taken into consideration.

Effective management of these would aid in survival. Key

opportunities include:

1. **Enhanced Guest Experience:** Digital technologies allow for personalized guest interactions, from booking to post-stay feedback, leading to higher guest satisfaction and loyalty.
2. **Operational Efficiency:** Automation and data analytics streamline operations such as reservations, housekeeping, and inventory management, reducing costs and improving efficiency.
3. **Innovative Services:** Technologies like AI-powered chatbots and virtual concierges offer innovative services that cater to modern guest expectations for convenience and responsiveness.
4. **Revenue Generation:** Data-driven insights enable targeted marketing campaigns, upselling opportunities, and dynamic pricing strategies, maximizing revenue potential.
5. **Competitive Advantage:** Early adopters of digital transformation can differentiate themselves in a crowded market, attracting tech-savvy guests and investors.

Case Study: IoT and Operational Efficiency in a Hotel Chain – Marriott International

- **Overview:** A global hotel chain implemented IoT devices to streamline operational processes and improve guest service efficiency.
- **Innovation:** IoT sensors were deployed across rooms and common areas to monitor temperature, lighting, and energy consumption in real-time. Smart devices enabled predictive maintenance, automatically notifying staff of potential issues before guests noticed.
- **Outcome:** The hotel chain reduced operational costs by optimizing energy usage and minimizing downtime through proactive maintenance. Guests benefited from improved room comfort and quicker response times to requests.
- **Challenges:** Ensuring seamless integration of IoT devices with existing infrastructure and systems posed technical challenges. Staff training was essential to maximize the benefits of IoT and ensure smooth operations without disrupting guest experiences.

CONCLUSION

The hospitality sector is at a transitional moment, where adopting digital transformation is no longer a strategic option, but a requirement for long-term viability and competitiveness is still there and moreover acceptance and proper utilization is lacking. By harnessing technologies and proactively tackling obstacles, hospitality firms can establish themselves as leaders in providing excellent guest experiences and long-term financial success.

It also emphasizes digital transformation's revolutionary potential in driving sector-wide innovation

and competitiveness. The research includes a detailed overview of digital transformation trends and technologies, as well as actionable insights and case studies to help hospitality professionals maximize the benefits of digital innovation. Understanding and applying these methods will help readers manage the complexity of the digital age, develop operational excellence, and provide excellent guest experiences in a competitive global market.

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Formalization of HRM Practices towards Promoting Gender Diversity in MSMEs in West Bengal

Sudakshina Dutta Roy
Assistant Professor, The Heritage Academy, Kolkata
Research Scholar, JIS University

Email: sudakshina.duttaroy@tha.edu.in Dr.

Moumita Roy

Assistant Professor, JIS University Email:
moumita.roy@jisuniversity.ac.in

Abstract

Micro, Small and Medium Enterprises are termed as growth engines for a developing nation like India. They are crucial in providing employment in urban as well as rural India. West Bengal has the second highest rank in the number of MSMEs across India. Moreover, West Bengal has the maximum female owned MSMEs in India. Human Resource Management (HRM) practices play a pivotal role in building gender diversity in Micro, Small, and Medium Enterprises (MSMEs). Despite the special challenges MSMEs have in establishing effective HRM practices because of their limited resources, efforts towards fostering gender diversity can still be embedded in the daily operations of an organization, as well as in organizational culture and policies. MSMEs face resource-constraints, both in terms of skilled human capital and finances. The significance of HRM practices in building gender diversity cannot be overstated. Through the establishment of inclusive hiring policies, equal pay for equal work, building a just work environment, and nurturing cultural change, HRM can assist MSMEs in achieving greater gender diversity, which in turn brings various benefits like greater innovation, greater employee satisfaction, and better overall organizational performance. Fostering gender diversity in MSMEs transcends the ethical concerns; it also translates into sustainable practices which act as strategic advantage for the organization.

Keywords: MSME, HRM practices, gender diversity, sustainability

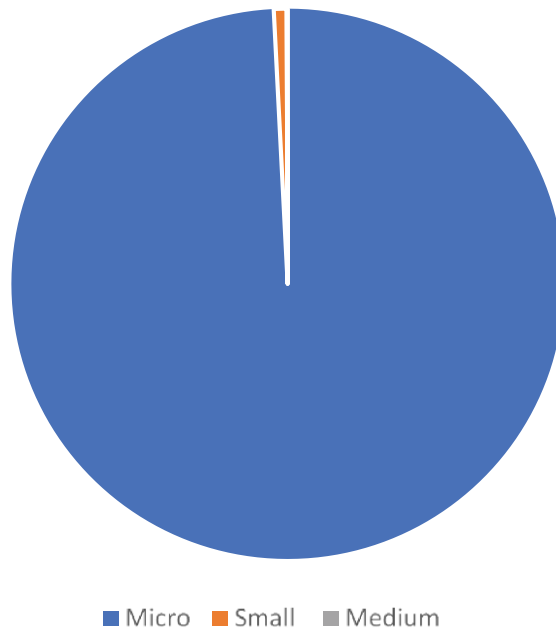
Introduction

Micro, Small, and Medium-Sized Enterprises (MSMEs), play a pivotal role towards the socio - economic development of India. MSMEs are essential to encourage innovation, bridge rural and urban disparities, ensure regional development and most importantly for employment generation. The MSME sector is especially significant in West Bengal, as it makes a substantial contribution to the state's socioeconomic fabric and GDP. In terms of MSME density and diversity, West Bengal is one of the top five states in India, with over 88 lakh MSMEs registered as of recent record (Government of West Bengal, 2023). Textiles, handicrafts, leather goods, food processing, chemicals, engineering goods, and IT services are a few of the prominent MSMEs in West Bengal. They provide a fusion of traditional skills and contemporary entrepreneurship. Howrah, Nadia, Murshidabad, and North 24 Parganas are the vibrant MSME hubs, as these districts are supported by local infrastructure and the availability of skilled labour.

The state government has been proactive in its commitment to bolstering the MSME ecosystem through programs like Udyog Sathi, the West Bengal MSME Facilitation Centre, and other cluster development initiatives. The formalization and expansion of MSME operations have also been aided by industrial zones, common facility centres, and credit availability via national programs like MUDRA and CGTMSE. Unfortunately, the industry continues to face obstacles in the form of informal labour structures, skill gaps, and restricted access to markets and technology. Notably, gender inequality is still a major issue. The disproportionately low level of female participation in MSMEs, especially in leadership and decision-making positions, is frequently caused by sociocultural barriers, a lack of formal HR systems, and a lack of awareness of policies. Formal Human Resource management systems can ensure equitable gender inclusion by encouraging women participation to pave the path for enhanced socio - economic development.

MSME (Udyam) Registration Including Udyam Assist Platform (UAP) in West Bengal Total
Registration 6,29,04,571

MSME Udyam Registration



Source: Final MSME Annual Report of 2023-24

MSME: Definition

Classification	Definition	Udyam registered Units
Micro	Investment in Plant and Machinery or Equipment: Not more than Rs. 2.5 crore and Annual Turnover not more than Rs. 10 crore	62344188
Small	Investment in Plant and Machinery or Equipment: Not more than Rs. 25 crore and Annual Turnover not more than Rs. 100 crore	471663
Medium	Investment in Plant and Machinery or Equipment: Not more than Rs. 125 crore and Annual Turnover not more than Rs. 500 crore	35035

Source: Ministry of Micro, Small and Medium Enterprises

West Bengal has the highest percentage (36.4%) of female-owned MSMEs in India and the highest share (12.73%) of female workers in the unincorporated sector. FACSII (Federation of Associations of Cottage & Small Industries) opined that the growth of women led MSMEs in West Bengal is due to a large number of self-help groups and independent women-led businesses in districts.

Formalisation of HRM systems

Formalisation of Human Resource Management (HRM) Systems aims at creating standard, uniformly structured policies and procedures while removing unstructured, unplanned and informal practices for the employees of an enterprise. It involves having documented and consistent recruitment, training, compensation and performance management policies. MSMEs typically have informal management systems. However, as the organization expands, there is increasing pressure to formalize policies and procedures. Systematic management becomes essential for survival as the number of employees increases. The formalized system takes the form of an equitable, reliable, and effective management system. Formalized HRM is absent from the majority of micro and small enterprises.

Formalisation ensures enhanced organizational efficiency by encouraging inclusivity and eliminating gender disparities, fostering an environment of fairness and employee satisfaction. The present practices in MSMEs in West Bengal with regard to Human Resource Management systems reflect growth as well as tough challenges.

Present State of Formal HRM systems in MSMEs in West Bengal

An analysis of the literature on MSMEs in West Bengal, enlightens us in the following aspects:

1. West Bengal has the highest number of women lead MSMEs, according to the Annual Report of the Ministry of MSME, 2023-24. There is no dearth of motivated women entrepreneurs.
2. Majority of the MSMEs in West Bengal have either unstructured or informal HRM systems. This impacts the implementation of gender inclusivity and underdeveloped support systems for women.

There is dearth of women in leadership roles because of several barriers like gender bias, inadequate mentorship and difficulties in managing professional and personal commitments

1. A few MSMEs have implemented strategies to ensure gender inclusivity by introducing gender sensitive practices. But such instances are not wide spread and are mostly observed in Medium enterprises and to a small extent in small enterprises.
2. The Central and the State governments have also taken initiatives to ensure gender inclusivity and to promote women empowerment in MSMEs. There are several schemes and policies initiated by the government to support women.
3. The initiatives or policies undertaken by the government to encourage women owners:

Policy/Initiative	Focus Area	Impact on MSMEs	Impact on Gender Diversity
Udyog Sathi Portal	Digitization, Registration	Increased ease of doing business, higher formalization rates	Minimal direct impact; potential for better data collection on women-led units
MSME Policy 2019-24	Cluster development, training	Enhanced access to infrastructure and finance	Some benefits for women entrepreneurs through special incentives
Shilpa Sathi / Bandhu	Business facilitation	One-stop assistance improved service delivery	Neutral impact; could be leveraged to support women-centric services
Mahila Udyam Nidhi Scheme	Credit to women	Better access to funding for women-led MSMEs	Strong positive impact; often underutilized due to lack of awareness
POSH Act (mandatory in firms >10 employees)	Workplace safety	Legal framework for harassment redressal	Low compliance in micro units; implementation challenges remain

Majority of the MSMEs in West Bengal lacks structured human resource management systems, which affects efficiency, growth and sustainability of MSMEs. Factors acting as barriers towards formalisation of HRM systems in MSMEs are:

1. Size of the Enterprise

According to Nath and Bhattacharya (2021), micro and small enterprises in West Bengal, run by families, do not consider the need for formalised HRM practices and they mostly rely on unstructured arrangements.

2. Ownership type and owner's education

Enterprises can be entirely owned by family members. Rural west Bengal comprises of traditional family businesses with negligible formal training on managing enterprises and the workforce, Singh and Das (2020). Such enterprises are less likely to adopt formal HRM systems.

3. Resource constraints

MSMEs usually have financial constraints and cannot bear the cost of implementing formal HRM systems, according to Kumar and Raj (2020).

4. Gender bias

Women's formal participation in the workforce is often discouraged by patriarchal norms that are prevalent in rural West Bengal. MSMEs have little motivation to implement gender-sensitive HRM practices if their workforces are not gender diverse.

5. Policy support

Though the central and state governments have introduced several policies like, Udyog Sathi, Shilpa Sathi, and Skill Development Missions, but there is a gap in the application and implementation of these policies in rural and semi-urban areas.

6. Lack of technological awareness in rural areas also acts as a deterrent in formalisation of HRM systems (Das & Bhattacharya, 2020).

7. Type and location of the enterprise

Formal HR systems are necessary for professional services and IT industries in order to satisfy client demands and legal requirements. Conversely, in districts like Murshidabad or Howrah, industries like leather and textiles continue to use informal labour practices.

Literature Review

1. Human Resource Management in MSMEs

MSMEs are the foundation of the Indian economy, making a substantial contribution to GDP and employment (Ministry of MSME, 2022). Nonetheless, research indicates that HRM procedures in Indian MSMEs frequently continue to be informal, devoid of standardized methods for hiring, training, and performance reviews (Kumar & Das, 2020). In HRM, informality limits scalability and puts up obstacles to inclusion, particularly for women and other marginalized groups.

West Bengal ranks second in the concentration of MSME in India. West Bengal is a prominent example of how modern business goals and traditional labour practices coexist (Chakraborty & Sengupta, 2019).

2. Gender Diversity in the Workplace

Increased profitability, better decision-making, and enhanced innovation are all linked to gender diversity in organizations (Catalyst, 2021). Women do not, however, occupy a significant portion of the workforce in India, especially in the MSME and informal sectors. Persistent obstacles include social norms, safety concerns, lack of childcare support, and unconscious bias (World Bank, 2020).

Gender diversity initiatives remain symbolic though there has been considerable improvement over the years. Organizations that formalize HRM systems, on the other hand, characteristically implement more inclusive practices like anti-harassment policies, structured appraisals, and flexible work schedules.

3. Formalization of HRM Practices

Standardizing policies and procedures pertaining to hiring, performance management, training, pay, and grievance resolution is part of formalizing HRM. Formalization makes HR decisions more consistent, transparent, and equitable. According to empirical research, formalized HRM practices enhance organizational performance and employee satisfaction, even when they are

introduced gradually in small businesses (Mehta & Tiwari, 2019). However, MSMEs frequently view formalization as costly or superfluous.

4. HRM Formalization and Gender Inclusivity

Larger companies have found success with gender-focused HR practices, including anti-discrimination training, family-friendly leave, and equal pay audits (Singh & Kundu, 2020). However, little research has been done on their adoption in MSMEs, particularly in socio-culturally diverse states like West Bengal.

According to Rao & Saha (2021), gender inequality is the absence of intentional intervention because informal HR systems frequently reflect patriarchal presumptions. On the other hand, if formal HR procedures are created with a gender perspective, they can institutionalize equity.

5. Regional and Cultural Context in West Bengal

In West Bengal, gender roles and labour participation are still influenced by cultural norms, especially in semi-urban and rural areas. According to Das & Bhattacharya (2020), a large number of women are involved in home based or unpaid jobs.

Therefore, regional context—language, literacy, family structure, and current support networks—must be taken into account when working to increase gender diversity. Gender sensitization and the localization of HRM tools are regarded as essential (Mukherjee, 2019).

6. Policy and Institutional Support

Government programs like the Mahila Udyam Nidhi Scheme and the MUDRA Yojana seek to empower women entrepreneurs, though they rarely address intra-organizational gender practices. Researchers have highlighted the importance of industry associations, public-private partnerships, and NGO interventions in educating and preparing MSMEs to implement inclusive HR frameworks (Saxena, 2018). Furthermore, compliance with the Sexual Harassment of Women at Workplace Act (POSH), 2013 remains low in MSMEs due to lack of awareness or resistance (National Commission for Women, 2021).

Problem Statement

The limitations of the study stems from its complete dependence and reliance on existing research and literature review of publications by other researchers. Most of the existing literature did not specifically pertain to West Bengal. Moreover, the existing literature might not be a true picture of the present situation.

Handicrafts Cluster in Murshidabad has been taken as a case study to understand the role of Gender Inclusivity in HRM

Background and Context

Murshidabad, a well-known district in West Bengal, rich in culture and history, is the centre of handicrafts and silk weaving industry. There are innumerable micro and small-scale units who are involved in silk saree weaving, zari embroidery, ivory carving, wooden handicrafts, and handloom products. These micro and small enterprises employ a significant number of women as well as girls. But 70% of the labour force in this sector is informal, especially because these enterprises are home-based enterprises.

This region is heavily dependent on the women workforce who are involved in different jobs like small scale production, embroidery, weaving and dyeing, packaging and ensuring the quality of these products. The women workers usually do not perform the role of strategic decision making as they are seldom the owners of these enterprises. These enterprises provide employment opportunities to women and girls, but because of the dearth of formalised HRM systems, these enterprises lack gender equity, safety policies and provisions of formal training and career growth for the women workers effecting in turn the growth of these enterprises.

Key Findings on Gender Inclusivity

1. High Female Participation but Low Wages: Women dominate in weaving & shola craft but earn 30-40% less than men.
2. Limited Ownership & Market Access: Few women own businesses; most work as wage labourers.
3. Cultural Barriers in Metal/Woodwork: Societal norms restrict women from "heavy" crafts.

Skill Development Gaps: Women lack training in digital marketing & entrepreneurship

Observed HRM Challenges with Gender Dimensions

Challenge	Description	Gender Impact
Informal Employment	Most women are not registered or documented as workers.	No access to maternity leave, insurance, or grievance redressal.
No Written Contracts	Verbal agreements dominate.	Leads to wage theft, irregular payments, and job insecurity.
Lack of POSH Compliance	No Internal Complaints Committee (ICC) or awareness of legal rights.	Risk of harassment or exploitation goes unreported.
Unpaid Family Labor	Women help in family units without wages.	Undervalued contributions perpetuate economic dependence.
No Leadership Training	Absence of targeted skill or leadership programs for women.	Reinforces the gendered power gap in ownership and management.

