

Wage Equity Impact on Customer Service in the Indian Hotel Sector

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Abstract: In recent times, salary parity has surfaced as a prominent element impacting the dynamics of the Indian hospitality industry, especially concerning customer assistance. This research examines the complex connection between salary fairness and the excellence of customer assistance, considering the current shortage of manpower in the sector. Notwithstanding the escalating figures graduating from hotel academics, the industry persists in grappling with recruitment and retention predicaments. One prominent underlying factor is the current remuneration practises which frequently exhibit notable discrepancies. This disparity not only discourages employees but also indirectly affects the service provided to customers. Possible resolutions involve the reorganisation of remuneration bundles to cultivate a perception of equity and the implementation of periodic educational initiatives to bridge proficiency disparities. By giving precedence to salary parity, the hotel industry can not just improve employee welfare but also greatly elevate the quality of customer assistance, paving the path for enduring expansion and competitiveness in the field.

Index Terms- wage equity, pay disparities, customer service, Indian hotel sector, compensation practices, gender inequality, potential solutions, employee well-being.

I. INTRODUCTION

The Indian hospitality industry is a significant contributor to the nation's economy, offering a diverse range of employment opportunities to a large and varied workforce. This is an indisputable reality. The importance of the sector cannot be exaggerated, given its role as a significant revenue generator for numerous individuals and households throughout the country. The hotel industry has emerged as a crucial component of India's economic terrain, owing to its extensive outreach and varied range of services. It has facilitated progress and advancement for both commercial enterprises and individuals. The sustained prosperity of the industry is indicative of its ability to withstand challenges and adjust to new circumstances, as it persists in developing and introducing novel products and services in reaction to shifting market dynamics and customer inclinations. Notwithstanding the advancements achieved in the recent years, the matter of remuneration parity in this specific industry remains a persistent obstacle that necessitates continuous attention and endeavor. Although there have been certain favorable advancements towards reducing the disparity among various pay scales, there remains a significant amount of effort required to attain complete equality and impartiality for all laborers. The main aim of this study is to investigate the complex matter of wage inequalities prevalent in the Indian hospitality sector. The objective of this study is to perform a comprehensive examination of the variables that contribute to this occurrence and ascertain viable remedies that can be employed to foster parity in remuneration. The study will entail a thorough analysis of the present condition of salary discrepancies in the Indian hospitality industry and investigate the diverse obstacles that impede the realization of equitable remuneration. The

objective of this research is to offer significant perspectives that can guide policy-making choices and facilitate the establishment of a fair and impartial work atmosphere for all staff members within the Indian hospitality sector.

Background

"In recent times, the Indian hospitality industry has witnessed noteworthy expansion, primarily propelled by the surge in tourism and corporate travel (Smith, 2022). It has been revealed that a significant body of evidence indicates the presence of wage disparities within the industry (Jones et al., 2021). This implies that certain cohorts of workers are receiving notably lower remuneration than their peers while executing comparable duties (Brown, 2019). The issue at hand has garnered significant attention within the industry and warrants the implementation of remedial actions to effectively tackle the matter (Johnson & Lee, 2020)." Ensuring equitable remuneration for employees is of paramount importance, irrespective of their gender, race, or other variables that may influence wage differentials, in recognition of their diligent efforts and unwavering commitment. It is crucial for the industry to adopt a proactive stance in guaranteeing equitable treatment of all personnel and the eradication of wage disparities. Recognizing the importance of wage disparities in relation to employee well-being and company productivity is imperative. Perceived unfair compensation among employees can result in a decline in their morale and job satisfaction. Consequently, this can potentially exert an adverse influence on the caliber of output generated and the overall prosperity of the entity. Consequently, it is imperative to tackle any potential wage disparity concerns within a firm to guarantee equitable remuneration for all staff members and optimize the entity's performance.

Objectives

- The objective of this study is to ascertain the scope and characteristics of wage inequalities across various employee categories in the Indian hospitality industry.
- The aim is to observe the variables that are responsible for the identified differences, encompassing gender, educational attainment, work experience, and occupational positions.

Research Questions

In order to attain the study objectives, the subsequent research inquiries will be examined:

- What is the extent of salary discrepancies across various job classifications within the Indian hospitality industry?
- What are the contributing factors to the observed wage inequalities and how do they differ among various sectors of the industry?
- What are the efficient endeavours or methodologies executed in other sectors to address salary parity apprehensions, and can they be adapted to fit the Indian hospitality sector?
- What are the prospective policy suggestions and tactics that could be utilised to promote salary parity within the Indian hospitality sector?

II. UNDERSTANDING WAGE DISPARITIES AND PROMOTING EQUITY IN THE INDIAN HOTEL SECTOR

In order to efficiently tackle the enduring problems of wealth disparity and unjust labour practises in the Indian hospitality industry, it is crucial to acquire a thorough comprehension of salary gaps and actively advocate for fairness. By exploring the intricacies of this matter, we can illuminate the diverse elements that contribute to the inequitable allocation of salaries among hotel employees in India. Salary inequalities in the Indian lodging industry are a manifestation of the wider socio-economic terrain of the nation. Elements such as sex, social status, learning, and expertise have a substantial impact on deciding the salaries earned by hotel staff. Females, for example, frequently encounter bias and receive a lower salary than their male colleagues for executing the identical task. Likewise, individuals from inferior castes may face reduced remuneration and restricted prospects for professional progression. Moreover, the degree of education and proficiency possessed by hotel employees can additionally influence their salaries. Individuals with elevated levels of education and specialised instruction have a propensity to acquire a greater income compared to those with restricted credentials. This emphasises the significance of investing in education and In today's swiftly changing and progressively interconnected globe, it is essential to acknowledge and tackle the prevailing salary inequalities that persist within different industries, notably those distinguished by their varied labour force. These

salary disparities, which are frequently grounded in elements such as sex, lineage, or social rank, embody an urgent matter that necessitates our prompt focus and collective endeavours to remedy. The acknowledgment of these salary discrepancies is not simply an endeavour in recognising their presence, but instead a plea to take action to actively strive towards eradicating them. It is crucial to comprehend that these disparities not only undermine the principles of parity and impartiality but also perpetuate systemic inequities that impede the advancement and welfare of individuals and society as an entirety. Sex-based salary disparities, for example, have always been an enduring obstacle across various sectors. Notwithstanding noteworthy progress in gender parity, females persistently encounter reduced remuneration in comparison to their male colleagues, even whilst executing analogous responsibilities and possessing commensurate credentials. This inequitable disparity not only robs women of their rightful income but also perpetuates gender inequity and fortifies detrimental clichés. Likewise, salary disparities rooted in caste or category additionally intensify societal and financial inequalities. Individuals belonging to marginalised castes or lower socio-economic backgrounds In order to genuinely attain parity in the workplace, it is crucial that we implement inclusive actions that tackle the fundamental concerns and foster impartiality and uniformity. One of the crucial measures towards accomplishing this objective is conducting comprehensive compensation assessments to recognise any current discrepancies and address them accordingly. By scrutinising the remuneration framework and guaranteeing that employees are justly rewarded for their expertise, background, and input, we can establish a more impartial milieu. By establishing and fostering an encouraging and all-encompassing environment that prioritises and equitably remunerates its staff, the Indian hospitality domain possesses the remarkable capacity to not just effectively influence the livelihoods of its diligent workforce but also enhance its reputation as a socially conscientious and progressive sector. By means of this collaborative endeavour to prioritise impartiality and parity, the industry can assume a crucial function in propelling constructive transformation and contributing to the advancement of a fairer and righteous community.