Recent Involvements: State and central government along with NGOs and Self

Help Groups (SHGs)

Women empowerment is one of the key pillars for the rural economy to develop. It is impossible to have a successful rural economy without the contribution of women empowerment since women appears to be the key driving force for the economy to develop and flourish. Women's contribution to the rural economy is unstoppable.

The finest example of elevating the women entrepreneurship to an ever-higher level is the Women's Self-Help Groups of Murshidabad District in West Bengal who have been recognized as the key bread-winners for the family as well as themselves to a greater level.

In a recent event, the women organizations of Murshidabad District of West Bengal have performed wonderfully by getting engaged in rearing of poultry and duck. Since it is established that the significance of backyard poultry production is thought to have surpassed the never-ending issue of poverty, hunger and malnutrition in the nation.

In Murshidabad, the production level of poultry matches the backyard poultry production since individuals like poultry units of small scale i.e. 10 to 20 birds each in comparison to larger units. These backyard units are gaining popularity since it offers supplementary income as well as high- order nutrition without any additional expenditure.

Mahila Samakhya & NABARD Projects

A few SHG-based training programs have helped women artisans acquire financial literacy and micro-entrepreneurial skills. But there is limited acceptance because of domestic responsibilities and mobility constraints.

Skill India Mission & PMKVY

Skill development programs have penetrated some clusters, but the connection between skills and formal employment outcomes is weak.

Thematic Visual: Gender Distribution in Murshidabad’s Handicrafts Chart:

Gender Participation Across Sub-Sectors

Handicraft Sub-Sector			Female Workers (%)		Male Workers (%)	Key Observations
Silk Weaving	(Tant & Baluchari)		65%	35%		Women dominate weaving but earn less than male traders.
Bell Metal Work	(Kansari Craft)		20%	80%		Male-dominated due to heavy labor; women assist in polishing.

Shola Craft (Pith Work) 75% 25% Women lead in delicate shola art but lack market access.

Terracotta & Pottery 40% 60% Men shape pots; women handle painting & decoration.

Wood & Bamboo Craft 15% 85% Men control carpentry; women engage in minor finishing.

(Data Source: District Handicrafts Survey, Murshidabad, 2023)

Recommendations

HRM Formalization and Gender Inclusivity

1. Maintaining a record of workers is critical to inclusive HRM systems (including part-time/home-based work).
2. HR sensitization among cluster leaders and gender audits can make room for inclusive recruitment and promotions.
3. Internal and digitisation has reached certain parts of rural Bengal. Digitisation in the form of Digital onboarding and e-payments can facilitate the formalization of wages and ease access to social security for women.
4. Cluster-based HRM training must be conducted to make the workers aware. Such trainings must incorporate gender modules, awareness of the law, and leadership streams.

Implications of the Study

Growth, development and sustenance of any organisation is with the help and support of the workforce. In any business scenario, the organisation with more capable, skilled employees will eventually end up in a competitive position. This study brings out compelling insight on lack of formal HR in MSMEs and also the reasons behind the lack of formalisation. With this insight government could take this as

an advocacy issue and to safeguard rights of the workers and persuade MSMEs to invest in formalizing HR processes in their business unit.

Limitations and Future Studies

- The impact of organisation size on formalisation of human resource management practices is observed in this study. However individually the impact of each size class could not be observed. More studies can be conducted especially by taking into account each size class and their individual impact and study practices related to them.
- Usage of Statistical tools in this study would make the study complete and comprehensive.
- Prevalent cultural impact was observed during this research throughout the state. The practices also differ. Comprehensive research on each of these belts would make future research richer and would provide insight into the various successful practices in MSMEs in West Bengal

Conclusion

The Murshidabad handicrafts cluster offers a powerful case of untapped female potential in MSMEs. The integration of formal HRM practices with a lens on gender sensitivity, legal awareness, and skills development, is not just a matter of compliance but a pathway to sustainable and equitable growth. Addressing cultural, structural, and policy gaps will be key in enabling these enterprises and their female workforce to thrive.

West Bengal has made prominent progress in the number of MSMEs and implementing digital governance tools, formal HRM practices are still not widely adopted, particularly in micro and small businesses. Initiatives to promote gender diversity encounter difficulties in their practical implementation in the absence of organized HRM systems.

MSMEs in West Bengal need to incorporate gender-sensitive HR frameworks that establish equitable hiring, training, evaluation, and grievance resolution procedures in order to achieve sustainable, inclusive growth. Additionally, these reforms need to be culturally sensitive and accessible to smaller businesses.

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A Study on Sustainable Practices in the Hotel Operations of Star-Rated Hotels in Kolkata

1st Author

Name: Ms. SUSHMITA MUKHERJEE

Affiliation: Guru Nanak Institute of Hotel Management (JIS University)

Designation: PhD Scholar/ Asst. Professor

2nd Author

Name: Mrs. ANANYA MANNA

Affiliation: Guru Nanak Institute of Hotel Management (JIS University)

Designation: Asst. Professor

3rd Author

Name: Mr. DebayanSaha

Affiliation: Guru Nanak Institute of Hotel Management (JIS University)

Designation: Asst. Professor

Abstract

The hospitality and hotel industry plays a pivotal role in contributing to sustainable development, particularly through the adoption of environmentally responsible and socially inclusive operational practices. This study investigates impactful sustainable practices adopted by star-rated hotels in Kolkata, India - city known for its cultural heritage and growing hospitality market. The study delves into the ways in which these hotels are incorporating sustainability into their operations in crucial areas including water conservation, energy efficiency, waste management, sustainable sourcing, guest involvement, and staff training. By analysing both qualitative and quantitative data collected from case studies and interviews across selected star-rated hotels, the study identifies best practices, key drivers, and barriers to implementation. It also evaluates the impacts of these sustainable initiatives on operational efficiency, brand perception, and customer satisfaction. The results add to what is already known about sustainable hospitality and provide practical advice to those in the hotel management, government, and industry sectors who are working to make their establishments more environmentally friendly and socially conscious.

Keywords: Hotel Industry, Sustainable Hospitality, Energy Efficiency, Water Conservation, Reduce Reuse Recycle, Social Responsibility, Customer Satisfaction

1. Introduction

Amid growing environmental consciousness, shifting customer expectations, and the potential financial rewards of sustainable growth in the long run, the hotel and hospitality sector throughout the world has

begun to see the need of incorporating sustainable practices into its daily operations. The hotel industry is very harmful to the environment due to the amount of energy, water, garbage, and carbon emissions it produces. In response, sustainability in hotel operations has evolved from a trend to a strategic necessity. India's hospitality industry, with its rapid growth and diverse clientele, is uniquely positioned to lead in the adoption of sustainable practices. Guests from all over the world may find a room at one of the many five-star hotels in Kolkata, a city rich in history and culture in eastern India. These hotels serve as critical nodes for implementing and showcasing sustainable innovations in hospitality. Yet, the adoption of sustainable practices varies widely in terms of scale, approach, and impact, influenced by factors such as hotel size, management policy, guest preferences, and regulatory frameworks.

The purpose of this study is to investigate and assess the cutting-edge and consequential sustainable measures used by five-star hotels in Kolkata. The study's overarching goal is to learn how deeply these practices permeate fundamental hotel functions like water and energy management, waste reduction, procurement, and guest interaction. By identifying effective strategies and assessing their outcomes, this research intends to provide valuable insights for stakeholders aiming to enhance sustainability in the hospitality sector, not just in Kolkata, but potentially across similar urban settings in India.

1. Objectives of the Study

1. To study the present status of sustainable practices adopted by star category hotels in Kolkata

Literature Review

Kapoor et al. (2023) asserts that sustainable practices have the potential to shape the future of the business for the better and help produce environmentally conscious thought leaders. Despite numerous obstacles and a general lack of understanding about how to establish and execute an SD orientation, hotel managers are increasingly incorporating SD practices into their operations (Prud'homme & Raymond, 2016). Khatter et al. (2019) states that to satisfy the expectations of stakeholders who are concerned about the environment, hotels should engage in environmentally friendly activities and regulations. Over the years, hotel management has refined cost-cutting strategies into all-encompassing methods that are now an integral part of management at all levels and have the full backing of all relevant parties. In 2015, Gunarathne and Lee.

Fijian hotels and resorts have seen a significant improvement in the number of guests planning to return as a result of their environmental initiatives. The findings also showed that eco-conscious hotel guests in Fiji are prepared to pay a premium for the service. (Darshan et al., 2023). Akel and Noyan (2024) state that hotel management chooses to use green and technology applications in order to save energy and increase customer satisfaction. Customer loyalty may be enhanced via the use of these digital apps, which can enhance the quality of hotel service and provide individualized experiences. The financial

rewards and economic assistance via operational initiatives are the key motivations towards the greening of Greek businesses. In 2012, Kapiki.

Prakash et al. (2022) cite research by Mbasera et al. (2016) that sought to identify eco-friendly hotel practices in South Africa and Zimbabwe, as well as the extent to which these establishments contributed to reducing critical performance indicators (CPIs). The study used the framework of the Hotel Carbon Management Initiative (HCMI) to prioritize CPIs in order to achieve a strong adoption framework for sustainable and environmentally friendly practices. According to, Ali and Anjum (2024), customer preferences regarding eco-friendly services in hotels and to provide hotels with the most favourable strategies to meet these demands in mountainous tourism spots in Pakistan.

1. Methodology

Research Type: Quantitative approach.

Sample: 10 nos. of Star-rated hotels in Kolkata are selected for survey

Total sample size – 200

Data Collection:

Primary: There were interviews from each hotel and a set of questionnaires were sent through email to Hotel Managers, Supervisors and Associates. Questionnaires have closed ended questions.

Secondary: Hotel Sustainability reports, websites, articles and publications.

Data Analysis: Data Analysis is done through basic statistical methods. The data analysis and graphical data visualization were done using MS Excel.

Sample Size - The distribution of the sample size is as below:

Table 1: Data for Sample Size

HOTEL	DEPARTMENTAL MANAGERS	SUPERVISORS	ASSOCIATES	TOTAL
5 STAR	15	30	30	75
4 STAR	10	25	35	70
3 STAR	10	20	25	55

Source - Authors Analysis

Data Analysis - The data collected has been analysed in terms of statistical testing to find out its validity.

Findings and Discussion

5.1 Innovative Sustainable Practices Observed

Energy Efficiency: Using energy-saving measures such as central HVAC systems, motion-sensor lights, and solar panels.

Water Management: Systems that collect rainwater, install low-flow plumbing fittings, and recycle used water.

Waste Management: In-house composting, digital check-ins to reduce paper, plastic-free amenities, food waste reduction initiatives

Sustainable Procurement: Locally sourced food, biodegradable cleaning supplies.

Guest and Employee Engagement: Reward programs for Guests for not changing towels daily and Educating staff on sustainable practices

5.2 Impact of These Practices

Reduction in operational costs over time.

Contribution to local community welfare and environmental conservation.

Improved brand image, guest satisfaction and increased preferences for Green Hotels.

Sustainability initiatives can increase employee's sense of contribution towards environment responsibility.

5.3 Challenges Identified

High initial investment.

Lack of trained staff and awareness.

Difficulty in measuring ROI on sustainability.

Implementation in few Hotels.

Recommendations

Government incentives and subsidies for green initiatives.

Sustainability training for hotel staff.

Partnerships with NGOs and local suppliers.

Encouraging guest participation in eco-friendly practices.

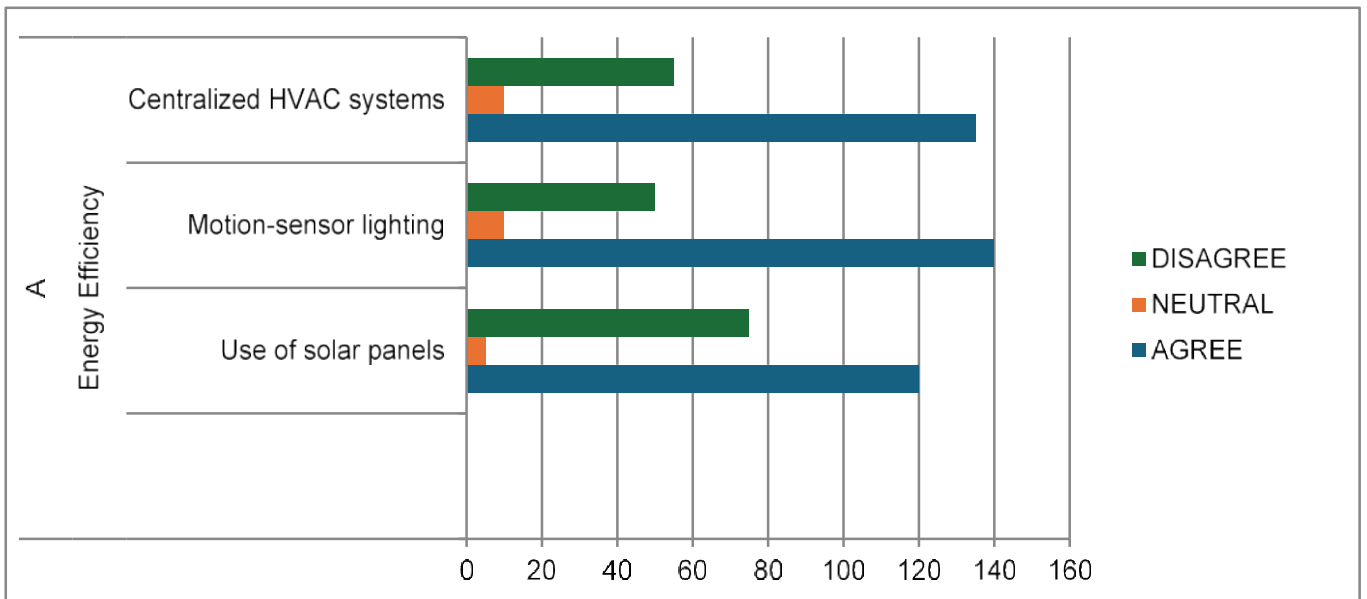
TABLE 2 – Innovative Sustainable Practices

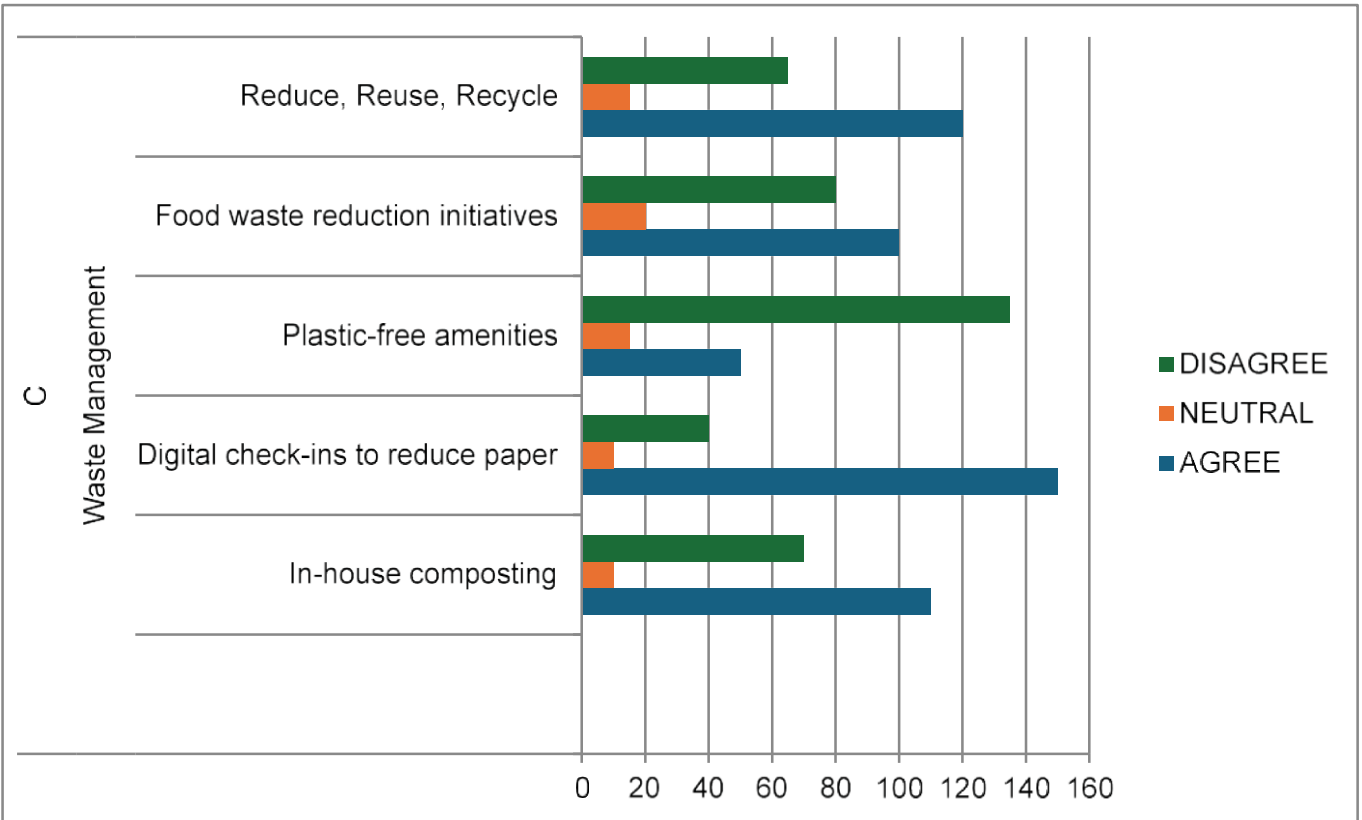
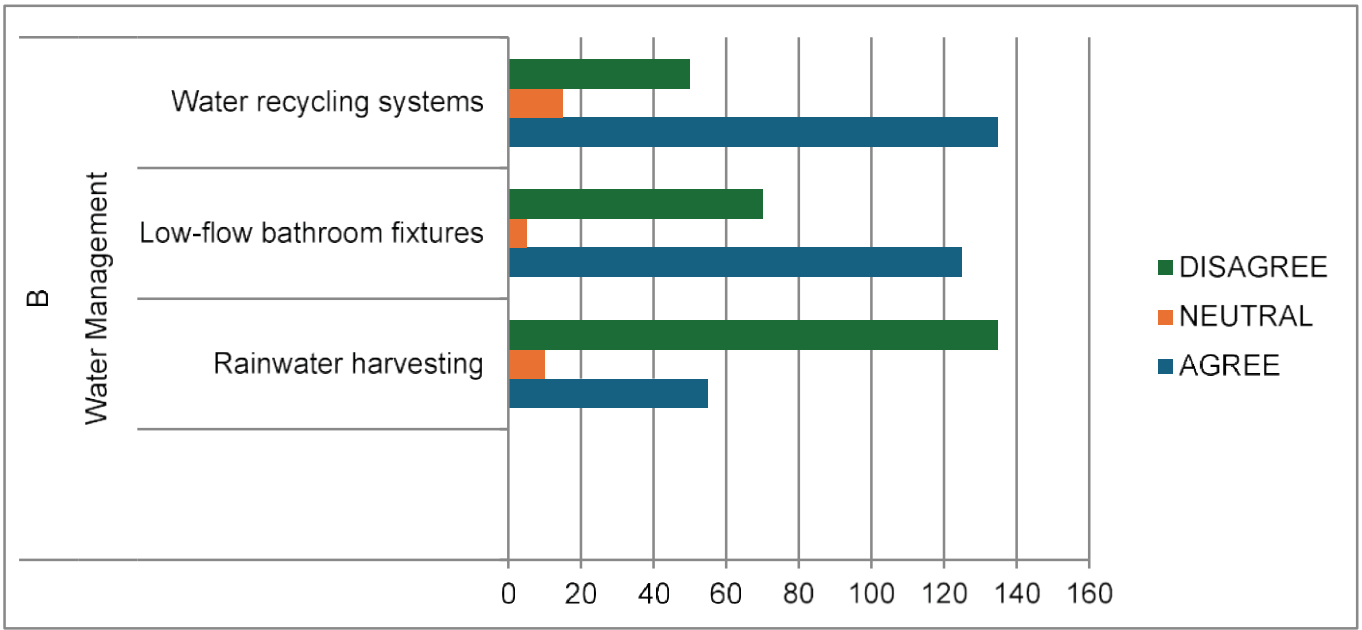
SL.NO.	Sustainable Practices	Sustainable Practices	AGREE	NEUTRAL	DISAGREE
A	Energy Efficiency				
		Use of solar panels	120	5	75
		Motion-sensor lighting	140	10	50
		Centralized HVAC systems	135	10	55
B	Water Management				
		Rainwater harvesting	55	10	135
		Low-flow bathroom fixtures	125	5	70
		Water recycling systems	135	15	50
C	Waste Management				
		In-house composting	110	10	70
		Digital check-ins to reduce paper	150	10	40
		Plastic-free amenities	50	15	135
		Food waste reduction initiatives	100	20	80
		Reduce, Reuse, Recycle	120	15	65
D	Sustainable Procurement				

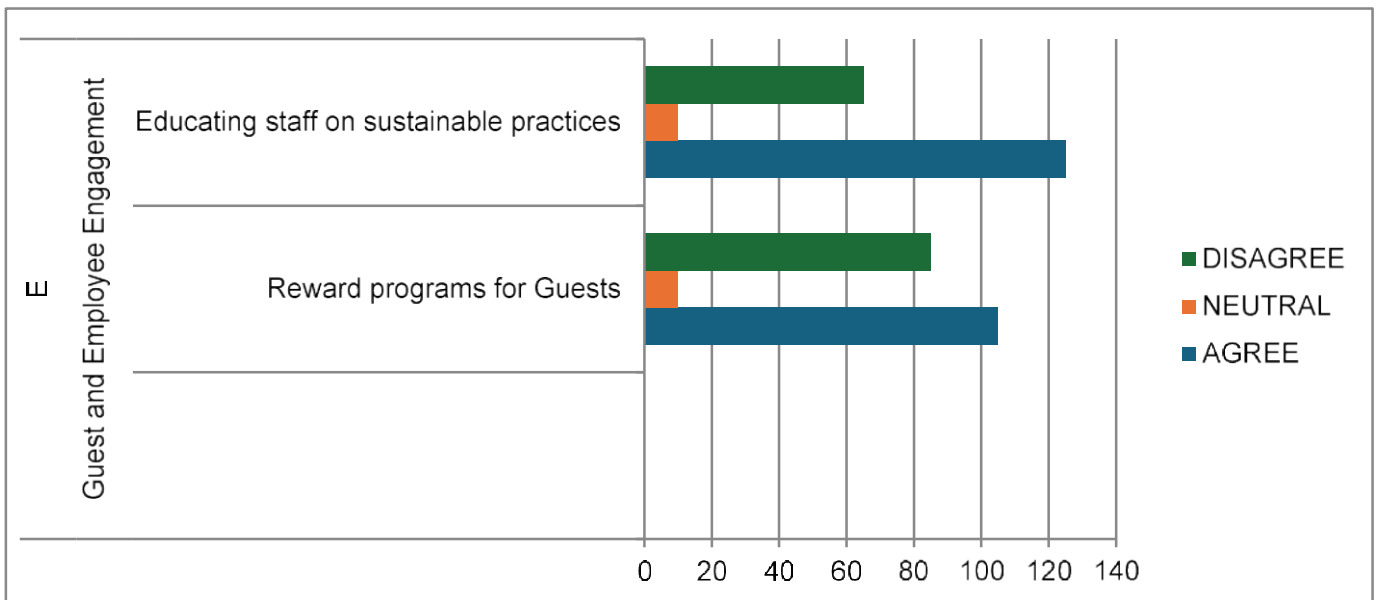
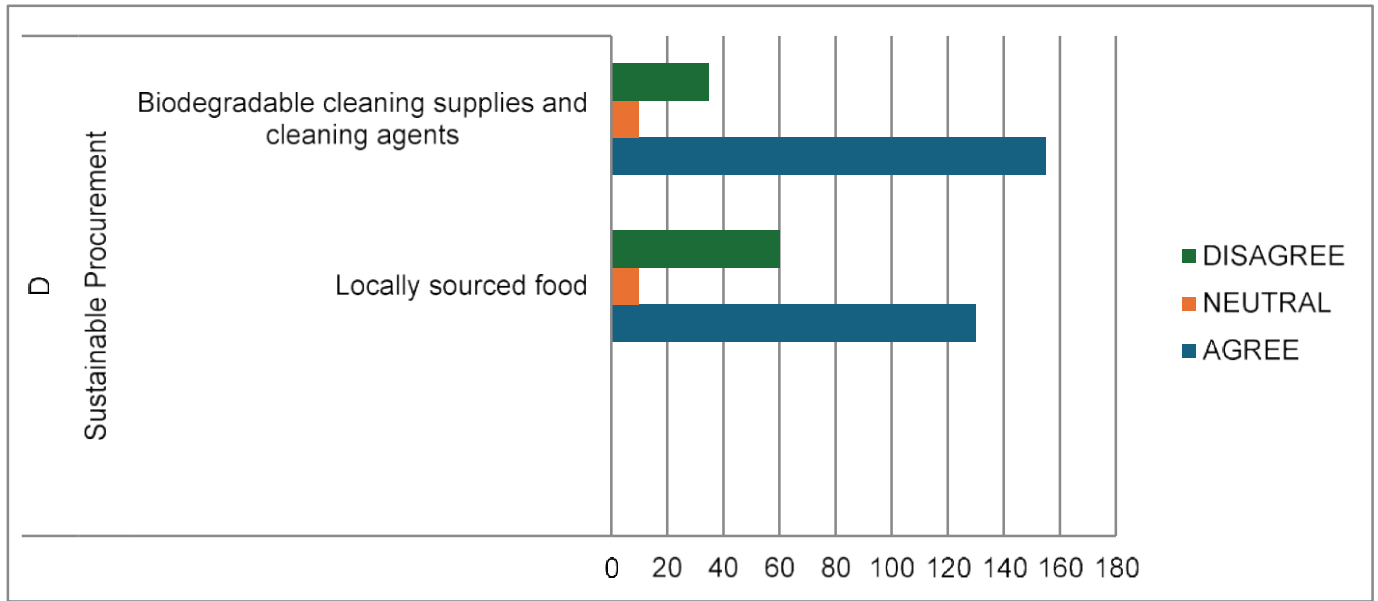
		Locally sourced food	130	10	60
		Biodegradable cleaning supplies and cleaning agents	155	10	35
E	Guest and Employee Engagement				
		Reward programs for Guests	105	10	85
		Educating staff on sustainable practices	125	10	65

Source - Authors Analysis

GRAPHICAL REPRESENTATION







6. Conclusion

This research has offered a thorough analysis of the sustainable strategies being used by five-star hotels in Kolkata, India. The techniques are both novel and impactful. The study identified a range of approaches that have shown to be both ecologically and economically advantageous, including energy- efficient systems, water conservation measures, waste management initiatives, sustainable sourcing of materials, workers and visitor involvement. In addition to helping the environment, hotels that have adopted these policies gain an edge in the market by meeting the needs of environmentally aware guests and following the latest sustainability trends. However, challenges remain, particularly in terms of financial investment, lack of regulatory enforcement, and limited awareness among smaller hotels about the full range of sustainable practices available. The role of government, industry associations, and the broader hospitality ecosystem is crucial in supporting these hotels through incentives, training, and the development of clear guidelines for sustainability.

In conclusion, while there are several areas where improvements can be made, the overall trajectory towards sustainability in Kolkata's star-rated hotels is promising. As the hospitality industry develops further, eco-friendly policies and procedures will be expected to distinguish the best hotels. This will help guarantee the company's success in the long run while also promoting social responsibility and environmental preservation.

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Sustainable Development through Tourism & Hospitality: Eco-friendly Tourism Practices.

KOUSIK DAS

Assistant Professor,
Kingston Educational Institute, Kolkata, India

Email:kousik.das37@gmail.com ORCID : 0009-0007-9339-000X

Abstract

As tourism around the world continues to expand, it is imperative that models that put an emphasis on environmental sustainability replace conventional leisure travel. This is particularly important in areas where tourism is prevalent. Unhealthy practices can lay ecological systems and cultural heritage under a lot of stress. To protect these priceless resources, ecological wisdom's tenets of conservation and sustainable management are essential. The present status of tourism in India is examined in this study using a thorough methodology that consists of fieldwork, literature review, and stakeholder consultations. The goal of the study is to find and advance responsible tourism practices that reduce negative effects on the environment and aid in the preservation of biodiversity. It also looks at how environmentally friendly travel strategies can help protect the area's variety.

Key word: Indigenous customs, eco-friendly travel, cultural heritage, sustainable travel, and conservation

Introduction:

There has never been a more pressing need for sustainable tourism practices as international travel continues to grow. Although tourism frequently has a negative impact on the environment and local cultures, it may have a major positive economic impact on communities. The entire essence of the places that tourists want to visit is under danger due to over tourism, pollution, habitat degradation, and the monetization of cultural assets.

Sustainable tourism provides a strategy to increase the benefits of travel while reducing these negative consequences. We can urge visitors to make ethical decisions that respect local people and the environment by encouraging eco-friendly travel habits. This strategy promotes cultural awareness and community involvement in addition to aiding in the preservation of natural resources.

Ecotourism is an ethical travel style that emphasizes sustainable activities, community support, and environmental preservation in natural settings. It gives tourists the opportunity to experience nature while leaving as little of an environmental impact as possible. In contrast to

mass tourism, ecotourism places a strong emphasis on local community welfare, education, and conservation. The government of India is pushing ecotourism as part of its larger plans for economic and environmental development, and the industry is growing. By using its abundant biodiversity and guaranteeing long-term environmental preservation, the National Ecotourism Policy seeks to establish India as a premier destination for eco-friendly travel. Community engagement, sustainability, and conservation are key to ecotourism. Promoting the use of renewable resources, preserving ecosystems, and cutting waste are the main ways to lessen environmental harm. To promote care for the ecology, visitors are urged to learn about the local customs and the natural environment. By taking part in ecotourism projects, local people make sure they gain financially while also assisting in the preservation of their natural environment. Common activities that are intended to be both educational and ecologically conscientious include animal safaris, guided nature walks, and cultural excursions.

Objective

Examining the cultural and environmental repercussions of tourism in India, this study focuses on sustainable methods that might lessen these effects. The study will examine how local communities can manage and promote sustainable tourism and evaluate the success of the efforts and policies in place. In order to ensure that financial advantages do not come at the price of environmental and cultural deterioration, the research aims to provide policy suggestions to assist the growth of a sustainable tourist business in the area. In order to ensure the long-term viability of the region's tourist sector, this research attempts to strike a balance between economic development and the conservation of India's distinctive natural and cultural features. Create a comprehensive campaign that highlights responsible conduct to increase passengers' understanding of sustainable tourism practices. This campaign will highlight doable steps travellers may take to lessen their environmental impact, such recycling and composting garbage, opting for reusable products instead of single-use plastics, and adhering to the "Leave No Trace" philosophy.

Consumer behavior has changed as a result of growing understanding of the different environmental issues. The way that consumers view a green lifestyle has changed.

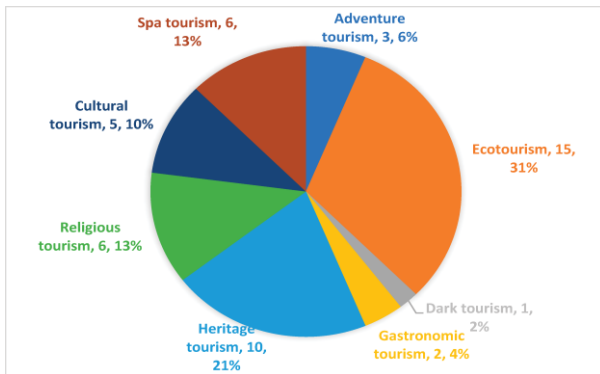
As a result, in the contemporary market, green marketing has developed unique consequences Green denotes worthiness in transactions, fairness in pricing, and purity via quality.

Promoting environmentally friendly products to meet consumer demands and desires is the main goal of green marketing. It uses cutting-edge strategies for dynamic product development, product change, sustainability, and varied advertising, among other things.

Green marketing aims to preserve the natural environment. Customers in the modern day must be socially concerned and environmentally aware. The notion of "green marketing" has gained significant traction in the contemporary market and is now a significant idea that is seen as a crucial tactic for supporting sustainable development in India and other developing and industrialized nations. The concept, necessity, and significance of green marketing have been the primary focus of this research work. A variety of evidence sources, including books, journals, websites, and newspapers, were used to gather data. It examines the primary obstacles to implem

Methodology

This work combines qualitative and quantitative research using a mixed-methods methodology. Information was gathered from surveys of visitors and local populations, government publications, scholarly research, and interviews with industry participants. Investigations of particular environmentally friendly locations and projects were also examined in order to offer useful illustrations of effective sustainable tourism campaigns.