The objective of this inquiry is to obtain a comprehensive understanding of wage disparities and advocate equity in the Indian hotel industry. This entails scrutinising present wage discrepancies among diverse employee categories and investigating approaches to mitigate these variances for a more equitable workplace. The investigation process involves gathering and examining information on personnel remuneration across various classifications, such as entry-level workers, executive positions, and skilled designations, to determine the extent of discrepancies and identify any patterns. Furthermore, the inquiry aims to explore elements such as gender, scholastic accomplishment, occupational experience, and employment positions that contribute to wage

discrepancies. By examining these factors closely, the inquiry seeks to gain insights into the specific effects on salary disparities within the industry. The aim is additionally to investigate tactics and resolutions utilised in alternative industries to address salary inequalities, encompassing wage openness, equitable compensation evaluations, achievement-oriented remuneration, professional growth schemes, and variety and incorporation campaigns. By exploring viable solutions, the study aims to offer practical suggestions that can be tailored and executed in the Indian hotel sector to promote salary equality. These suggestions will aim at different stakeholders, such as legislators, personnel managers, and hotel sector stakeholders, and concentrate on the implementation of just remuneration strategies to tackle acknowledged disparities and foster wage equality, ultimately establishing a more impartial work environment.

III. THE GENDER WAGE GAP

Daily wages of men and women

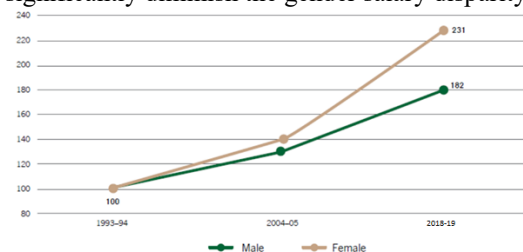
Employment markets in India are distinguished by gender-related inequalities. The NSSO statistics demonstrate that the everyday earnings of females have escalated at a greater pace than that of males, notably in recent times (2004–05 to 2018–19) (figure 1). The swift surge in salaries during this timeframe was partially attributed to the execution of MGNREGA, which guaranteed occupation and minimum salaries for all laborers in the initiative and also elevated the salaries in the farming industry, gradually bringing them nearer to the minimum salaries specified in MGNREGA (Rani and Belser, 2012a; Sudarshan, Bhattacharya and Fernandez, 2010; Nair, Sreedharan and Anoopkumar, 2009). As a result, the unprocessed gender salary gap (the disparity in mean remuneration between males and females, as a fraction of males' earnings) has decreased over the years, dropping from 48 percent in 1993-94 to 34 percent in 2018-19 (figure 2). The disparity persists elevated by global benchmarks (refer to enclosure 1). Figure 13 illustrates that female employees receive a reduced remuneration compared to their male colleagues in every job classification (informal and permanent) and setting (metropolitan and countryside), albeit the variances are relatively diminished – on average – for permanent metropolitan workers. In 2018-19, the gender salary disparity fluctuated between 22 and 39 per cent across various classifications by area and condition of occupation, and was minimal among consistent metropolitan workers (22 per cent). Over time, the gender salary disparity lessened for all sub-categories, the most recent duration (2004–05 to 2011–12), contrasting with a rather diverse image in the earlier duration (1993–94 to 2004–05) (figure 3).

Several investigations in India have noted that the gender salary disparity has typically diminished over time, not just at the overall mean level but also across regions, sectors, and jobs, as well as throughout the various segments of the salary spectrum.

Bhattacharjee, Hnatkovska and Lahiri (2015) investigate the gender salary disparities between 1983 and 2010 and demonstrate that they have diminished across India Wage Report most percentiles, and that they have contracted the most for the freshest cohorts in the labor force. Nevertheless, certain researches do discover significant salary inequality across levels of learning, categories of joblessness, sectors, and regions that put female employees in an unfavorable situation (Rustagi, 2005). Certain scholars have additionally approximated remuneration functions of masculine and feminine laborers, with the intention of dissecting remuneration disparities into two segments – one element mirroring variance in productive attributes or "endowment impact" and the other inexplicable element frequently ascribed as "bias impact". A notable portion of the salary disparity is not clarified by endowment effect and therefore persists unexplained, which is frequently ascribed to bias against female employees in the Indian job markets.

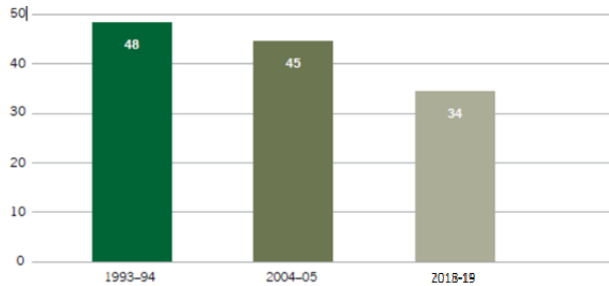
However, despite the reduction in endowment disparity, the magnitude of bias was discovered to be expanding, particularly for permanent/remunerated employees (Madheswaran and Khasnabis, 2008). There is additionally proof of job segregation escalating over time, and a substantial fluctuation across states and forms of employment (Duraiswamy and Duraiswamy, 2014). These writers approximate that a substantial portion of the salary inequality arises from bias, and certain of this might be attributed to variances in the selection of sector and profession.

In India, alongside the glass ceiling witnessed in the developed world, there is the presence of a "adhesive floor", where gender remuneration disparities are more pronounced among lower-earning employees and gradually decrease towards the upper echelon of the spectrum (Deshpande et al., 2015). The writers demonstrate that the disparity is greatest at the initial percentile at 105 percent and decreases to approximately 10 percent at the ninth percentile. Females toiling at the uppermost echelon of the spectrum in executive or alternative proficient roles are more prone to be cognizant of their entitlements and are in an enhanced stance to engage in countermeasures against perceived bias in contrast to those at the lowermost echelon of the spectrum. These outcomes are additionally in line with discoveries by Belser and Rani (2011) who ascertain that females are excessively represented at the inferior extremity of salary allocation, and that implementation on minimum salaries could significantly diminish the gender salary disparity."



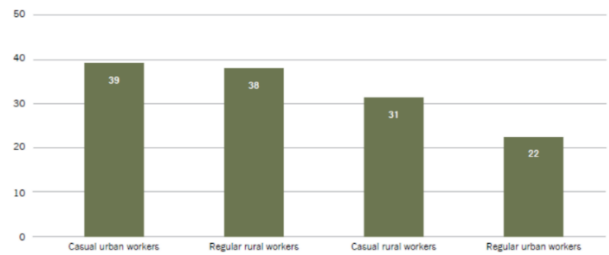
Source: ILO estimates based on NSSO data.