Gain of the Research & Discussion:

The COVID19 pandemic's aftermath and changing tourist preferences have greatly influenced India's tourism industry, which is currently experiencing a complicated mix of recovery, expansion, and challenges. India, one of the most varied travel destinations in the world, is seeing arise in both domestic and travel abroad. Its spiritual locations, varied landscapes, rich cultural legacy, and expanding urban tourism in places like Bangalore, Mumbai, and Delhi are among of its main draws. The government has launched a number of programs, such the Dekho Apna Desh campaign, to promote domestic travel and inspire people to visit lesser-known locations. Infrastructure development, upholding hygienic and safety regulations, and controlling the effects of tourism on the environment are some of the difficulties the business faces. In well-known locations like Goa and the Taj Mahal, overtourism has caused sustainability issues, while less-travelled and rural areas continue to struggle with inadequate infrastructure to handle high visitor numbers.

Furthermore, India's tourist industry is being pushed to innovate with improved online services and virtual experiences due to the worldwide move towards International Journal of Renewable Energy and its Commercialization digitization. All things considered, even though India's tourist sector is rebounding and expanding, it still needs careful planning and funding to make sure it can satisfy demand in the future and make a substantial economic contribution to the nation. India's tourism industry, which offers a wide range of experiences from adventure and wellness travel to cultural and historical places, is a significant economic engine. Industry must, however, overcome challenges including inadequate infrastructure, deteriorating environmental conditions, and the requirement for further regulation and planning.

Transnational corporations and NGOs are increasingly focusing on sustainable development, particularly in poor nations. This is the outcome of heightened consciousness on the need of protecting the environment (Grieves et al., 2014). The Brundtland Report, titled "Our Common Future," was released by the World Commission on Environment and Development (WCED). Sustainable development is "development that meets the needs of the present

without compromising the ability of future generations to meet their own needs," according to the Brundtland Report (1987:43).

The report's recommendations are insufficiently detailed to apply sustainable development principles to marginalized indigenous populations. While environmental preservation and poverty eradication are still crucial aspects of sustainable development, local community involvement and control over sustainable development initiatives are increasingly receiving more attention. Ecotourism, also referred to as sustainable tourism, is prioritized in order to protect indigenous communities' natural resources. These ecotourism initiatives aim to include safeguards that guarantee the local indigenous population, not outside organizations, should benefit from ecotourism's benefits. In 2014, it should be mentioned that, despite their seeming admirability, the kinds of collaborations between indigenous people and outside organizations are frequently met with conflicts and imbalance of power.

There is a greater likelihood that ecotourists will utilize locals' services and lodging. This guarantees a positive impact on the local economy. Notably, ecotourism ought to be able to provide the following needs:

- a. preserve the environment;
- b. aid in the preservation of regional cultural artifacts;
- c. boost the local economy;
- d. strengthen local communities;

The local population should have some influence over ecotourism in order to guarantee that they receive the benefits they are entitled to. When local voices are heard, the local population will become more empowered. They must have the authority to determine what kinds of tourism amenities and wildlife preservation initiatives ought to be established in their own areas. The neighbourhood ought to grow into a significant stakeholder.

Conclusion:

"EcoFriendly Explorations: A Guide to Sustainable Tourism in India" concludes by highlighting the significance of making thoughtful travel decisions that honor and protect the nation's many ecosystems, cultures, and communities. In India, sustainable tourism encompasses more than just lessening the impact on the environment; it also involves strengthening ties to the destinations visited, boosting local economies, and making sure that travel benefits both people and the environment. It is our duty as tourists to select environmentally friendly lodging, engage in community-based tourism, honor regional traditions, and contribute to conservation initiatives. Travelers can enjoy more meaningful and genuine travel experiences while simultaneously contributing to the preservation of India's natural and cultural legacy for future generations by adopting sustainable practices.

Ecotourism is defined as environmentally responsible, sustainable, and centered around natural and cultural resources. It also encourages meaningful community involvement.

Each of the four states that have been chosen for the case study is unique. For instance, community involvement, which is highly valued in Nagaland and Kerala, could not be effective in other states, while Nagaland lacks the convenience of national parks and waterways found in Kerala and Assam. While some travelers may prefer homestays in Nagaland for a distinct experience, others may prefer camping in Gujarat over hotel accommodations. Because the state is, in the end, the guide is a call to action for tourists, companies, and next generations by implementing eco-friendly methods, encouraging community engagement, and creating legislation that support it.

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Kolkata Hospitality Waste Management: A Case Analysis

Marcelline Salome Gomes, Assistant Professor, Department of Business Administration,
Narula Institute of Technology, JIS Group marcelline.gomes@nit.ac.in

ORCID ID: 0009-0003-8010-5266

Abstract

This study explores the complex environment of waste management procedures in Kolkata, India's rapidly growing hospitality sector. Using a mixed-methods approach that includes a thorough literature review and a detailed case study methodology, it carefully investigates the various issues, current tactics, and untapped potential for improving waste generation, careful segregation, effective collection, suitable treatment, and ecologically responsible disposal in hotels, restaurants, catering services, and other related hospitality businesses throughout the city. The paper frames its analysis in the context of Kolkata's distinct socioeconomic structure, complex legal system, and urgent environmental issues.

Additionally, it assesses the broad ramifications of the waste management paradigms in use today and proactively makes evidence-based suggestions to encourage the implementation of more resource-efficient, environmentally conscious, and sustainable waste management systems in Kolkata's vibrant hospitality industry.

Keywords: Environmental Impact, Circular Economy, Waste Management, Case Study, Sustainable Practices, Waste Segregation, Waste Recycling, Kolkata, Hospitality Industry, and Policy Implementation

Introduction:

Inside this national framework, Kolkata, a major metropolitan city interceding cultural heritage and experiencing monumental economic growth and development, presents a convincing case study. Its spirited and speedily boaden hospitality industry, catering to both domestic and international tourists, comes up significantly to the city's economic dynamism but also adds to its burden of waste handling/management challenge..

Nevertheless, Kolkata's hospitality sector faces several condemning and under-addressed waste management challenges that amount to the core problem, which this study aims to inquire into:

Insufficient Source Segregation: A widespread issue across Kolkata, including within hospitality establishments, is the incompatible with or non-existent segregation of waste right at its origin. This significantly encumbers recycling efforts and increases the volume of mixed waste sent to already overridden landfills.

- **Infrastructure Disparities:** The operating municipal waste management infrastructure in Kolkata, particularly landfills, grapple to cope with the rapidly growing volumes of waste. This poses distinctive challenges for the hospitality sector, which often relies on or interfaces with these struggling public systems.
- **Limited and Narrow Adoption of Advanced Practices:** In spite of global trends and best practices, the uptake of comprehensive recycling, composting and food waste reduction programmes within Kolkata's hospitality establishments remains truncated, often due to recognised financial limitations, space constraints or lack of technological know-how.
- **Regulatory Enforcement and Awareness Discrepancies:** While national and state-level regulations exist (e.g., Solid Waste Management Rules, 2016), challenges continue in congruous enforcement and widespread realisation within the hospitality industry, leading to mixed levels of compliance.
- **Economic Leakages and Environmental Impact:** The current inept waste practices result in considerable economic losses from unrecovered and depleted resources and exacerbate ecological issues such as landfill saturation, methane emissions, and water contamination, directly impacting Kolkata's urban health and tourism appeal or tempt.

Understanding and communicating these specific concerns is crucial for developing sustainable waste management strategies tailored to Kolkata's distinctive socioeconomic and regulatory landscape, ultimately contributing to a cleaner and more financially sound hospitality industry in the city.

The handling and disposal of trash is made more difficult by the intrinsic characteristics and nature of hospitality operations, which include varying occupancy rates, a very wide range of consumption patterns and the production of both recyclable and non-recyclable trash. Ineffective and improper waste management in this industry can have serious and negative effects on the environment, such as process of landfill saturation, greenhouse gas emissions from organic waste that decomposes, leachate contamination of water sources, and the aesthetic deterioration of popular tourist locations. On the other hand, the hotel sector could convert threats into opportunities economically from resource recovery and increased operational efficiency as well as environmentally from the adoption of sustainable and efficient waste management techniques.

Focusing on the Indian context, waste management presents a particularly intricate challenge, especially within rapidly urbanizing centers. The existing infrastructure often struggles to cope

with the burgeoning volumes of waste generated by burgeoning populations and with their economic activities. Regulatory frameworks adopted and implemented by metropolitan development authority and municipalities, while in place, often face challenges in terms of consistent enforcement and widespread adoption. Within this national scenario, Kolkata, a major metropolitan city steeped in cultural heritage and experiencing significant economic growth and development, presents a compelling case study. Its vibrant and rapidly expanding hospitality industry, catering to both domestic and international tourists, contributes significantly to the city's economic dynamism but also adds to its burden of waste management.

When considering the Indian context, waste management is a particularly complex problem, particularly in areas that are fast becoming more urbanized. The increasing amounts of trash produced by growing populations and economic activity are frequently too much for the current infrastructure to handle proper disposal and recycling. Even when they are in existence, regulatory frameworks frequently struggle to be widely adopted and consistently enforced among the people. Kolkata, a large metropolis rich in cultural history and undergoing rapid economic development, makes an interesting case study within this national context. The city's thriving and growing hotel sector, which serves both local and foreign visitors, greatly boosts its economic vibrancy but also increases the threats of waste disposal load.

It is crucial to comprehend and deal with the unique complexities of waste management in Kolkata's hospitality industry for a number of reasons. First of all, it has a direct impact on the city's environmental sustainability objectives, making urban areas healthier and cleaner to make the city less polluted. Second, efficient waste management can help present hospitality companies to operate more efficiently and leave a less environmental impact, which could save money and improve their reputation. Thirdly, as a well-known tourism destination, Kolkata's environmental stewardship—which includes the hotel industry's responsible waste management—is essential to establishing its reputation and drawing eco-aware tourists.

The goal of this research paper is to present a thorough examination of the waste management situation that prevails now in Kolkata's hotel sector. This study aims to identify the major obstacles, assess the efficacy of current practices, and offer context-specific recommendations for promoting more sustainable and effective waste management systems through a methodical review of the body of existing literature and a very close analysis of particular cases within the city. In the following sections, the pertinent scholarly literature will be examined thoroughly, the research questions and objectives will be outlined and drawn, a thorough background of Kolkata will be given through which the case study's main findings will be presented, the implications and complexities of the current situation will be examined, and a set of practical conclusions and suggestions will be provided.

Systematic Literature Review

The foundation of this study is a thorough and methodical literature assessment that offers a critical grasp of the corpus of information currently available on waste management in the hotel sector both internationally as well as in India. This section identifies the information gaps that

this research attempts to fill and establishes the theoretical framework by synthesizing important findings from government publications, industry reports and academic journals as well as other articles.

The substantial waste generation rates in the hospitality industry are regularly highlighted in the numerous literature worldwide. Food waste (typically the greatest component), packaging materials (plastic, paper, glass), operational waste (cleaning supplies, linens) and guest-generated garbage are among the various waste streams that have been quantified mainly in studies.

Methane gas emissions from decomposing organic matter, landfill burden, and the ecological effects of plastic pollution are only a few of the environmental effects of this garbage that are highlighted by research.

Best practices and methods for reducing waste in the hospitality sector make up a sizable amount of the literature. A common motif is the "reduce, reuse, recycle" hierarchy, which places a strong emphasis on reducing sources through effective inventory and procurement management, reusing things when practical, and putting in place extensive recycling systems. Research demonstrates effective waste segregation programs, on-site food waste composting, and collaborations with recycling groups.

The literature highlights particular waste management issues in the Indian context, such as a sizable unregulated recycling industry, disjointed and unregulated waste collection systems, and disparities in state and city-level awareness and enforcement of waste management laws.

Research on urban waste management in India emphasizes the strain on the country's current infrastructure and the demand for more decentralized and integrated methods.

Research on urban waste management in India emphasizes the strain on the country's current infrastructure and the demand for more decentralized and integrated methods. Despite its growth, specific study on waste management in the Indian hospitality sector is still quite small when compared to studies conducted worldwide. Existing literature frequently highlights issues such the use of crude disposal techniques, insufficient waste segregation at the source in many businesses, and a dearth of thorough data on trash generation rates unique to the industry.

However, there are also new studies showing how certain innovative hotels and restaurants in India have successfully implemented sustainable practices, frequently as a result of legislative restrictions or environmental concerns.

Additionally, the literature review will explore pertinent theoretical frameworks. The hospitality sector is especially affected by the circular economy idea, which promotes resource efficiency and waste reduction by extending the useful life of products. Sustainable production and consumption principles offer a more comprehensive framework for comprehending how the industry might reduce its environmental impact. Additionally investigated as possible instruments for promoting better waste management procedures in lodging facilities are Environmental Management Systems (EMS) and certifications such as ISO 14001..

This study will find knowledge gaps by critically examining the body of existing literature, especially with regard to the unique possibilities and problems faced by Kolkata's hospitality sector. With an emphasis on the city's distinct socioeconomic and regulatory setting, it will expand on current theoretical frameworks and best practices. The research approach and the interpretation of the case study results will be guided by this review.

Nowadays, hotels are more worried about waste and waste management practices. Therefore, hoteliers and researchers felt a need of discovering the waste management practices and conducting studies on this burgeoning topic, as it is directly related to hotel and environment too. Few of them are listed below:

Shanklin, Carol W. (1991) stated in their research that there are two main issues of solid waste management in hotels i.e. waste disposal fees and a positive public image.

Hotels are more concerned about waste and waste management procedures these days. Since waste management techniques have a direct impact on both hotels and the environment, researchers and hoteliers felt compelled to learn more about them and conduct studies on this emerging subject. Below is a list of some of them:

According to a study by Carol W. Shanklin (1991), there are two primary concerns with solid waste management in hotels: paying for garbage disposal and maintaining a favorable public perception.

A guide on garbage recycling in hotels and motels, its advantages, and ways that staff and visitors can participate in the recycling program was released by the Florida Hotels & Motel Association in December 1993.

In order to shed light on the many problems and difficulties that nations face with regard to solid waste management, Tang, Janeen (2004) carried out a case study on hotel solid waste management programs.

Few hotels have been using social waste management techniques, according to research on solid waste management procedures in small hotels in the UK by Hatem R.I. Radwan, Eleri Jones, and Dino Minoli (2009).

A study on the latest procedures used by hotel housekeeping departments was carried out by Pandey M. & Pandey M. (2011). They emphasized the current garbage situation caused by the amenities provided to visitors and came to the conclusion that managing and getting rid of the waste is a challenging undertaking.

Nworuh, O.B; Morakinyo, O.M; Iwuala, C.C; Nwoke E.A & Ukomma, S.A (2011) conducted research on waste disposal and management practices and concluded that those hotels do not follow waste disposal activities they are unsustainable.

Malik S. & Kumar S. (2012) suggested remedies relating to better waste management and lower waste generation.

Jyoti, Malik G. & Ahlawat S. (2013) concluded that if a hotel follows proper waste management practices, it can lead to hotel growth and profitability.

According to research on waste management and disposal techniques by Nworuh, O.B.; Morakinyo, O.M.; Iwuala, C.C.; Nwoke, E.A. & Ukomma, S.A. (2011), hotels that do not adhere to trash disposal procedures are not sustainable.

Solutions for improved trash management and reduced waste creation were proposed by Malik S. & Kumar S. (2012).

According to Jyoti, Malik G., and Ahlawat S. (2013), a hotel's growth and profitability might result from using appropriate waste management techniques.

Josefina S. Viernes (2014) studied how many standard hotels in Puerto Princesa City, Palawan, used green techniques in its food and beverage and cleaning divisions.

According to Josefina S.V. (2014), when compared to energy and water conservation, solid waste management is the most often used method.

The expenses and resources needed for recycling food waste as well as some strategies for implementing more efficient solid waste management for the small island tourism sector were examined by Sealey, Kathleen Sullivan, and Smith, Jarrell August (2014).

According to a 2017 study on the reduction and management of waste in the hotel industry by Vikas Mohan, Bansal Deepak, and Sharma Mona, a hotel's green status or environmental contributions can be a significant strategy for gaining the loyalty of its patrons.

In their 2018 study, "Analyzing Solid Waste Management Practices for the Hotel Industry," S.T. Pham Phu, M.G. Hoang, and T. Fujiwara found that 84.3% of all hotel waste was organic and recyclable.

Research Methodology:

In order to give an in-depth understanding of waste management procedures in Kolkata's hospitality sector, this study uses a mixed-methods approach, integrating quantitative and qualitative data gathering and analysis methodologies. By enabling the triangulation of findings, this method provides a deeper and more complex understanding of the research problem.

Phase 1: Comprehensive Review of the Literature , this first stage entails a thorough and critical analysis of the body of research on waste management in the hospitality sector both internationally and in India, as well as industry reports and policy documents.

Phase 2: Kolkata Empirical Case Study: In order to directly address the previously stated Research Objectives and Research Questions, this phase involved the collection and analysis of primary and secondary data unique to Kolkata's hotel sector.