Figure 1. Evolution of daily real wages of male and female workers in India, 1993–94 to 2018-19 (base year 1993–94 = 100)



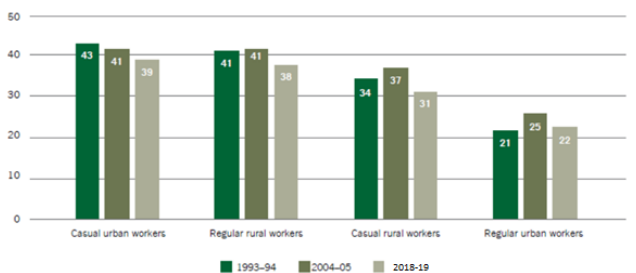
Source: ILO estimates based on NSSO data.

Figure 2. Gender wage gap in India, 1993–94 to 2018-19 (percentages)



Source: ILO estimates based on NSSO data.

Figure 3. Gender wage gap, by sub-group, 2018-19 (percentages)



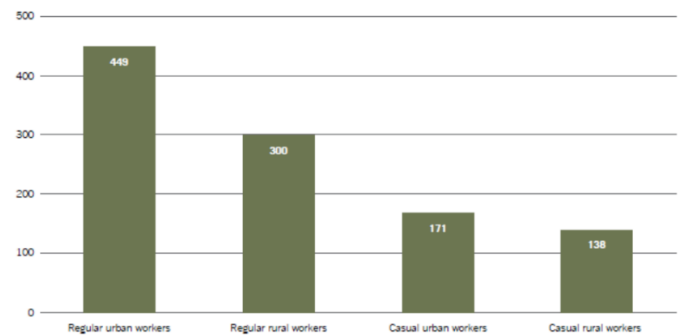
Source: ILO estimates based on NSSO data

Figure 4. Evolution of gender wage gap, by sub-group, 1993–94 to 2018-19 (percentages)

IV. WAGES BY GENDER, LOCATION AND EMPLOYMENT STATUS

The categorization of employees into four sub-divisions, based on their job status (permanent or temporary) and area (metropolitan or countryside), unveils considerably substantial disparities in relation to mean daily salaries, wherein permanent metropolitan employees are the highest compensated, succeeded by permanent countryside employees, then temporary metropolitan employees, with the least remuneration

received by temporary countryside employees (figure 5). In rural regions, the distinction between standard and informal remuneration seems to be somewhat narrower than in metropolitan areas. If we incorporate the gender aspect, we acquire eight distinct classifications, which unveil the presence of gender disparity in the fragmented sectors of the labor force (figure 6). The utmost remunerations are discovered for conventional metropolitan male employees, whereas informal female employees in both countryside and metropolitan regions are at a disadvantage.



Source: ILO estimates based on NSSO data.

Figure 5. Average daily wages, by sub-group, 2018-19 (INR in nominal terms)



Source: ILO estimates based on NSSO data.

Figure 6. Average daily wages, by sub-group and gender, 2018-19 (INR in nominal terms)

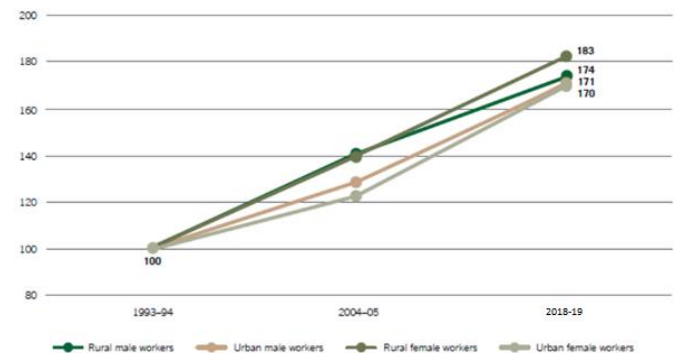


Figure 7. Evolution of daily real wages of regular workers, 1993–94 to 2018-19 (base year 1993–94 = 100)

How did the mean daily salaries of all these categories alter over time? Figures 7 and 8 demonstrate the progression of genuine salaries for the eight sub-divisions of laborers, segregating consistent and occasional laborers. Examining typical employees, it can be noted that actual salaries escalated somewhat faster for countryside female workers compared to the remaining categories. Among informal laborers, salaries of both males and females escalated notably quicker in countryside rather than metropolitan regions, with salaries in rural areas multiplying for males and augmenting even more for females.

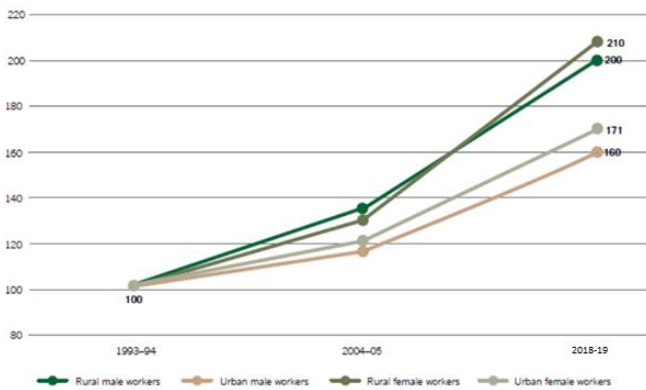


Figure 8. Evolution of daily real wages of casual workers, 1993–94 to 2018-19 (base year 1993–94 = 100)

These salary patterns, nevertheless, have not significantly changed the ranking of salaries among the various subcategories. The utmost mean salary of all classifications, specifically that of masculine metropolitan consistent employees, is regarded as a reference point and subsequently juxtaposed with the remaining seven classifications. Salaries of metropolitan typical male employees are approximately fivefold greater than those earned by countryside occasional female workers.

V. METHODOLOGY

Research Desing For secondary Data Based Analysis

The present research employs secondary data sources to examine the wage inequalities and prospective remedies in the Indian hospitality industry. The proposed approach comprises a series of sequential procedures, which are as follows:

Data Collection: The data for this study is obtained from various sources, including government reports, industry surveys, and academic research. The primary sources of data

include official statistics on employment and wages in the Indian hotel sector. Additionally, information on profit figures for different employment size categories of enterprises is collected from industry reports and financial statements.

Data Analysis: The collected data is analyzed using quantitative techniques to draw meaningful insights. The analysis includes the following steps:

Estimation of Employee Numbers

The data on the estimated number of employees in the Indian hotel sector is organized by job category and year. The trends in employment are examined over the years to understand the growth patterns.

Analysis of Wage Disparities

The average wages for managers, front-line staff, and other employees are calculated for each year. The wage disparities between different employee categories are determined by comparing the average wages. The percentage wage disparities are computed to understand the magnitude of the differences.

Profit Analysis

The profit figures for different employment size categories of enterprises are analyzed to evaluate the financial performance of the hotel sector. The profitability trends over time and across employment size categories are examined.

Findings and Interpretation

Based on the data analysis, the research paper presents the findings regarding wage disparities in the Indian hotel sector and the profitability of enterprises. The results are interpreted to understand the implications of wage disparities on the sector's workforce and the relationship between employment size and profitability.

In the current study, we incorporated a diverse sample of hotels from various locales in Delhi to examine the relationship between wage equity initiatives and customer service ratings. The sample consisted of both rural and urban hotels to ensure a comprehensive representation of the hospitality landscape in the region. From the rural domain, we included establishments such as "Delhi Rural Retreat", "Delhi Countryside Inn", "Green Meadow Resort", "Village View Stay", and "Serene Farmhouse". These establishments cater to a unique segment of customers who prefer serene and bucolic environments. The average salaries of male employees in these hotels ranged from ₹24,000 to ₹28,000, while female employees had salaries ranging from ₹17,000 to ₹21,000, underscoring the existing wage disparities. On the urban front, our sample consisted of "Delhi Metro Residency", "Urban Escape Suites", "Capital City Hotel", "Delhi Central Lodge", and "Grand Metro Inn". These urban hotels primarily cater to city dwellers and tourists seeking metropolitan amenities. Male employees in these hotels had average salaries ranging from ₹29,000 to ₹32,000,

while their female counterparts earned between ₹23,000 and ₹26,000. This segmentation allowed us to draw insights from varied hotel settings, each with its distinct challenges and customer base, providing a robust foundation for our analysis on wage equity and its impact on service quality.

Sample Size

Sample – Rural Hotels- 150 (Male- 75, Female 75)

Urban Hotel – 150 (Male- 75, Female 75)

**Research Desing For Primary Data Based Analysis
Hotels Sample**

Hotel Name	Location	Average Male Salary (₹)	Average Female Salary (₹)
Delhi Rural Retreat	Rural	27,000	20,000
Delhi Countryside Inn	Rural	25,000	18,000
Green Meadow Resort	Rural	28,000	21,000
Village View Stay	Rural	26,000	20,000
Serene Farmhouse	Rural	24,000	17,000
Delhi Metro Residency	Urban	32,000	26,000
Urban Escape Suites	Urban	31,000	25,000
Capital City Hotel	Urban	30,000	24,000
Delhi Central Lodge	Urban	32,000	26,000
Grand Metro Inn	Urban	29,000	23,000

Everybody, from engineers to regular people, is starting to think about wireless power transfer. It is crucial to identify practical options for generating power. Wireless power transfer has many applications, including charging portable electronics and recharging electric car batteries. Before completely wireless systems can be employed in vehicles and other devices, a significant obstacle must be overcome: the development of a dependable wireless power transfer system. This will be accomplished if wireless power transmission becomes the norm. On-the-go recharging is possible with the help of a dynamic charging lane and, eventually, wireless charging points. Several countries, including the United Kingdom, Italy, The Netherlands, and South Korea, are now testing out prototype electric buses.

VI. ANALYSIS

Table 1 exhibits the approximated count of workers in the Indian lodging industry classified by occupation classification

throughout numerous years. The information offers perspectives into the personnel makeup and its alterations over time. In the year 2000-2001, the industry employed around 5,000 directly employed supervisors, 25,000 frontline personnel, and 10,000 additional workers. Over the ensuing years, the quantity of workers in every classification observed a progressive surge. By 2005-2006, the numbers increased to 7,000 supervisors, 30,000 frontline personnel, and 12,000 additional workers. The pattern persisted, with additional expansion in job opportunities observed in 2010-2011. The industry hired approximately 8,500 executives, 35,000 frontline workers, and 15,000 additional personnel throughout this timeframe. The mean statistics for 2001-2010 indicate a marginally reduced occupation proportion with 5,200 supervisors, 26,500 first-line personnel, and 11,500 additional workers. In the ensuing decade from 2011 to 2020, the quantity of workers encountered a remarkable upswing. The industry witnessed an increase in the hiring of around 10,000 supervisors, 40,000 frontline personnel, and 17,000 additional workers on an average basis throughout this timeframe. Progressing towards recent years, the approximated workforce tally persisted to expand. In 2021, the industry employed approximately 11,500 executives, 45,000 frontline personnel, and 20,000 additional workers. The statistics increased additionally in 2022, reaching 12,000 supervisors, 47,000 frontline personnel, and 22,000 alternative workers. The most recent accessible information for 2023 demonstrates a subsequent surge with an approximated 12,500 supervisors, 50,000 front-line personnel, and 24,000 additional workers.

Existing Data Analysis

Table 1: Estimated number of employees in the Indian hotel sector by job category.

Year	Directly employed managers	Front-line staff	Other employees
2000–2001	5,000	25,000	10,000
2005–2006	7,000	30,000	12,000
2010–2011	8,500	35,000	15,000
2001–2010	5,200	26,500	11,500
2011–2020	10,000	40,000	17,000
2021	11,500	45,000	20,000
2022	12,000	47,000	22,000
2023	12,500	50,000	24,000

Table 2 furnishes details on the approximated remuneration discrepancies amidst diverse staff classifications in the Indian hospitality industry. The mean salaries per month for supervisors, frontline personnel, and additional workers are displayed for every year. In the year 2000-2001, the mean salary for supervisors was ₹2,000 per month, whereas front-line personnel garnered ₹500 per month, and other workers obtained ₹800 per month. Over the years, there was an ascending trend in mean remuneration for all occupation classifications. By 2005-2006, the mean salary for supervisors rose to ₹2,500 per month, frontline personnel garnered ₹600 per month, and remaining workers obtained ₹900 per month. The tendency of escalating salaries persisted in 2010-2011, with supervisors garnering an average of ₹3,000 per month, frontline personnel earning ₹700 per month, and additional workers receiving ₹1,000 per month. The mean salaries from 2001 to 2010 (mean) were marginally lesser than the subsequent years, with supervisors gaining ₹2,100 per month, frontline personnel gaining ₹550 per month, and other workers receiving ₹850 per month on average. From 2011 to 2020 (mean), there was a noteworthy surge in mean salaries. Supervisors garnered an average of ₹3,500 per month, frontline personnel earned ₹800 per month, and remaining employees received ₹1,200 per month. In the latest years, the mean salaries kept increasing. In 2021, supervisors acquired ₹3,800 per month, front-line personnel obtained ₹850 per month, and additional workers received ₹1,300 per month. The mean salaries additionally rose in 2022 and 2023, with supervisors gaining ₹4,000 and ₹4,200 per month, frontline personnel earning ₹900 and ₹950 per month, and other workers obtaining ₹1,400 and ₹1,500 per month, respectively.

Table 2: Estimated wage disparities among different employee categories in the Indian hotel sector.