A. Primary Data Collection:

- **Methodology:** Primary data was collected through a combination of structured questionnaires administered to hotel and restaurant managers/key personnel, and semi-structured interviews with selected industry stakeholders and municipal waste management officials. This mixed approach allowed for the collection of both quantifiable data (e.g., estimated waste volumes, reported segregation rates, compliance levels) and qualitative insights (e.g., perceived challenges, attitudes, practical implementation issues).
- **Quantifiable Aspects:** The quantitative component of this study focuses on:
 - Estimates of average daily waste generation rates (in kg/day or kg/guest/meal) for various types of hospitality establishments.
 - Prevalence and reported effectiveness of current waste management practices (e.g., percentage of businesses practicing source segregation, types of waste streams separated, frequency of collection).
 - Self-reported levels of regulatory compliance and awareness among management.
 - Perceived gaps in training and resources, measured on a scale.
- **Attached Instrument:** The questionnaire used for data collection is appended as **Appendix A**. This instrument was designed to elicit responses on the following key aspects, directly supporting the research objectives:
 - Types and estimated amounts of waste generated
 - Current waste management infrastructure and procedures
 - Major obstacles to sustainable waste management
 - Management and employee knowledge, attitudes, and involvement
 - Perceived levels of regulatory enforcement and compliance
- **Sampling Strategy and Sample Size:**
For the empirical case study, a [state your sampling method, e.g., stratified random sampling, purposive sampling, convenience sampling] approach was employed to select hospitality establishments in Kolkata. The study targeted a diverse range of facilities to capture variations in waste management practices based on their operational scale and type.

Sample Size: A total of **50** hospitality establishments will be included in the study, comprising:

- **15** Star-rated Hotels (e.g., 3-star and above)
- **20** Standalone Restaurants/Cafes (medium to large scale)
- **10** Budget Hotels/Guesthouses
- **5** Catering Service Provider

B. Geographic Scope: The establishments will be primarily located within the Kolkata Municipal Corporation (KMC) area, ensuring relevance to the city's specific waste management context. The selection aims to represent a cross-section of the city's vibrant hospitality industry.

C. Secondary Data Collection: Secondary data involved reviewing existing government publications, industry reports, relevant municipal data from the Kolkata Municipal Corporation (KMC) where available, and academic studies specific to waste management in urban India and Kolkata. This provided context and baseline information on city-level waste generation and management systems. "

Phase 3: Comprehensive Analysis, Findings, and Suggestions: In this last stage, the results from the empirical case study (Phase 2) and the systematic literature review (Phase 1) will be combined. The following are the main goals of this phase:

- to provide a thorough grasp of waste management in Kolkata's hospitality sector by combining the main conclusions from the two phases.
- must respond to all of the research questions and use the data that has been processed to answer the study's main research aim.
- to determine which cutting-edge technologies, cooperative strategies, and other best practices the Kolkata hotel sector may successfully embrace and apply.
- to draw judgments about the current status of waste management that are supported by evidence and to make suggestions for improvement that are both realistic and pertinent to policy.
- This phase's study will compare and contrast the empirical facts from Kolkata with the conclusions drawn from the literature. This will assist in placing the local circumstance in the larger national and international contexts. The recommendations, which directly address the Research Questions and advance the overall Research Aim, will be formulated in light of the issues that have been identified, the assessment of existing practices, and the investigation of prospective solutions.

Case Study Background of Kolkata:

Kolkata, the capital of West Bengal and a prominent city in eastern India, presents a unique and complex backdrop for research on waste management, particularly due to its growing hospitality sector. Understanding the city's economic activities, its population, waste management systems, and regulatory framework is essential for interpreting the findings of this case study.

Urban Growth and Population: Kolkata boasts a high population density and an increasing urban landscape. Consequently, the pressure on the city's waste management systems and other facilities is significant. The hospitality industry, catering to both residents and a large number of tourists, adds to the overall waste generation exacerbated by the rising population.

Economic Landscape: The service sector, which includes hospitality and tourism, plays a vital role in Kolkata's diverse economy. The city attracts numerous leisure travelers interested in its rich cultural heritage as well as business visitors, alongside a considerable student population. The hospitality industry encompasses a wide range of accommodations, from budget-friendly guesthouses to luxury hotels and heritage sites, as well as various dining establishments and extensive catering services for events and institutions. The operational diversity and scale of these businesses are likely to influence their waste management practices and patterns of waste generation.

Waste Generation Scenario: Kolkata generates a sizable amount of municipal solid waste each day. The Kolkata Municipal Corporation (KMC) is the primary agency responsible for the collection, transportation, and disposal of waste. However, the existing infrastructure, especially landfills, faces challenges because to increasing volumes and limited capacity. Effective management and recycling of garbage from commercial businesses is hampered by the city's continued lack of widespread household waste segregation. It is challenging to incorporate the

informal sector into the formal waste management system, despite the fact that it makes a substantial contribution to rubbish recycling.

Environmental Challenges: A number of environmental issues in Kolkata are exacerbated by inadequate garbage management. Landfills that overflow cause damage to the land and may contaminate groundwater. Methane, a strong greenhouse gas, is released when organic waste breaks down in open landfills. Twelve Littering and risks to public health can result from ineffective garbage collection. The recovery of valuable resources through recycling is hampered by the lack of comprehensive trash segregation.

Regulatory Environment: The Solid Waste Management Rules, 2016 and other national laws, as well as state-level directives and policies from the West Bengal Pollution Control Board and the KMC's particular bylaws, regulate the solid waste management in Kolkata. Source segregation, scientific processing, and ecologically responsible waste disposal are all emphasized in these laws. However, resource limitations, a lack of understanding, and differing compliance levels frequently make it difficult to effectively implement and enforce these standards across all sectors, including the hospitality business.

Particular framework for Hospitality: This larger urban waste management framework is in which Kolkata's hospitality industry functions. Hotels and restaurants are major waste producers because of their high food, drink, and disposable item use. Variations in waste creation may also result from the seasonality of events and tourism. It is essential for this study to comprehend how the unique features of Kolkata's urban environment and legal system affect the waste management procedures and difficulties faced by the city's hospitality sector.

Important Facts Related to the Case Study:

This section will present specific facts and data points gathered through primary and secondary research relevant to the case study of Kolkata's hospitality industry. These facts will provide empirical grounding for the subsequent analysis of case problems and implications.

Crucial Details Regarding the Case Study

Particular information and facts pertaining to the case study of Kolkata's hospitality sector that were acquired through primary and secondary research will be presented in this section. These facts will give the study of case problems and consequences that follows an empirical foundation.

The quantity and variety of lodging facilities: Comprehensive data on the number of restaurants (by cuisine and number of seats), guesthouses, catering services, and registered hotels (by size and star rating) in the KMC area. Information about how these businesses are spread out throughout the city's various zones.

Estimated Rates of Waste Generation: Provide the estimated average waste generation rates (in kilograms per visitor per day, kilograms per meal provided, etc.) for the various types of hospitality enterprises in Kolkata, if available from industry surveys, municipal data, or pilot studies. Emphasize any differences you see depending on the size of the business, the kind of service offered, and the number of patrons.

Current Waste Management Facilities Used by the Hospitality Industry: Describe the typical trash management procedures used at dining establishments and hotels, including the kinds of bins

and storage spaces. Describe the collection methods that are employed, including whether they are mostly dependent on private waste management contractors, the KMC's collection services, or a mix of the two. Details on how often rubbish is collected and any related expenses.

Waste Segregation Practice Prevalence: Provide information about the degree to which Kolkata's hospitality establishments utilize waste segregation at the source. List the waste categories that are being separated (such as food waste, recyclables, and wet/dry garbage) along with the techniques used (such as color-coded containers and employee training). Emphasize any difficulties or achievements in putting segregation programs into action.

Adoption of Programs for Recycling and Composting: Given the number of Kolkata's lodging facilities have either on-site or off-site recycling programs in place for commodities including metal, glass, plastic, and paper. Describe any examples of food waste being composted on-site and the scope of these activities. Talk about the alleged obstacles and motivators for implementing these practices.

Levels of Regulatory Compliance: Provide data on the hospitality industry's awareness and adherence to municipal regulations and the Solid Waste Management Rules based on interviews with KMC officials or trade associations. Emphasize any frequent infractions or difficulties with enforcement.

Informal Sector Involvement: Explain any interactions that may exist between Kolkata's informal trash recycling sector and the hospitality industry. Do recyclables end up in the hands of unpaid rubbish pickers or being sold directly? What effects does this interaction have on official waste management systems?

Levels of Awareness and Training: Provide a summary of the results of surveys or interviews about the management and employees of hotels and restaurants' awareness of sustainable waste management techniques. Describe any training initiatives that are currently in place or any perceived demands for capacity building in this field.

Particular instances of best practices, if any: Provide any noteworthy instances of Kolkata's hospitality businesses that have effectively adopted creative or especially successful waste control strategies. Describe their methods, obstacles they overcame, and the results they obtained

Case Issues:

This section will critically examine the main issues and difficulties pertaining to waste management in the city's hospitality sector, drawing on Kolkata's history and the particular data acquired.

Inadequate Waste Segregation at the Source: Describe the observed irregularities or absence of waste segregation procedures. Talk about the causes of this, including a lack of knowledge, poor infrastructure (bins), inadequate staff training, and a perceived lack of enforcement. Examine how ineffective segregation affects the effectiveness of recycling and downstream waste processing.

Inadequate Systems for the Storage and Collection of Waste: Talk about the difficulties of storing waste on-site in hospitality facilities, such as the lack of room, hygienic issues, and the possibility of contaminated mixed waste. Examine the effectiveness and dependability of the current waste collection systems, whether they are run by private companies or the KMC. Draw attention to any problems with the scheduling, frequency, and segregation of garbage collection.

Limited Recycling and Composting Adoption: Examine the causes of Kolkata's hospitality industry's poor recycling and composting adoption rates. Financial limitations, space shortages, technological difficulties, apparent implementation complexity, and a lack of incentives or support are a few examples. Examine the possible advantages that could be attained by implementing these methods more widely.

Difficulties in Handling Food Waste: Pay particular attention to the serious issue of food waste production in lodging facilities and dining establishments. Talk about the causes of food waste (such as leftovers from buffets, plate trash, and kitchen preparation), the present disposal techniques (which frequently include food waste with other waste), and the financial and environmental effects of this practice. Examine various remedies such as donation programs, on-site or off-site composting/anaerobic digestion, and techniques for reducing food waste.

Lack of Knowledge, Training, and Engagement: Examine how inadequate knowledge and training of hospitality employees affects waste management procedures. Talk about the necessity of thorough training courses that include trash minimization, segregation, and appropriate handling techniques. Examine methods for encouraging staff involvement and a culture of environmental responsibility.

Weak Regulatory Enforcement and Compliance: Analyze the difficulties in successfully implementing the current waste management laws in Kolkata's hospitality industry. Monitoring problems, sanctions for non-compliance, and a lack of precise instructions or implementation help are a few examples of this. Talk about how poor compliance affects the results of waste management as a whole.

Lack of Integration and Infrastructure limits: Examine how the hospitality industry's capacity to manage trash sustainably is impacted by Kolkata's overall waste management infrastructure limits (such as processing facilities and landfill capacity). Talk about how the city's overall waste management strategy and the hospitality sector's waste management initiatives need to be better

integrated.

Implications

The identified problems in waste management within Kolkata's hospitality industry have significant and far-reaching implications across environmental, economic, social, and policy domains.

The current practices contribute to increased landfill burden, leading to land degradation and potential contamination of soil and groundwater. The decomposition of organic waste in landfills generates methane, a potent greenhouse gas contributing to climate change. Inefficient handling and disposal can also lead to air and water pollution, impacting the overall environmental quality of Kolkata. The lack of widespread recycling results in the loss of valuable resources and increases the demand for virgin materials.

Inefficient waste management can lead to higher waste disposal costs for hospitality establishments. The failure to recover valuable resources through recycling represents a missed economic opportunity. Conversely, the adoption of sustainable practices like waste reduction and recycling can lead to cost savings in the long run. Furthermore, the environmental image of Kolkata and its hospitality sector can influence tourism and investment. Poor waste management can negatively impact the city's attractiveness as a sustainable tourist destination.

Ineffective waste management techniques can have serious societal repercussions. Unsanitary circumstances brought on by poorly disposed of or uncollected waste can spread illnesses and represent a threat to public health. Residents who live close to poorly maintained garbage disposal sites may also experience a decline in their quality of life. In addition, resource consumption and the hospitality industry's need to reduce its environmental impact for the good of the community and future generations raise ethical questions. In addition to generating income, the informal sector's participation in garbage management brings up concerns of social justice and worker safety.

The researcher's conclusions will have a significant impact on waste management regulations and policymaking in Kolkata's hospitality industry. It might be necessary to evaluate and enhance current regulations if the investigation finds low levels of compliance or inadequate enforcement. The study may also point to the necessity of more detailed policies and assistance programs that are adapted to the particular operational features of the hospitality sector. Additionally, the analysis may reveal areas for legislative changes that encourage environmentally friendly waste management techniques, like tax exemptions for businesses that adopt recycling initiatives or fines for breaking segregation regulations. Another important policy issue would be the necessity of increased cooperation between the hotel sector, local government agencies, and trash disposal service providers.

Customizing efficient waste management techniques requires an understanding of the precise kinds and amounts of trash produced by various industries (restaurants, hotels, etc.). A one-size-fits-all strategy for infrastructure construction and regulation may not be enough if the investigation finds notable differences in the volume and composition of waste across these categories. For example, restaurants

may produce a larger percentage of food waste, whereas hotels may produce more packaging trash and garbage related to visitors. This information can help guide focused efforts, including encouraging restaurant-specific composting programs or concentrating on lowering the use of single-use plastics in lodging facilities. Planning for suitable waste processing facilities and maybe locating lucrative resource streams for recycling can both be aided economically by precise waste quantification. Knowing the composition aids in forecasting the possibility of methane leaks and other pollutants in the environment. Socially, it can influence safety procedures for garbage workers according to the kinds of waste they handle.

The current status of waste management in the industry can be determined by examining the current procedures (segregation, storage, collection, and disposal). There is a need for major adjustments in infrastructure and operating procedures if the analysis reveals a widespread reliance on inefficient or environmentally hazardous practices (such as direct disposal to landfills without segregation). Economically speaking, ineffective methods can result in greater disposal expenses and lost chances for resource recovery. They contribute to resource depletion and contamination in the environment. Socially, inadequate on-site storage can cause hygienic problems for employees and the local population. Understanding the current infrastructure from a policy perspective aids in locating any gaps and places that require funding and regulatory assistance in order to promote the adoption of improved practices.

Waste management results are directly impacted by the regulatory framework's efficacy. Stronger monitoring systems, harsher sanctions for non-compliance, and possibly more transparent and easily comprehensible regulatory rules are all necessary if the study finds poor compliance and insufficient enforcement. Fair competition in the economy depends on level playing fields in terms of regulatory compliance. In terms of the environment, attaining the required waste management standards depends on efficient regulation. In terms of society, it guarantees that every company participates in appropriate waste management. In terms of policy, the results can guide changes to current rules or the creation of new ones that are more efficient and easier for the hospitality industry to comprehend.

A key component of any waste management program's successful execution is the staff's awareness and involvement. Comprehensive education and training programs are required if the study finds poor awareness or unfavorable sentiments. Economically speaking, a knowledgeable and involved staff can support more effective waste management procedures and possible cost savings. In terms of the environment, it encourages the adoption of sustainable practices and cultivates a culture of responsibility. Socially, it can raise the hospitality industry's general awareness of environmental issues. In terms of policy, the results can guide the creation of educational initiatives and materials that are suited to the particular requirements of the sector.

Finding creative ideas and possible best practices provides avenues for development. Opportunities for knowledge transfer and technology adoption in Kolkata are implied if the study identifies potential technologies (such as improved recycling or anaerobic digestion) or successful models from other areas. Collaborative strategies, such partnerships with waste management specialists or industry-wide initiatives, can also be advantageous. These solutions have the potential to generate new business opportunities and cost reductions. In terms of the environment, they can encourage resource recovery

and drastically cut down on waste production. Socially, they can improve the hospitality industry's reputation for sustainability. The results can help guide policymakers in promoting and rewarding these innovations and best practices

Towards a Sustainable Waste Management Model for Kolkata's Hospitality Sector Building upon the identified challenges and implications, this study proposes a conceptual model for sustainable waste management in Kolkata's hospitality industry. This model emphasizes a holistic and integrated approach, moving beyond simple disposal to encompass waste prevention, resource recovery, and active stakeholder engagement.

Components of the Proposed Model:

Source Reduction & Prevention (Upstream Intervention):

Focus: Minimizing waste generation at the initial stages.

Key Actions: Implementing smart procurement strategies (e.g., bulk buying, reduced packaging), optimizing inventory management to reduce food spoilage, promoting reusable items (e.g., water bottles, linen bags), and menu planning to minimize plate waste.

Expected Outcome: Significant reduction in overall waste volume, particularly food waste.

Rigorous Source Segregation (On-site Management):

Focus: Ensuring proper separation of waste at the point of generation.

Key Actions: Provision of clearly labeled, color-coded bins for wet (organic), dry (recyclables), and hazardous waste; mandatory staff training on segregation protocols; regular monitoring and feedback mechanisms.

Expected Outcome: Increased purity of waste streams, maximizing recycling and composting potential.

On-site Processing & Resource Recovery (Value Creation):

Focus: Treating and recovering value from segregated waste within the establishment or through dedicated systems.

Key Actions: Implementing on-site composting for organic waste (where feasible), bailing/compacting recyclables for efficient storage and transport, exploring partnerships for direct donation of edible surplus food, and potentially utilizing food waste for biogas generation at a larger scale.

Expected Outcome: Reduced reliance on external disposal, creation of valuable by-products (compost), and potential for revenue generation.

Integrated Collection & Transportation (Efficient Logistics):

Focus: Streamlining waste collection from hospitality establishments to processing facilities.

Key Actions: Establishing clear collection schedules and routes, promoting collaboration between KMC and private waste collectors for segregated waste pick-up, and using appropriate vehicles to prevent mixing during transport.

Expected Outcome: Minimized logistical costs, improved hygiene, and reduced environmental impact of transport.

Centralized Processing & Disposal (End-of-Life Management):

Focus: Ensuring scientific processing of waste and responsible disposal of residuals.

Key Actions: Developing and upgrading centralized composting facilities, material recovery facilities (MRFs) for recyclables, and energy-from-waste plants (where appropriate), with landfills as the absolute last resort for non-recoverable waste.

Expected Outcome: Maximum resource recovery, minimized landfill burden, and reduced environmental pollution.

Enabling Framework (Policy & Capacity Building):

Focus: Supporting the entire waste management process through regulatory and educational measures.

Key Actions: Strengthening regulatory enforcement and monitoring, providing incentives for sustainable practices (e.g., tax breaks, recognition), developing comprehensive training programs for hospitality staff, fostering public-private partnerships, and promoting industry-wide awareness campaigns.

Expected Outcome: Enhanced compliance, sustained behavioral change, and a supportive ecosystem for sustainable waste management.

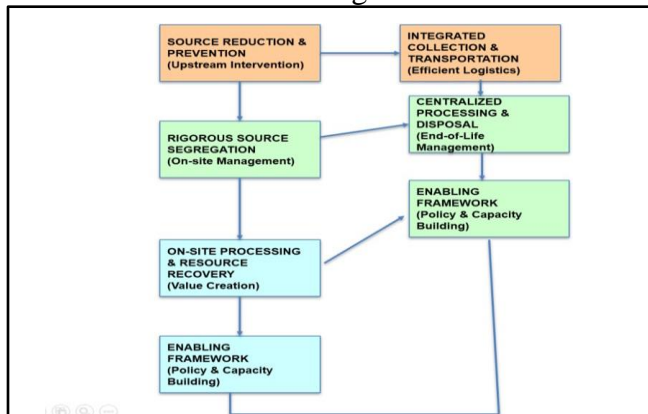


Figure 1: Sustainable Waste Management Model for the Hospitality Sector of Kolkata

This figure serves as a strategic roadmap, guiding Kolkata's hospitality sector towards a more circular and environmentally responsible approach to waste management, ultimately contributing to the city's broader sustainability goals.

Conclusion:

This study report has conducted a thorough analysis of the complex waste management environment in Kolkata, India's hospitality sector. This study has attempted to disentangle the complexities of current practices, identify important challenges, and investigate potential avenues towards more sustainable and effective waste management systems through a sequential mixed-methods approach, starting with a systematic literature review and ending with an empirical case study within the city.

A vital basis was established by the thorough literature study, which emphasized the importance of waste generation in the hospitality industry globally as well as the negative effects of poor management on the environment, the economy, and society. It brought light on long-standing best

practices, new developments, and the critical role that stakeholder involvement and legislative frameworks play in promoting sustainable waste management. Knowledge gaps were also found in this review, especially with regard to the unique setting of fast-urbanizing cities like Kolkata.

The empirical case study in Kolkata examined the waste management realities in the various hospitality companies in the city. In order to address the main study questions about waste generation patterns, current practices, common problems, the regulatory environment, and industry awareness levels, this phase used a combination of quantitative and qualitative data collection approaches. The expected results of this phase are essential for comprehending the particular subtleties of Kolkata's circumstance, taking into account its own socio economic structure, current infrastructure, and regulatory dynamics.

The study most likely identified the typical waste types and amounts produced by Kolkata's hotels, restaurants, and other hospitality providers based on the research questions that were outlined. It probably clarified the infrastructure and procedures for waste management that are now in place, from source segregation to ultimate disposal techniques. Additionally, the study probably found important obstacles to adopting more sustainable practices, including operational restrictions, budgetary constraints, a lack of understanding, and the complexity of the local regulatory framework. The survey also sought to determine how much management and employees in the hospitality industry understood and used sustainable waste management concepts.

Drawing insightful conclusions requires combining the results of the literature review with the empirical data from Kolkata. This study can offer a comprehensive knowledge of the difficulties and the prospects for development by contrasting theoretical frameworks and international best practices with the actual conditions in Kolkata.

To sum up, the results of this study will provide important new information to our knowledge of waste management in the hotel sector in a large Indian city. This study establishes the foundation for well-informed recommendations meant to promote more resource-efficient and sustainable waste management systems in Kolkata's hospitality industry by methodically assessing the existing state of affairs and identifying significant obstacles. These suggestions, which are specific to the city, will probably address the need for better waste segregation procedures, a greater uptake of recycling and composting programs, better enforcement and awareness of regulations, staff capacity building, and the possibility of cooperative approaches involving multiple stakeholders. In the end, the effective execution of such policies will not only lessen the negative effects of the hospitality sector on the environment, but also help to create a cleaner, healthier, and more sustainable urban environment in Kolkata.

Future Research Directions and Scope:

This study provides a foundational analysis of waste management in Kolkata's hospitality sector. However, the complexity of this issue necessitates further in-depth investigation across several key areas to build upon these findings and inform ongoing efforts. Future research could explore:

Financial Feasibility and Cost-Benefit Analysis: Conduct detailed economic assessments of

specific sustainable waste management solutions (e.g., on-site composting, anaerobic digestion units, specialized recycling programs) within varying scales of hospitality establishments in Kolkata. This would quantify potential cost savings, revenue generation from recovered resources, and return on investment for green initiatives.

Longitudinal Studies on Policy Efficacy: Evaluate the long-term impact and effectiveness of implemented municipal regulations and industry initiatives related to waste management. This would involve tracking compliance levels, waste reduction rates, and environmental outcomes over an extended period.

Technological Adoption and Innovation: Investigate the barriers and enablers for adopting advanced waste treatment technologies (e.g., smart bins, IoT-based waste monitoring, food waste-to-energy solutions) in Kolkata's hospitality sector. This could include pilot projects and case studies of successful technological integration.

Consumer Behavior and Demand for Green Hospitality: Analyze the extent to which guests' environmental awareness and preferences influence their choice of hospitality establishments in Kolkata, and how this impacts demand for sustainable waste management practices.

Role of the Informal Sector: A more in-depth study on the integration and formalization of Kolkata's informal waste recycling sector and its potential role in enhancing the hospitality industry's waste management ecosystem.

Comparative Studies: A comparative analysis of waste management practices and challenges in Kolkata's hospitality sector with those in other rapidly urbanizing Indian cities or similar cultural contexts to identify transferable best practices and policy lessons.

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"Fostering Economic Development Through Sustainable Rural Homestays: A Model for Tourism Resilience"

Ms. Priyanka Kanjilal, Assistant Professor, Asansol Engineering College, PhD Scholar JIS University

Mr. Sandip Karmakar, Assistant Professor, Asansol Engineering College, Asansol WB, PhD Scholar JIS University

Abstract

Sustainable rural homestays are an emerging approach to catalysing economic development in rural regions through the integration of entrepreneurship with community-based tourism. The current study delves into the potential of rural homestays for inclusive and sustainable economic development, especially in those areas where traditional livelihoods are facing stress. By providing genuine cultural experiences and enabling direct interaction between tourists and host communities, rural homestays not only improve the satisfaction of tourists It can also bring in extra income, create jobs, and help prevent people from moving from rural areas to cities.. The research takes a mixed-methods approach, combining qualitative interviews with local stakeholders and homestay owners with quantitative analysis of patterns of income and trends in tourism. Results show that where they are managed sustainably, rural homestays can reinforce local economies, promote environmental conservation, and help protect cultural heritage. Nevertheless, infrastructure shortages, lack of training, and limited policy support continue to present major hurdles for their long-term success. This paper ends by prescribing ways of harmonizing sustainable practices, capacity-building, and government support to ensure that rural homestays play their role in economic development in a way that preserves the socio-cultural texture of rural communities.

Key Words:- Rural Tourism, Sustainable Development, Community-Based Tourism, Homestay Entrepreneurship, Local Economic Growth, Cultural Preservation, Income Generation

Introduction

In recent years, rural homestays have grown into a revolutionary force in tourism, providing travelers with authentic cultural encounters while driving inclusive economic development in distant and frequently neglected areas. Far from the traditional accommodations, rural homestays enable tourists to reside with host families, participate in day-to-day village life, and become immersed in traditional ways of life, foods, and environments. This change in tourist trends is consistent with an increasing demand for experiential and Tourism that supports local communities and preserves cultural heritage in a sustainable way. According to UNWTO (2005), sustainable tourism entails fully managing the demands of travelers both now and in the future, as well as the tourism sector, environmental considerations, and local host communities in terms of economic, environmental, and social effects. The goal of sustainable lodging is to lessen environmental effect by implementing green business practices and offering sustainable lodging and services. By ensuring that all three fundamental principles are taken into account—the environment, which includes causing little to no harm to the natural habitat, flora and fauna, water bodies, natural resources, etc.—sustainable lodging contributes to the growth of the tourism sector and recreational activities at the destination. The economy comes in second. Since climate change is having a detrimental effect due to increased activity, it is critical that sustainable tourism be promoted globally. According to a national workshop on "Sustainable Tourism Criteria for India" that took place in July 2010, the committee raised a few issues, including carrying capacity, environmental certifications, biodegradable toilets, water harvesting, and concerns about all significant human impacts on the environment. (2020, Ministry of Tourism) Rural homestays have a significant function to encourage rural development by providing job opportunities, facilitating community participation, and introducing new income streams to local residents. Moreover, rural homestays act as an instrument for cross-cultural understanding that can eliminate differences between rural and urban environments and develop greater awareness and tolerance among hosts and visitors. Yet, with all the increased attention that they receive, rural homestays remain troubled by factors including insufficient infrastructure, unreliable quality of services, and narrow promotion outlets. The model promotes community involvement in managing tourism, helping residents feel more connected and responsible. (Razzaq et al., 2017). While the potential for economic development through homestays is significant, challenges such as management inefficiencies and seasonal fluctuations in tourism can hinder success. Addressing these issues through targeted support and training is essential for maximizing the benefits of homestay programs(Yang, 2024). As more travelers choose unusual destinations, homestays are cost-effective,

sustainable solutions that preserve biological variety and ecological ecosystems (Ernavati et al., 2020). Businesses, countries, and society as a whole see sustainability as a long-term goal and an important new strategy (Finke et al., 2016; Tura et al., 2019). Like other industries, tourism needs to be understood and managed within a wider sustainability framework (Higgins-desbiolles, 2018). Sustainability offers a long-term view that focuses on following ethical principles while balancing social, environmental, and financial concerns. Homestay offers a number of alternatives, including cross-cultural interaction, job creation for the local population, raising awareness of environmental preservation among both hosts and visitors, raising the literacy rate of the hosts, and providing financial advantages to the locals via the sale of handicrafts, souvenirs, and regional cuisine. Homestays face a number of difficulties, including inadequate infrastructure, a lack of quality supplies and amenities, poor resource management, a lack of marketing and promotion, poor communication, cultural shock to the host community, a lack of activities and capital investments, competition from other lodging providers in the market, and the possibility that guests will pose a threat to the owners' safety. (2020, Chakraborty) Kuhzady et al. (2020) and Kulshreshtha & Kulshreshtha (2019) say that homestays provide visitors with affordable lodging, a feeling of being at home, interaction with the host family, and a chance to connect directly with local people.

Review of Literature

According to Dey et al. (2020) and Trisetia Wijijayanti et al. (2023), when choosing a rural homestay, it's important to consider the location, transportation options, and local cultural and rural attractions. Staying with host families allows visitors to experience local customs and traditions up close by joining in daily activities. Travelers get a genuine sense of everyday life by living in local homes (Janjua et al., 2023). They take part in activities like cooking, housework, and family gatherings, which gives them a chance to see and engage in local customs, such as traditional cooking, social norms, and family life (Hassan, 2020). Hosts often take guests to local markets, community events, and hidden spots, offering a deeper understanding of the area's culture (Kumar et al., 2023).

Sustainability is seen as a long-term goal and a new strategic priority for businesses, countries, and society as a whole (Finke et al., 2016; Tura et al., 2019). To manage tourism effectively, a broader view of sustainability is needed (Higgins-Desbiolles, 2018). Sustainability focuses on balancing social and environmental concerns with economic goals, while following ethical principles (McCabe and Font, 2017). However, tourism businesses are often seen as focusing mainly on financial profits, rather than the full triple bottom line of economic, environmental, and social factors (Wise, 2016). While governments may talk about protecting the environment, economic growth usually takes priority over

environmental protection (Ruhanen & Shakeela, 2013). This article acknowledges the downsides of tourism but also highlights its potential as a tool for development, especially in rural areas. The goal is to develop a well-rounded strategy that optimizes positive effects while reducing unfavorable ones.

Bahadur Rabin et al., 2024 The research looks at how ecotourism affects the local community, emphasizing social and cultural implications, economic gains, and environmentally sustainable practices. It implies that homestays have a major positive impact on employment development, cultural preservation, human-wildlife conflict reduction, and nature conservation.

Bipana Devkota, 2024 provides a different source of revenue for the people engaged, however the expansion of this tourist industry is hampered by infrastructural problems including poor roads and communication systems. In rural areas, homestay tourism is a powerful instrument for fostering environmental and economic sustainability. significance of maintaining regional customs and cultures while giving local residents access to economic possibilities.

In 2024, Wayan Suardana et al. For tourism villages to be successful over the long run, cooperation between these stakeholders is essential. In this process, local governments are recognized as important participants. They are in charge of establishing laws that encourage homestays, setting up the required facilities, and providing homestay operators with training. Sustainable methods that improve service quality and encourage environmental responsibility are the main focus of training. In order to provide high-quality services, homestay managers are necessary.

According to Amalia Tola, Aldona Minga, and Etleva Muça (2024), rural tourism has great potential to support sustainable development by providing rural communities with economic, social, and environmental benefits. To make the most of these benefits, careful planning, community involvement, and following sustainable tourism practices are essential. Effective management in areas like integrated development, organizational management, financial management, and marketing can help promote eco-homestays and attract visitors (Alvan Sidiq Asbullah et al., 2013). The success of a homestay mainly depends on operational strategies and physical factors such as its layout and structure. Homestay operators face challenges like relying too much on government support, weak marketing strategies, and poor financial management. To improve marketing efforts in rural areas, researchers developed a website and seven travel packages. These programs aim to boost community-based tourism sustainability by helping homestay owners in rural Penang increase their income, support the local economy and society, and promote local art and culture (Pratim Chatterjee et al., 2024). According to Kuhzady et al. (2020) and Kulshreshtha & Kulshreshtha (2019), homestays offer visitors affordable accommodation, a feeling of home, interaction with the host family, and a direct connection with local people.

Objective

- To analyze the contribution of rural homestays to local economic development through income generation, employment creation, and entrepreneurship opportunities.
- To evaluate the sustainability practices adopted by rural homestays
- To study the perception and awareness about the rural homestay and sustainable tourism

Methodology

This study uses a mixed-methods approach to closely examine the sustainability and economic impact of rural homestays. It combines both primary and secondary data to gather qualitative and quantitative insights.

1. Design of Research

The study is descriptive and exploratory in character. It seeks to evaluate the sustainability practices involved in rural homestays while estimating their potential for economic growth. Selected rural areas with existing or growing homestay tourism are the study's main emphasis.

2. Primary Data Collection Survey Method: To collect information on visitor experiences, and sustainable practices, structured questionnaires were given to visitors rural homestays.