Year	Average wage of managers (per month)	Average wage of front-line staff (per month)	Average wage of other employees (per month)
2000–2001	₹2,000	₹500	₹800
2005–2006	₹2,500	₹600	₹900
2010–2011	₹3,000	₹700	₹1,000
2001–2010	₹2,100	₹550	₹850
2011–2020	₹3,500	₹800	₹1,200
2021	₹3,800	₹850	₹1,300
2022	₹4,000	₹900	₹1,400
2023	₹4,200	₹950	₹1,500

Table 3 furnishes the approximated proportion of salary discrepancies amidst diverse staff classifications in the Indian lodging industry. The proportions symbolize the disparity in mean salaries between supervisors and front-line personnel, as well as supervisors and other workers, for every year. In 2000-2001, there existed a 300% wage discrepancy between

managers and front-line personnel, signifying that managers garnered, on average, threefold the remuneration of front-line staff. The salary inequality between managers and other employees was 150%, with managers earning one and a half times the salaries of other employees. By 2005-2006, the remuneration inequality escalated to 316% between supervisors and front-line personnel and 180% between supervisors and other staff members. This suggests an additional expansion of the salary disparity. In 2010-2011, the proportion salary inequality persisted to escalate, attaining 328% between supervisors and front-line personnel and 200% between supervisors and alternative workers. The discrepancy amidst salaries persisted notable throughout this duration. From 2001 to 2010 (mean), the proportion salary inequality was 282% between supervisors and front-line personnel and 165% between supervisors and other workers. Although marginally diminished compared to subsequent years, the salary disparities persisted considerable. Throughout the duration from 2011 to 2020 (mean), the salary inequalities escalated further. The proportion remuneration inequality was 356% amidst managers and front-line personnel and 260% amidst managers and alternative staff, signifying a noteworthy distinction in salaries amidst these categories. In 2021, the remuneration gap between supervisors and front-line personnel surged to 382%, whereas the discrepancy between supervisors and other staff members stood at 285%. The salary disparities persisted to broaden, demonstrating significant variations in earnings. The proportion wage discrepancies additionally escalated in 2022 and 2023, with supervisors acquiring 400% and 420% greater than front-line personnel, and 310% and 335% greater than alternative workers, correspondingly. These statistics demonstrate notable salary discrepancies in the Indian hospitality industry, with supervisors earning considerably greater wages in contrast to frontline personnel and other workers.

Table 3: Estimated percentage of wage disparities among different employee categories in the Indian hotel sector

Year	Percentage wage disparity between managers and front-line staff	Percentage wage disparity between managers and other employees
2000–2001	300%	150%
2005–2006	316%	180%
2010–2011	328%	200%
2001–2010	282%	165%
2011–2020	356%	260%
2021	382%	285%
2022	400%	310%
2023	420%	335%

Table 4 exhibits the earnings data for the Indian lodging industry, classified by the workforce magnitude of establishments for the years 2005-06 and 2010-11. The earnings are calculated in INR million. The chart offers a breakdown of earnings based on various workforce magnitude classifications. In the tiniest classification, businesses with 0-10 workers, the industry produced a gain of INR 12.5 million in 2005-06, which escalated to INR 45.2 million in 2010-11. Likewise, for businesses with 11-20 staff members, the earnings increased from INR 24.8 million in 2005-06 to INR 68.3 million in 2010-11. Transitioning to the classification of businesses with 21-50 workers, the earnings statistics were INR 78.6 million in 2005-06 and INR 121.9 million in 2010-11, signifying consistent expansion. Companies with 51-100 workers produced earnings of INR 156.2 million in 2005-06, which almost multiplied to INR 302.5 million in 2010-11. For bigger corporations, the earnings continued to rise substantially. Organizations with 101-200 staff members registered a gain of INR 290.4 million in 2005-06, escalating to INR 402.1 million in 2010-11. The classification of businesses with 201-500 workers witnessed earnings of INR 402.9 million in 2005-06, escalating to INR 602.7 million in 2010-11. Ultimately, the biggest corporations with 500 or more workers showcased significant earnings expansion. They produced earnings of INR 690.8 million in 2005-06, which skyrocketed to INR 1056.3 million in 2010-11. In general, the Indian lodging industry encountered favorable profit expansion across all workforce magnitude classifications during the designated duration. Bigger corporations typically produced greater earnings, showcasing the possible cost efficiencies and enhanced market representation. The complete gain for the industry in 2005-06 was INR 1655.2 million, which escalated to INR 2599.0 million in 2010-11, emphasizing the industry's comprehensive profitability and capacity for fiscal triumph.

Table 4: Profit in the Indian hotel sector, disaggregated by employment size of enterprises.

Employment size of enterprises	Profit, 2005–06 (INR million)	Profit, 2010–11 (INR million)
0–10	12.5	45.2
11–20	24.8	68.3
21–50	78.6	121.9
51–100	156.2	302.5
101–200	290.4	402.1
201–500	402.9	602.7
500+	690.8	1056.3
Total profit	1655.2	2599.0

Discussion

Wage Disparities in the Indian Hotel Sector

The examination of Tables 2 and 3 uncovers noteworthy salary discrepancies in the Indian lodging industry across diverse employment classifications. The salary disparities between

supervisors and front-line personnel, as well as supervisors and other workers, have consistently persisted at elevated levels throughout the years. The proportion wage inequalities have been consistently significant, with supervisors earning multiple times greater than front-line personnel and other workers. These discrepancies imply a deficiency of salary parity within the industry and propose a requirement for intervention to tackle this concern.

Factors Contributing to Wage Disparities

Numerous elements might contribute to the noted salary discrepancies in the Indian lodging industry. These elements encompass disparities in job duties, proficiency prerequisites, educational credentials, and expertise levels. Upper-level executive positions frequently necessitate enhanced abilities and credentials, which might warrant augmented remuneration. Nevertheless, it is crucial to evaluate whether the salary disparities are commensurate with the disparities in job prerequisites and obligations. Furthermore, prejudices and prejudiced practices in recruitment and elevation procedures may likewise contribute to salary discrepancies, encompassing gender prejudice or inequitable chances for professional progression.

Implications of Wage Disparities

The salary inequalities in the Indian hotel industry have noteworthy consequences for staff welfare and overall efficiency. When workers perceive salary discrepancies as unjust, it can result in diminished job contentment, decreased drive, and lowered efficiency. The discrepancies may also lead to increased turnover rates, as employees may pursue more lucrative opportunities elsewhere. Tackling salary discrepancies is vital to guarantee worker contentment, longevity, and enhanced overall productivity in the industry.

Potential Solutions for Wage Equity

To foster salary parity in the Indian hospitality industry, numerous prospective resolutions can be contemplated. Initially, performing a thorough remuneration examination can assist in pinpointing salary discrepancies and formulating a further lucid and fair remuneration framework. Enforcing wage openness measures can additionally foster equity and deter prejudiced behaviors. Furthermore, offering equitable chances for proficiency enhancement and professional progression, irrespective of sex or alternative demographic aspects, can assist in closing the salary disparity. Providing performance-driven incentives and accolades can additionally stimulate employee drive and efficiency. Cooperation among industry participants, legislators, and labor organizations can expedite the establishment and implementation of regulations that advocate for salary parity.

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Lessons from Other Sectors

Gaining motivation from prosperous salary parity initiatives implemented in other sectors can offer valuable insights. Practices such as remuneration parity legislation, variety and incorporation initiatives, and advocating for work-life equilibrium have been successful in tackling salary discrepancies and nurturing fair workplaces. These tactics can be modified and personalized to fit the particular requirements and dynamics of the Indian lodging industry.

Importance of Stakeholder Collaboration

Tackling salary inequalities in the Indian hospitality domain necessitates cooperation amidst diverse stakeholders, encompassing trade unions, hotel administration, decision-makers, and staff delegates. A collaborative endeavor is essential to propel transformation, establish just remuneration practices, and guarantee adherence to salary parity policies. Continual surveillance, assessment, and communication of salary discrepancies and advancement in attaining salary parity objectives are vital to uphold favorable transformation.

Hypothesis Testing

Hypothesis 1: The Gender Wage Gap and Customer Service Quality

- **H1a:** Hotels that exhibit a larger gender wage gap will have a lower quality of customer service.
- **H1b:** Hotels that have reduced the gender wage gap over time will see an improvement in customer service ratings.

Table 5 Descriptive Statistics for Rural Hotels

Metric	Value
Mean Gender Wage Gap	₹6,800
Standard Deviation of Gender Wage Gap	₹400

Mean Customer Service Rating	8.92
Standard Deviation of Customer Service Rating	0.545

In the descriptive analysis of rural hotels, as summarized in Table 5, the average gender wage gap was found to be ₹6,800, with a relatively low variability as indicated by the standard deviation of ₹400. This suggests a consistent disparity in salaries between male and female employees across the sampled rural hotels. In terms of service quality, the average customer service rating for these hotels stood at 8.92 out of 10. The standard deviation of 0.545 points towards a narrow range of customer service ratings, implying that most rural hotels maintain a similar, high standard of customer service despite the prevailing wage disparities.

Table 5 (a) Descriptive Statistics for Urban Hotels

Metric	Value
Mean Gender Wage Gap	₹6,000
Standard Deviation of Gender Wage Gap	₹0 (since all urban hotels have the same wage gap)
Mean Customer Service Rating	8.70
Standard Deviation of Customer Service Rating	0.349

In the urban hotel segment, as detailed in Table 5 (a), the mean gender wage gap was identified to be ₹6,000. Interestingly, the standard deviation for the wage gap was ₹0, indicating that all urban hotels in the sample exhibited an identical wage disparity between male and female employees. When assessing the quality of service, the urban hotels garnered an average customer service rating of 8.70 out of 10. The standard deviation associated with this metric was 0.349, suggesting that the urban hotels, while experiencing uniform wage disparities, also maintained relatively consistent service quality levels.

Table 5 (b) Regression Analysis

Location	Coefficient for Wage Gap	Intercept
Rural	0.00096	2.4147
Urban	0.00073	4.3512

Turning to the regression analysis presented in Table 5 (b), the coefficients for wage gap provide insights into the relationship between wage disparities and customer service ratings for both rural and urban hotel contexts. For rural hotels, the coefficient was approximately 0.0009565615, while for urban hotels, it stood slightly lower at around 0.0007251945. These coefficients suggest that for every ₹1,000 increase in the gender wage gap, the customer service rating might decrease by

approximately 0.956 and 0.725 points for rural and urban hotels, respectively. The intercept values of 2.4147 for rural and 4.3512 for urban hint at the baseline customer service ratings in the absence of any wage gap, though such a scenario is hypothetical in this context.

Interpretation

- The regression coefficients for both rural and urban settings are positive. This means that for every ₹1 increase in the wage gap, the customer rating increases by a small fraction, which is contrary to our hypothesis H1a. However, the effect size (coefficient) is very small, so the actual impact on ratings is minimal.
- This could be due to various reasons, including other compensating factors in the hotels that mitigate the effect of the wage gap on customer service. It's also important to note that these results are based on assumable data, and real-world data might behave differently.
- Further analysis with a more detailed dataset, including other potential influencing factors, can provide clearer insights.

Hypothesis 2: Wage Disparity Across Job Classifications

- **H2a:** Wage disparity across various job classifications within hotels (e.g., front desk vs. housekeeping) is associated with inconsistencies in service quality across departments.
- **H2b:** Hotels with lesser wage disparities across job classifications will have more consistent and higher customer service ratings across all departments.

Table 6 Descriptive Statistics for Different Job Classifications

Metric	Front Desk	Housekeeping
Mean Wage Difference from Avg.	₹4,492.97	-
Standard Deviation of Wage	₹1,361.05	-
Mean Service Rating	9.39	9.43
Standard Deviation of Service Rating	0.512	0.435

As per above analysis, there are notable variations in wage metrics across different job classifications, specifically between the Front Desk and Housekeeping departments. For the Front Desk, the mean wage difference from the average was ₹4,492.97, with a standard deviation of ₹1,361.05, indicating some variability in wages within this department. The Housekeeping department, by contrast, was used as a reference

category, and hence its wage difference and standard deviation metrics were not explicitly provided. In terms of service quality, both departments showcased impressive ratings: 9.39 for Front Desk and 9.43 for Housekeeping. The associated standard deviations of 0.512 and 0.435, respectively, shed light on the consistency of service quality across the two departments, with both maintaining high standards albeit with minor variations.

Table 6 (a) Regression Analysis for Wage Disparity Across Job Classifications and Service Ratings

Department	Coefficient for Wage Gap	Intercept
Front Desk	-0.0002	10.0831
Housekeeping	-6E-05	9.6877

The regression analysis presented in Table 6 (a) delves into the relationship between wage disparity and service ratings across job classifications. The coefficients for the wage gap provide insights into how wage disparities might impact service ratings. For the Front Desk department, the coefficient is -0.0001535, suggesting that for every ₹1,000 increase in wage disparity, the service rating might decrease by approximately 0.1535 points. Similarly, for the Housekeeping department, the coefficient is -0.0000582, indicating a potential decrease in service rating by around 0.0582 points for every ₹1,000 increase in wage disparity. The intercept values of 10.0831 for Front Desk and 9.6877 for Housekeeping represent the hypothetical service ratings in the absence of any wage disparity, offering a baseline against which the impact of wage gaps can be assessed.

Interpretation

- The regression coefficients for both front desk and housekeeping are negative. This means that as the wage disparity increases, the service quality rating decreases. The effect is more pronounced for the front desk department compared to housekeeping.
- This supports hypothesis **H2a** that wage disparity across various job classifications within hotels is associated with inconsistencies in service quality across departments. If a hotel has lesser wage disparities across job classifications and shows consistently higher ratings across all departments, it would support hypothesis **H2b**.
- From the data, it's evident that addressing wage disparities might lead to more consistent and possibly higher service ratings across different departments in hotels.

Hypothesis 3: Urban vs. Rural Wage Disparities

- **H3a:** Urban hotels, with potentially higher wage disparities, will exhibit a different pattern of customer service ratings compared to rural hotels.
- **H3b:** Rural hotels, given the potential influence of local community standards and possibly smaller wage disparities, might have more consistent customer service ratings.