3. Method of Sampling

Respondents who were either directly involved in or impacted by rural homestays were chosen using a purposive sample approach. Relevance and accessibility were taken into consideration while selecting a sample size of [57] individuals

4. Gathering Secondary Data

Secondary data came from government publications and policies pertaining to the growth of tourism.

Research papers and scholarly journals

Reports from NGOs and tourist boards

National and regional tourism departments' statistical data

These resources provide legislative frameworks, tourism trends, and contextual information pertinent to rural homestays and economic growth.

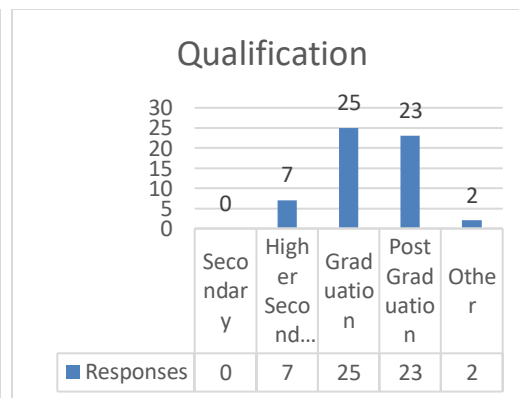
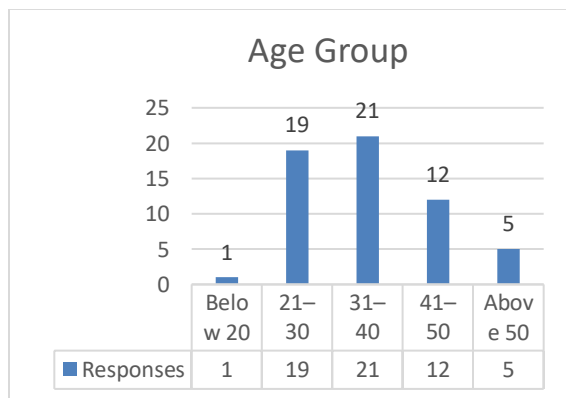
5. Analysis of Data

Descriptive statistics and graphical representation were used to examine quantitative data (from surveys). To find recurring themes, possibilities, and difficulties pertaining to sustainability and community involvement, qualitative data was subjected to thematic analysis.

Data analysis

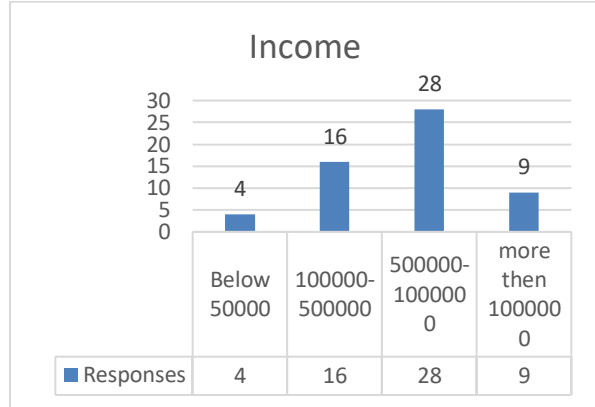
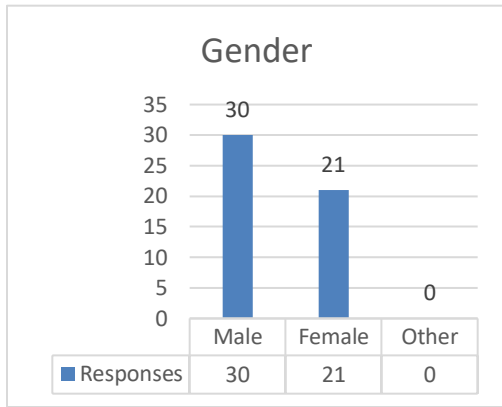
General Information

Age group	Responses	%	Education	Responses	%
Below 20	1	1.75	Secondary	0	0
21–30	19	33.33	Higher Secondary	7	12.18
31–40	21	36.84	Graduation	27	48.85
41–50	12	21.05	Post Graduation	23	40.35
Above 50	5	8.77	Other		3.5



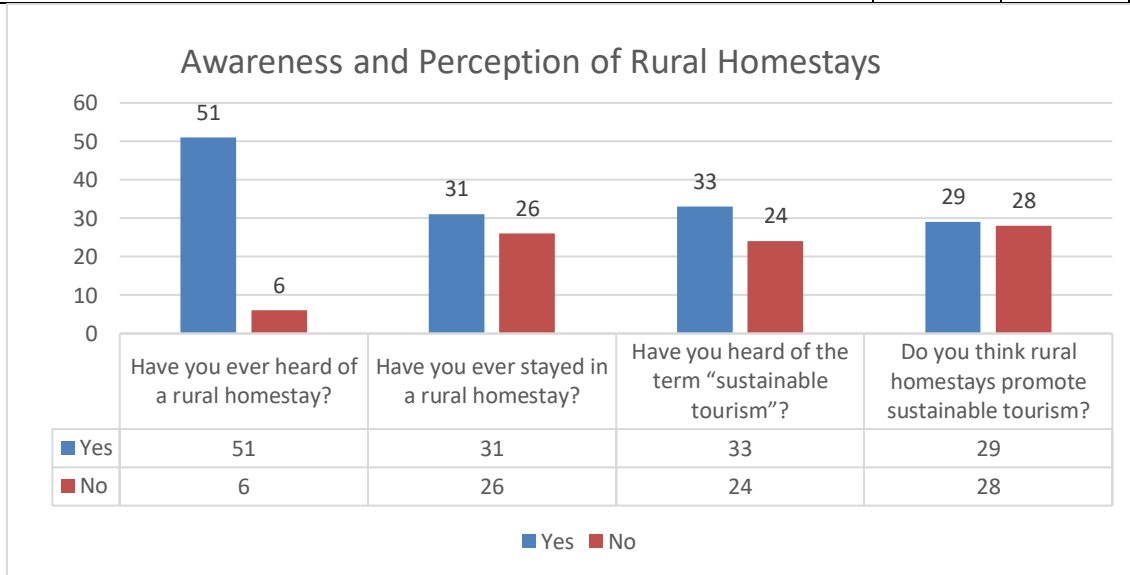
Gender	Responses	%
Male	30	52.63
Female	21	36.84
Other	0	0

Income	Responses	%
Below 50000	4	7.0
100000- 500000	16	28.1
500000-1000000	28	49.1
more than 1000000	9	15.8



Awareness and Perception of Rural Homestays

Awareness and Perception of Rural Homestays	Yes	No
Have you ever heard of a rural homestay?	51	6
Have you ever stayed in a rural homestay?	31	26
Have you heard of the term “sustainable tourism”?	33	24
Do you think rural homestays promote sustainable tourism?	29	28



What was your primary reason for choosing/not choosing a rural homestay?	Responses
Cultural experience	19
Cost-effectiveness	28
Lack of awareness	8
Accessibility issues	2

How would you rate your experience at a rural homestay (if applicable)?	
Excellent	32
Good	20
Average	5
Poor	0
In your opinion, how do rural homestays benefit local communities?	
Provide income	20
Promote local culture	16
Create employment	17
Improve infrastructure	4
No benefit	0
Would you recommend rural homestays to others as a sustainable travel option?	
Definitely	37
Maybe	16
No	4

Hypothesis

H0: There is no significance relation between **gender** and **awareness of rural homestays**

H1: There is a significance relation between **gender** and **awareness of rural homestays**

Testing of Hypothesis:

Chi Square Test

H0 – There is no significance relation between **gender** and **awareness of rural homestays**

Table 2-

Gender	Yes	No	Total
Male	30	4	34
Female	21	2	23
Total	51	6	57

$$\chi^2=0.0058+0.0493+0.0086+0.0729=0.1366$$

$$df=(rows-1)(columns-1)=(2-1)(2-1)=1$$

Critical value for χ^2 at **df = 1** and **$\alpha = 0.05 = 3.841$**

calculated value: **0.1366 < 3.841**

There is **no significant association** between **gender** and **awareness of rural homestays** in this sample.

The awareness levels are similar across genders.

Calculated value is less than table value. **H0 accepted.**

Conclusion:

The research highlights the strong potential of rural homestays to boost economic growth in rural areas. By involving local communities in tourism, these homestays generate direct income, create jobs, and help preserve local heritage and culture. The study also shows that travelers are becoming more aware and positive about sustainable, community-based tourism. Additionally, sustainable rural homestays support balanced regional development by reducing rural-to-urban migration and promoting inclusive growth. When local people run these homestays, the economic benefits stay within the community, encouraging entrepreneurship and social unity. But in order for rural homestays to reach their potential, they require supportive infrastructure, hospitality and sustainable practice training, digital marketing approaches, and good policy frameworks. Improving the linkages between rural tourism, local economic development, and sustainability objectives can make sure that rural homestays remain a sustainable model for economic empowerment and sustainable tourism.

Economic Advantage: Homestays have turned out to be an important revenue stream for host families. They are a source of economic security and overall development of the local community, enabling the families to upgrade their lifestyles. Sustainable entrepreneurs are real models for creating social and environmental riches because they combine economic goals with environmental and social considerations (Muñoz et al., 2018). One component of a tourist company's endeavor to practice social sustainability is human resource management (HRM) (Wikhamn, 2019). If hotels and travel companies wanna actually show they care—like, really care—about people and the planet, they've gotta do more than slap a “green” sticker on their website. Tourists, locals, even their own staff and those activist-y NGOs are watching. Sustainable HR practices? Yeah, that's where it starts. Otherwise, it's just empty talk (Wikhamn, 2019). HRM and entrepreneurship, in addition to many other crucial topics, were in some ways overlooked in the papers that were surveyed. Additionally, the study emphasizes significant ramifications for homestays in rural communities to strategically position their tourist offerings based on sustainability.

Cultural Exchange: The homestay experience provides an opportunity for visitors to be immersed in local culture, better understanding diverse cultural practices. Honestly, it's kinda a win-win. Tourists pick up some real vibes from the local culture, and locals get to see their own traditions through fresh eyes. Everyone ends up respecting each other way more (or at least, that's the idea).

Environmental Sustainability: The research is important in its indication that the homestays are essential towards ensuring environmental sustainability. They preserve nature and contain human-wildlife conflict, which is central to ensuring that the ecological equilibrium in the region is maintained

Social and Cultural Conservation: The existence of homestays helps to conserve local customs and cultural traditions. Through interactions with tourists, members of the community are motivated to preserve their culture, which could otherwise be lost over time

Employment Opportunities: You know, the whole homestay boom isn't just about tourists snagging cozy, Instagrammable beds. It's actually opening up a bunch of new jobs for folks in the community. People who might've struggled to find work before are suddenly in the game—maybe running guesthouses, maybe whipping up local dishes or showing visitors around. Plus, they're picking up legit skills in hospitality and tourism. So yeah, it's not just putting a dent in unemployment, it's also helping locals step up and get some seriously useful know-how under their belts.

Mixed-Methods Approach: The study employed a mixed-methods strategy, integrating quantitative data and qualitative data. This comprehensive methodology allowed for a deeper understanding of the homestay situation and the perceptions of homestay owners. Alright, so here's the lowdown: community homestays? Total game-changer for sustainable tourism. They're not just about making a quick buck; they're actually helping local families get by, without wrecking the whole cultural vibe or trashing the environment. I mean, you want to travel and not feel like you're stomping all over someone's traditions, right? These homestays, they pull off that balancing act—local families get a boost, culture stays alive, and nature's not left in the dust. Win-win-win, honestly.

Future Scope of Study

Subsequent studies can concentrate on regional-level case studies to analyze the differential economic impact of rural homestays across different geographic and cultural settings. Long-term studies can measure how rural homestays change over time and their long-term economic contribution to local communities. Researchers can compare the efficiency of rural homestays with other types of rural tourism (e.g., farm stays, eco-lodges, heritage tourism) in stimulating sustainable economic growth. There is potential to examine the empowerment and income-generating role of rural homestays for women, indigenous peoples, and other marginalized groups in rural areas. Research may assess the place

of policy frameworks, government incentives, and public-private partnerships in upscaling sustainable rural homestay models. Research can further investigate the environmental impact of homestays and how sustainable practices can be incorporated into their operations. Reviewing the place of digital platforms, online booking systems, and social media in marketing rural homestays can provide insights on how to modernize rural tourism infrastructure. Subsequent studies can also examine tourist satisfaction, preferences, and expectations to enable homestay providers to enhance quality and authenticity.

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Harnessing the Scope of the Tourism Sector in Indian Context with Special Reference to West Bengal.

PRATYUSHA CHATTOPADHYAY, Research Scholar, [Msc.(Economics), MSW(Social Work), NET Qualified In Social Work, DEL.ED, PGDHR], ORCID-ID:-0009-0004-6482-6378

ABSTRACT:-

The word ‘TOURISM’ comes from the word ‘TOUR’ and the suffix -ism. The word tour comes from the Ancient Greek word ‘tornos’ meaning “lathe” or circle.

India is the country of rich heritage and culture from the ancient times. Many travellers from all over the world came to India and wrote many accounts on Indian perspective. Mention should be made of Hiuen Tsang, the Chinese Traveller, Scholar and Translator. He visited the famous Nalanda University (modern day Bihar, India) where he studied with the monk Shilabhadra. Megasthenes was another Ancient Greek Historian and Explorer who also came to India. He described India in his book named **INDICA**. He was the first person from the western world to leave a written description of India.

Thus this sector should be the **biggest income generation area** if proper schemes and policies are framed by the Govt. of India complied with the states. The sector is not only meant for the economic growth of the country but at the same time it brings about the mental solace and physical well being for the elderly as well as general citizens too. Tired of the daily routine of stressed life one always needs a break to get refreshed and struggle back for a new day of survival with strength and vigour. So this industry is the rising sector now a days keeping in mind the entire population of the country.

The sector has the possibility of **income generation for both the genders** and that it implies the gender equity also. The hospitality management has always been the core area of significance in India, be it in the families or in the Hotels and Restaurants. India has always shown her grace in welcoming any guest to her land and has the courtesy of maintaining them with warm reception. So people from all over the world visit India at least once during their life time normally or during the festival seasons. They are simply spell bound to observe the variety of features in India along with hospitality of the land and her people.

The industry seems very promising provided proper measures are adopted by the core companies along with the Governmental terms and conditions and will definitely increase our GDP and GNP at the same time.

Key Words:- Solace, Health, Well being, Employment generation, Economic growth.

Back drop:-

India is known for its rich culture and heritage and an element of mysticism surrounds it and that is why Tourists from all over the world come to India to visit places of interest here and to experience it themselves. The various fairs and festivals that tourists can visit in India are the Pushkar in Rajasthan, Taj Mahotsav (Uttar Pradesh), and Suraj Kund Mela (Haryana), Ganga Sagar Mela (West Bengal) , Maha Kumbh Mela (UttarPradesh) and many more small and medium ones throughout India . Thus there is the economic growth for the country as well due to the rising of the tourism industry in India. **National Tourism Day for India is observed annually on January 25th every year** to showcase its rich culture and heritage and adorned with the beauty of nature.

The country at present holds the position of 134 out of 193 countries with a score of .644(HDI Value) as per the (2023-24) Human Development Report from the United Nations Development Programme. Tourism not only creates the huge employment opportunities for the young population in the country but this industry provides the way to the mental solace for the people in general.

In earlier times the Doctor used to prescribe the change in weather for the patients to get a relief from their continuous sufferings if any. Now- a-days also, people in order to avoid the complex urban life and the din and bustle in the surroundings move in order to get a refreshing air to breathe in and to energize themselves to come back again to the busy work life.

Tourism comprises various avenues to explore the beauty of nature through the trekking in the mountainous regions, moving on the camel in the desert sands, visits of the religious sites and cultural institutions, eco friendly parks, natural reserve forests, handicrafts centres and rural tourism embarking the folk music and traditional dances.

Recent additions are the cruises on Ganges from Kolkata to Diamond Harbour, and also from Kolkata to Benaras and vice versa are on a trial run and gaining prominence.

Objectives:-

India is having the larger young generation with over 65% of its population under 35. The median age is around 28 years. This is often referred to as a “demographic dividend” which means that a larger proportion of the population is of working age, potentially boosting the economic growth. So these young people are the assets of the country. In order to capitalize the rich and diversified human resources special employment opportunities should be created in the Job Market.

The job crisis persists even after they are becoming graduates or post graduates as the scope of employment is less than the actual number of job seekers. At the same time the public sectors as well as the public educational institutions have very limited seats and the competition is huge so again there is that unemployment factor crops in. The Tourism sector involves a huge employment for the young women and men in today's society in India.

A young student achieves a degree in the respective field along with the specialised training and the job is secured for her or him in this Tourism Industry. During the Pandemic due to Covid-19 there was a setback in this sector worldwide and also in India but now after few years when life is slowly coming to a settled position economically for everyone the Tourism sector is also slowly and steadily flourishing.