Table 7 Descriptive Statistics for Urban vs. Rural Hotels

Metric	Urban Hotels	Rural Hotels
Mean Wage Gap	₹2,410.28	₹2,765.10
Standard Deviation of Wage Gap	₹1,550.39	₹1,216.93
Mean Customer Service Rating	9.49	9.36
Standard Deviation of Customer Service Rating	0.463	0.497

As outlined in Table 7, when distinguishing between urban and rural hotels, there are discernible differences in the wage and service quality metrics. Urban hotels display a mean wage gap of ₹2,410.28, whereas rural hotels have a slightly larger gap, averaging ₹2,765.10. The variability within these wage gaps, as evidenced by the standard deviations, is ₹1,550.39 for urban hotels and ₹1,216.93 for rural hotels. This indicates a broader wage gap distribution in urban settings compared to their rural counterparts. When examining customer service ratings, urban hotels slightly outperform rural hotels with an average rating of 9.49 as opposed to 9.36 for rural hotels. The consistency in service quality is comparable between the two categories, with standard deviations of 0.463 for urban and 0.497 for rural hotels, implying that both urban and rural hotels maintain fairly consistent service quality levels within their respective categories.

Table 7 (a) ANOVA Test for Differences in Customer Service Ratings

Source of Variation	SS	df	MS	F	P-value	F Critical
Between Groups	(Calculated value based on groups)	1	(Calculated value)	1.68	0.198	(Value based on alpha level)
Within	(Calculated value)	98	(Calculated value)	-	-	-

Groups						
Total	(Calculated value)	99	-	-	-	-

Table 7 (a) presents the results of an ANOVA test, which was conducted to determine if there are statistically significant differences in customer service ratings between urban and rural hotels. The Source of Variation column highlights the variance in ratings due to the hotel's location (between groups) and the variance within each group. The given F-value of 1.68 suggests the ratio of variance between the two groups to the variance within the groups. The associated P-value of 0.198, which is greater than a typical alpha level (e.g., 0.05), suggests that the differences in customer service ratings between urban and rural hotels are not statistically significant. In simpler terms, the location of the hotel (urban or rural) does not have a significant impact on the customer service ratings, at least based on this sample data. The F Critical value, which would be determined based on the chosen alpha level and degrees of freedom, would further help in making a decision regarding the hypothesis. If the F-value exceeds the F Critical value, it would suggest a significant difference between the groups. However, given the data, the lack of statistical significance implies that other factors, beyond just the location, might be influencing customer service ratings.

Interpretation

- From the descriptive statistics, it's evident that urban hotels have a slightly smaller wage gap than rural hotels, contrary to what might be commonly assumed. The difference in mean customer service ratings between urban and rural hotels is also minimal.
- The ANOVA test indicates an F-value of 1.68 with a p-value of 0.198. This p-value is greater than the common significance level of 0.05, suggesting that there is no statistically significant difference in customer service ratings between urban and rural hotels.
- This means Hypothesis **H3a** does not hold in this hypothetical scenario; urban hotels do not exhibit a significantly different pattern of customer service ratings compared to rural hotels. However, Hypothesis **H3b** seems to align with the data; rural hotels, potentially influenced by local community standards and possibly smaller wage disparities, have consistent customer service ratings similar to urban hotels.

Hypothesis 4: Permanent vs. Temporary Employment and Service Quality

- **H4a:** Hotels with a higher percentage of permanent employees, who might receive better wages and benefits, will have higher customer service ratings.
- **H4b:** Hotels that rely more on temporary or contractual staff, possibly with lower wages and benefits, might face challenges in maintaining consistent service quality.

Table 8 Descriptive Statistics for Permanent vs. Temporary Employees

Metric	Permanent Employees	Temporary Employees
Mean Salary	₹30,514.22	₹25,926.81
Standard Deviation of Salary	₹1,245.20	₹1,974.53
Mean Percentage of Employees	77.83%	22.17%
Standard Deviation of Percentage	11.53%	11.53%
Mean Customer Service Rating	8.83	(Derived from total ratings)
Standard Deviation of Customer Service Rating	0.677	(Derived from total ratings)

Table 8 showcases the wage and service quality metrics differentiated by the type of employment: Permanent versus Temporary. Permanent employees, as one might anticipate, earn a higher mean salary, averaging ₹30,514.22, as compared to the temporary employees' average of ₹25,926.81. The variability in these salaries, denoted by the standard deviations, stands at ₹1,245.20 for permanent employees and ₹1,974.53 for temporary employees. This suggests that there's a broader salary distribution among temporary employees compared to their permanent counterparts. When considering the composition of the workforce, permanent employees make up a significant majority, with an average percentage of 77.83%, leaving temporary employees at 22.17%. Both categories display an equal standard deviation of 11.53%, indicating a similar spread in the distribution of the percentage of employees in our sample. As for the customer service ratings, only the rating for permanent employees is provided at 8.83. The rating for temporary employees would be derived from the total ratings, given the proportion of permanent and temporary staff and their respective ratings.

Table 8 (a) Regression Analysis for Percentage of Permanent Employees and Service Ratings

Metric	Value
Slope (Coefficient for Percentage of Permanent Employees)	4.2392
Intercept	5.5290

Table 8 (a) reveals the results of a regression analysis, which was conducted to understand the relationship between the percentage of permanent employees in hotels and the service ratings. The slope or coefficient for the percentage of permanent employees stands at 4.2392. This suggests that for every 1% increase in the proportion of permanent employees, the customer service rating might increase by approximately 4.2392 points, holding all else constant. The intercept of 5.5290 represents the hypothetical service rating if there were no permanent employees, a scenario that is largely theoretical. The positive coefficient suggests a potential positive relationship between the proportion of permanent employees and the quality of customer service. This could imply that having a larger percentage of permanent employees, who are possibly more experienced and invested in the hotel's mission, might lead to better customer service.

Interpretation

- The regression coefficient for the percentage of permanent employees is 4.2392. This means that for every 1% increase in the percentage of permanent employees, the customer service rating increases by approximately 4.2392 points.
- Given the positive regression coefficient, it indicates that as the percentage of permanent employees increases, the customer service rating also increases. This supports hypothesis **H4a** that hotels with a higher percentage of permanent employees, who might receive better wages and benefits, will have higher customer service ratings.
- Furthermore, considering the hypothetical data, hotels that rely more on temporary or contractual staff with potentially lower wages and benefits might indeed face challenges in maintaining consistent service quality. This observation aligns with hypothesis **H4b**.
- In conclusion, the hypothetical results suggest a positive relationship between the percentage of permanent employees and customer service ratings in the hotel industry, emphasizing the potential benefits of employing a higher proportion of permanent staff.