The fee structure of the Private institutions is a little on the higher side but with the initiatives of the Govt. mechanisms the fees of these institutions may be reduced so that it is within the reach of the quality students of the middle class families also. Thus the society foresees this industry to shelter many students (both females and males) their secured and respectable job opportunities with the National or International placements as per their performances.

Various prospects are foreseen towards the unexplored areas in and around Kolkata which could be transformed to a centre of attraction in future. Mention should be made of Diamond Harbour, Bakkhali, Kamarpukur - Joyrambati, Sunderban, Dhanya kuria(Basirhat) where proper communications should be developed so that it becomes accessible by the general people as well. The observation and celebration of the DURGA PUJA all over the state and Jagadhtri Puja at Chandannagore in Hooghly District of West Bengal is worth mentioning here.

Durga Puja Festivity has been declared as the UNESCO Intangible Cultural Heritage and thus India should specially boast of this rich cultural phenomenon of us which brings a huge trade and business during this festival season. Tourists from all over India as well all over the world attempt to get a glimpse of this gala festival and experience the grandeur through this festival of the Hindu Bengalees.

The introduction of new flights, trains and luxury bus services to the famous spots are coming up in the recent years.(eg. of Vande Bharat has connected the famous places and gained prominence throughout the country).

The increase in the affluence within the families has developed a sense of leisurely activities and thus people are spending money on travelling and tourism for entertainment purpose.

Thus there would be an economic growth and development as well if the places are well maintained by the Govt. intervention. The Country **India is currently occupying a position of 134 out of 193 countries with a score of 0.644.** Thus the country is moving ahead with its natural, physical, and financial as well as human resources in the global scenario. Thus if this industry sees a boom then the country would move further up in the HDI and would also cater to the well being of her citizens.

Special Focus:-

Special care and protection should be taken by the Govt. of India in order to restore many small and medium historical remnants. If Govt. alone cannot proceed with this then PPP should be taken up by the Govt. with NGOs and the private companies to restore the historical places which are of prominence for the future generations to see.

The major areas of concern regarding the booming up of this Industry can be summarized as follows:-

1. Dilapidated conditions of the historical sites- small , medium and prominent sites.
2. Lack of timely renovation of these the structures which are in a deformed state.
3. Lack of proper trained professionals as the Tourist Guides
4. Interpreters and
5. Lack of coordination of the Travel agencies and the Hotel or the Resort owners.
6. Laying down of proper rules and regulations of the Hotels and the Resorts
7. Lack of modern amenities such as 24 hrs internet connection, cctv and security forces at the Hotels, Resorts .
8. Lack of infrastructural development with absence of medical emergencies should be given a special attention .
9. Local population may be involved in the progress of these tourist sites for further expansion of the same and also paving the way for their income generation for the sustenance of their families.
10. More and more focus should be provided towards the expansion of the Ecotourism as in modern day world everything should be nature oriented. If we cannot preserve nature then our very existence will move in to oblivion.
11. Special attention should be made on the clean and green environment.
In India there is a habit of littering the environment and creating nuisance within the natural environment because of lack of strict policies by the Govt. and no fine measures.
12. Awareness Generation Campaigns and dissemination of proper information by the Govt. towards the maintenance of the environment is to be devised comprehensively by the Tourism Department.

Case Studies:

The various royal houses of the Kings and the famous Zamindars of West Bengal are in dilapidated forms. Some are being renovated but others are simply lying as remnants and have become the houses of terror (because of insects and reptiles and also hide outs for antisocial) and pose a threat to the local area. These sites can be taken up by the Govt. along with the PPP to make them as heritage sites and can also built up the hotels with the negotiation between the royal descendants and them. Mention should be made of the Diamond Harbour Fort(South 24 Pgs), Dhanyakuria Fort(North 24 pgs) , Royal houses of Taki(North 24 pgs). These places really need a great attention as they are almost in dying conditions in order to revitalize them

with their lost vigour.

Mention should be made of Kamarpukur- Joyrambati the sacred birth places of Religious Philosopher and Hindu Preacher(Sri Sri Ramkrishna Dev and his wife Sreema Sarada Devi). This is a sacrosanct place for the Hindus to travel for cultural Tourism but where the communication is a hurdle and still cannot be explored in a much well controlled way. The place lacks wide publicity and is not well connected through trains and frequent luxury buses for the general masses. Thus these should be taken into consideration for the boosting up of the Tourism Industry and for the attraction of the Tourists at the same time.

The Sunderban area comprises of the world's largest mangrove forest (infested with Henthall, Goran and the Sundari trees) in the Ganges Delta formed by the confluence of Ganges, Brahmaputra and the Meghna Rivers in the Bay of Bengal. The Sunderban is the UNESCO World Heritage Site and is the abode of Royal Bengal Tigers, Crocodiles, Snakes with various other animals and species of birds. The area is also known for its bioluminescent phyto plankton which creates a glowing effect at night. Thus the Sunderban Area has a rich potential of tapping many tourists from India and abroad if it is well connected through all the transport (air, water and land) ways and well developed as a Cultural and Heritage site.

The tourist centres should be catered from time to time through the proper maintenance of the centre of attractions and regular monitoring by Govt. The maintenance can also be out sourced to some Private agencies and fines should be charged in case of littering the public places (gardens, parks ,ferryghats) as well as damaging the tourist spots.

It should also be mentioned of Shantiniketan (Rabindranath Tagore founded the world famous university VISWA BHARATI here at Shantiniketan) which is famous for its Baul songs, local dance forms and wide range of Handicrafts, paintings and varied form of jewellery items, bags made of jute, terracotta . This is also a world famous Heritage site and attracts a lot of tourists from all over the world specially during the Holi Season (Basanto Utsab).

Review of Literature:-

Table Showing the Research Work and its Thrust Areas

<u>Research Wo rk/ Publication</u>	<u>Proponents</u>	<u>Topic/ Subject</u>	<u>Place</u>	<u>Findings</u>
1. Systematic Literature Review on Analysis Of Growth In	By Samdhish Sharma Jaypee Institute of Information Technology	1.This paper explores the growth of Tourism sector in India ,	India	1.Tourism has significantly contributed to India's GDP and employment

<p>Tourism Sector In India. November 2024.</p>	<p><u>Manas Ranjan</u> <u>Behera</u> <u>Jaypee Institute</u> <u>of Information</u> <u>Technology</u></p>	<p>highlighting key trends, challenges and policy implications. 2.The review synthesizes findings from various studies focusing on factors such as domestic and</p>	<p>there remains a pressing need for more cohesive policies that addresses sustainability and regional disparities. 2.The Covid -19 has reshaped the sector necessitating the</p>
		<p>international tourist inflow, the impact of digital marketin , and the role of sustainable tourism practices.</p>	<p>innovative strategies for recovery and resilience .</p>

<p>Rural Tourism in India – A review study JETIR January 2019</p>	<p>By Vineet Bautilya Assistant Professor Lovely Professional University, Punjab, India. School Of Hotel Management and Tourism</p>	<p>1.The aim of this research is to learn about the growth of rural tourism knowledge, opportunities and sustainability-issues and prospects of it.</p>	<p>India</p>	<p>1.Sustainable growth can be helped by rural tourism. 2. The number of people engaged in urban Tourism , agri-tourism, health, pro-poor tourism adventure tourism and rural tourism on a large scale is growing. 3.Economic heritage can also be accomplished alongside rural tourism.</p>
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<p>3. Indian Tourism: A Conceptual Review January 2015</p>	<p>By:- 1.Rajashri Ramesh Chavan Yashoda Shikshan Prasarak Mandal Satara(YSPM) 2. Sarang Bhola Karmaveer Bhaurao Patil Institute of Management</p>	<p>1.It was based on study of reputed journals and secondary sources and review of many research papers. 2. It was noticed that Indian Tourism Research worked out on various areas like village tourism, eco-tourism, sea tourism, medical tourism and cruise tourism with its potential as well as threats and challenges.</p>	<p>India</p>	<p>1.In order to develop Tourism Industry special attention by Central and State Govts. should be focused on infrastructure, involvement of Private sector, and clear plan and focus on tour packages is required. 2. There is a wide scope for India to emerge as a best tourist spot and will yield maximum foreign exchange if the country overcomes the challenges (K.Prakash, 2000) 3. Importance of Medical Tourism is increasing in places like Bangalore so the major health care</p>
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				organizations can be used for Medical Tourism.
4.Tourism and Economic Development: Literature Review with Reference to India. (April-June) 2022	By:- Shipra Paliwal Phd Scholar IIS Deemed to be University Jaipur, Rajasthan and Dr. Meenakshi Sharma Associate Professor , IIS Deemed to be University Jaipur, Rajasthan	1.The study uses a conceptual model to explain the interrelation between tourism, economic growth and current policies.	India.	1. Tourism is a sustainable contributor to the country's foreign exchange reserves as well as a source of direct and indirect employment for a large section of the population. 2. The Indian Govt. has Launched several initiatives aimed at attracting both domestic as well as international tourists. 3. The Govt. Tourism Organisations, medialocal communities should work together to achieve the goal.

Research Methodology:-

The numbers of ways and means to be undertaken so as to proceed with the Research are as follows:-

A.Primary Data:-

Primary Data is the actual data from the grass root level and is very much authentic in nature. We can obtain such type of data through the following measures:-

1.Questionnaire Method:-

The typed question papers both open and closed ended can be used in case of the sample population assorted.

2. Survey method:-

A sample population is to be identified for the survey to be undertaken and the features to be taken into consideration.

Case Studies:- This is another important tool used in the Research methodology.

In several case studies the respondents come up with a secret version of their real scenario at their end. The proper training can be conducted with a small group to become tour operators or tourist guides as per the demographic profile and as per the need of the locals.

Interview method: This is also another significant tool used in the Research methodology where several members from the target group can be interviewed to get their pulse on their issues.

3. Focus Group Discussions:-(FGDs)

The FGDs can be conducted to have an open and clear discussion where they can ventilate their day to day problems and have temporary or permanent solutions by expert counsellors depending upon their problems. FGDs can be conducted to make them aware about the prospects and income generating opportunities in the tourism sector.

4.Workshops:-

Workshops are to be held in order to identify the needs₁₂ of the people so that they need the counselling or the training programmes or the provision of some handholding support to solve their problems. These are also needed to make them aware about the facilities being provided to the senior citizens or the packages for certain tours and offers in the festive seasons and many more can be considered. Thus

there would be a positive outlook for this sector.

5. Direct Observations:-

Sometimes the family members are not very keen to be in the interview process pertaining to the issues and try to avoid the research people and hamper the process. In those cases the direct observation method can be very helpful to identify the problems for the person in question.

6. Role Plays:-

The role plays are also very important tool to establish any fact or phenomenon in the society to a great extent. Similar icons can be generated to provide publicity and awareness for tourism and prospects towards it for the general citizens.

7. Secondary Data:-

We can harness and explore the already established data in the society pertaining to the contemporary issue of the today's society and make the best use of it in the Research Process.

Thus we can get the relevant and very useful data in order to continue with the research work.

Data Analysis and Processing of Data:-

A Simple Random Sample would be used for the data handling and its proper compilation. More specifically Stratified Sampling should be used where equal samples from specific age group could be obtained and surveys should be done on that basis depending on the desired components. There should be use of pie diagrams, bar graphs, use of excel sheets and when required the soft ware has to be used for computing data and also in the compilation of the acquired data.

In case of complex Data handling we can use the **SPSS Soft ware** from where we can derive the mean, variance, correlation and regression and other factors relevant for the Research.

Statistical Data and Information:-

In the World Economic Forum's Travel and Tourism Development Index (TTDI), 2024 India is ranked 39th among 119 countries reflecting a rise from its 2021 ranking of 54th. India is the highest ranked country in South Asia in the TTDI 2024. India's performance is driven by improved infrastructure and Govt. policies to boost Tourism.

Domestic Tourism together with inbound Tourism has emerged as a key driver of economic growth. In the year 2024, India recorded Foreign Tourist arrivals (FTAs) of 9.66 million (Provisional) which account for Foreign Exchange Earnings (FEEs)of Rs. 2,77,842 crores . (Provisional Estimates) with a growth of 19.8 %. Besides as per the data furnished by the State/ UT Govts. and other information available with the Ministry of Tourism there were 2509.13 million Domestic Tourist Visits(DTVs)all over the country during the year 2023.

MEDICAL TOURISM:-

Now- a -days a growing industry is the MEDICAL TOURISM which is not only beneficial for the incumbent to receive the medical assistance but also beneficial to the host country who is gaining experience in providing treatment to the ailing person and also it is proving an Economic growth for the country. Thus the term explicitly illustrates the concept of the same that is medical assistance through the visit to a foreign country.

Educational Tourism:-

Similarly, the Educational Tourism industry is also budding up in a quick manner because so many students are also coming to our country for the purpose of study in higher education pertaining to management, law, literature, social work and others just to increase the experience, reap the benefits of quality education and in a way this is casting a positive effect on the economic growth of the country.

Recommendations:-

1. The Tourism sector has a huge scope in India due to its rich flora and fauna from the ancient times.
2. The scope is for both the females and the males in this industry and there is good economic growth of the country as well.
3. The Govt. has to take initiatives to register all the hotels and resorts in their data bases so as to protect the interests of both the employees specially the female employees and the guests/ travellers.
4. In today's world there is a more job crisis in the public sectors as well as the public educational institutions thus this upcoming sector provides the huge employment opportunities after attaining the degrees in the Hotel Management as well as the Hospitality Management for the young generation.
5. The sector allows the entry of modern young people with degrees along with the skill development factor and they are earning a good salary from this respectable job industry, earning job satisfaction as well as sustenance for their family too.
6. The Govt. must take initiatives to restore the historical places and birth places of the great social reformers. Thus those places can be the site for tourist attractions.
7. The Historical Monuments throughout India are to be restored and innovated so as to maintain its prominence as well as making them the centre of attractions.
8. Small business sectors grow up surrounding and centering the tourist spots as well ,thus increasing and expanding the market for the local artisans and crafts persons of the place.
9. The scope of the livelihood generation also increases if these small crafts centres get a subsidy for their growth and development by the Govt. which would in turn be a boon for the well being of the locals also .
10. Examples can be cited such as the small scale handicrafts sector that emerged gradually centering the Terracota temples of Bishnupur (City of Temples) in the Bankura District of West Bengal.
11. The Govt. along with the PPP must come up in order to boost up this industry where the Govt. can also earn a huge revenue from it and increase the economic growth of the country.
12. Though some sporadic incidents happen in the hotels or resorts maligning the industry but then also certain measures should be taken by the administration as well as the owner of the Hotels or

the cottages in order to protect the social and cultural interests of the country.

13. The trained personnel not only in the higher positions should be appointed but educated staffs should also be employed at all levels in order to maintain the standards of the Hotels/ Resorts.
14. The policies and regulations should be employee centric so that they are not being exploited by the employers of this Industry.
15. The courses should be at par with the standard norms and practical training should be provided to the students to get the vibes of the hospitality management which cannot be attained without the proper training and practical exposure.
16. Motivation should also come from parents who would insist their children to join in this industry and provide inputs to bring innovative methods to make this industry more robust and vibrant.
17. New thinking, concepts and measures would come from the young people along with experiences from the senior persons would make this industry grow and earn well in our country and would also better India's position in the global economy as well.
18. Tourism can be a new subject introduced in the General Degree courses by the Govt. so that fees can be reduced to some extent for the students of the middle class families.
19. The Govt. websites should be regularly updated pertaining to the various aspects of features, prices, availability, communications and proper phone numbers so that no client gets exploited.
20. At the same time the online booking systems should be consumer friendly and no cumbersome processes should be involved in it.
21. Sometimes the Travel agents are in disguise so for that matter Govt. should prepare a list of registered travel agents and thus any kind of deception should be checked.
22. The road connectivity should be widely developed in the tourist places along with the plantation of trees on both the sides so as to facilitate the travellers' comfort as well as to maintain afforestation.
23. Lastly the interstate relationships should be very strong in terms of Tourism and other issues related to tourism. Sometimes we have witnessed the mishaps happening while travelling so both the states should be in alliance with each other for the sake of the tourists and act with a humane attitude.
24. Thus the economy would develop with the positive contributions from this sector and India would gain prominence globally.
25. The formulation as well as implementation of proper, innovative strategies should be evolved to make this industry boom in the coming years of India's transformation from a Developing Nation to a Developed India (Vikshit Bharat) by the year 2047 to mark the centenary of India's Independence.

Limitations:-

There can be limitations in the research where proper data could not be found because of certain situations arising on the spot as always and the path may not be so lucid. The research may be undertaken on various other diversified approaches to make it more comprehensive. Other arenas may be explored to bring about new thinking in the research process.

The various prospects as well as challenges of the Tourism Industry may be enumerated and a thorough Research Study may be undertaken by the new Researchers on this issue.

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