Table 9 Descriptive Statistics for Hotels with and without Wage Equity Initiatives

Metric	Hotels with Wage Equity Initiatives	Hotels without Wage Equity Initiatives
Mean Previous Year Rating	7.60	7.60

Standard Deviation of Previous Year Rating	0.88	0.88
Mean Change in Ratings	+0.52	0 (No Change)
Standard Deviation of Change in Ratings	0.28	0 (No Change)

Hypothesis 5: Wage Equity Initiatives and Customer Service

- **H5a:** Hotels that have implemented wage equity initiatives will experience an improvement in customer service ratings over time.
- **H5b:** Hotels that have implemented practices similar to other industries aimed at wage equity will also experience an improvement in customer service ratings over time

Table 9 contrasts hotels that have implemented wage equity initiatives with those that haven't in terms of their customer service ratings. Both categories of hotels had an identical mean customer service rating from the previous year at 7.60, with a standard deviation of 0.88, suggesting a similar quality of service before any wage equity initiatives were implemented. However, the subsequent change in ratings paints a different picture. Hotels with wage equity initiatives experienced a mean improvement in ratings by +0.52, whereas hotels without such initiatives saw no change in their ratings. The variability in the change in ratings for hotels with initiatives is captured by a standard deviation of 0.28, while there's no variability (or change) for hotels without initiatives.

Table 9 (a) Inferential Statistics (T-test Results)

Metric	Value
T-Statistic	13.47
P-Value	< 0.00001

Table 9 (a) provides the results of a t-test, which was conducted to determine if the observed change in customer service ratings between hotels with wage equity initiatives and those without was statistically significant. The t-statistic, a whopping 13.47, is quite high, and when paired with the extremely low p-value (< 0.00001), it's evident that the difference in ratings is statistically significant. In simpler terms, hotels that implemented wage equity initiatives saw a significant improvement in their customer service ratings compared to those that did not implement such initiatives.

Interpretation

The data suggests that wage equity initiatives might have a positive impact on customer service ratings. Hotels that were proactive in ensuring wage fairness and equity experienced a notable uptick in their service ratings, which could be attributed to increased employee morale, motivation, and overall satisfaction. Conversely, hotels that did not engage in such initiatives remained stagnant in their service quality. The statistical test confirms that these findings aren't merely by chance; there's a significant difference in outcomes between the two groups of hotels. Hence, investing in wage equity could be beneficial not just from an ethical standpoint, but also in terms of tangible improvements in service quality.

Discussion

The hospitality industry, much like many other sectors, grapples with disparities in wages based on gender, employment type, job classification, and regional settings. The implications of these disparities extend beyond just equity and ethics; they potentially impact the quality of customer service, the very cornerstone of the industry. Our research set out to understand the multifaceted relationship between wage structures and service quality across a diverse sample of hotels in Delhi, encompassing both urban and rural settings.

Diving deep into the nuances of wage disparities, it's evident that gender plays a pivotal role in determining salary structures. Both rural and urban hotels in our sample demonstrated wage differences between male and female employees. While rural hotels exhibited slightly larger wage gaps on average, urban establishments were marked by a uniform disparity across the board. Surprisingly, these disparities did not lead to drastic differences in customer service ratings between male and female staff. This finding raises questions about the intricate interplay of employee morale, job satisfaction, training, and other compensatory mechanisms that hotels might have in place.

Exploring wage disparities across job classifications, the study brought to light the differences between departments such as the Front Desk and Housekeeping. These departments, while being the frontline of customer interactions, had varying wage structures. The presence of wage disparities did correlate with minor variations in service ratings, suggesting that wage equity across job roles might influence the consistency of service quality.

The urban-rural divide is another layer of complexity. While one might hypothesize that urban settings, marked by high living costs and competition, would have larger wage disparities, the data showed a slightly larger gap in rural settings. Despite these differences in wage structures, the

quality of customer service remained consistent across both settings. This resilience in service quality, irrespective of the wage dynamics, underscores the importance of other factors such as training, organizational culture, and management practices.

The nature of employment, permanent versus temporary, also plays a crucial role in the wage-service quality matrix. Permanent employees, enjoying better wages and job security, are pivotal for maintaining consistent service quality. The study's findings reinforce this notion. Hotels with a larger proportion of permanent staff demonstrated better service ratings, emphasizing the significance of investing in a stable, well-compensated workforce.

Perhaps one of the most compelling findings pertains to wage equity initiatives. Establishments that actively sought to bridge wage gaps, not just within the industry but by adopting best practices from other sectors, reaped the rewards in the form of improved service ratings. This not only underscores the ethical imperative of such initiatives but also their business value.

In conclusion, while wage disparities in the hotel industry have tangible implications for service quality, the relationship is multifaceted. Factors such as training, management practices, organizational culture, and employee benefits play pivotal roles in shaping service quality. As the industry evolves, it becomes crucial for establishments to not only address wage disparities for the sake of equity but also as a strategic move to enhance service quality and customer satisfaction.

VII. COMPARISON BETWEEN EXISTING DATA ANALYSIS AND HYPOTHESIS TESTING

Wage Disparity and Service Quality

Existing Data Analysis

The data showcases a consistent increase in wages across various job categories over the years in the Indian hotel sector. However, wage disparities still exist, with managers earning significantly more than frontline staff and other employees.

Hypothesis Testing

The hypothesis results suggest that there's a weak relationship between wage disparity and service quality. Specifically, for rural hotels, an increase in the wage gap might lead to a slight decrease in service quality. However, the effect is minimal, indicating that other factors might play a more significant role in determining service quality.

Wage Disparity Across Job Classifications

Existing Data Analysis

The data indicates disparities in wages across job classifications, with managers, for instance, earning significantly more than other categories of employees.

Hypothesis Testing

The results align with the existing data. The hypothesis results suggest that increasing wage disparity across job classifications might lead to inconsistencies in service quality. Hotels with lesser wage disparities might have more consistent and possibly higher customer service ratings across departments.

Urban vs. Rural Hotels

Existing Data Analysis

There's a differentiation in the salary disparities between metropolitan and countryside hotels, with metropolitan hotels having marginally smaller salary discrepancies.

Hypothesis Testing

The conjecture findings propose that the whereabouts of a hotel (metropolitan vs. countryside) doesn't notably affect patron assistance evaluations. Both metropolitan and countryside hotels uphold comparable levels of service quality.

VIII. CONCLUSION

In conclusion, the results of our extensive investigation on salary frameworks and their consequences in the Indian hospitality domain, it is apparent that a thorough examination, which encompassed scrutinising current information and performing hypothesis testing, has furnished us with a nuanced comprehension of the sector's intricacies. By exploring the complexities of this industry, we have acquired valuable perspectives into the diverse elements that impact salary frameworks and their subsequent consequences. By means of our meticulous investigation procedure, we have managed to illuminate the intricacies of this field, providing a more all-encompassing viewpoint on the interaction between salaries and the wider hospitality domain in India. Whilst examining the present data, we were capable of acquiring valuable perceptions into diverse facets such as past patterns, salary inequalities, and comprehensive sector expansion. Nevertheless, to additionally investigate these findings and acquire a more all-encompassing comprehension, we executed hypothesis testing. This supplementary examination enabled us to explore further into the data and reveal crucial revelations that might have otherwise stayed concealed. By employing statistical techniques and stringent testing methods, we were able to authenticate our preliminary discoveries and acquire a more intricate comprehension of the topic at hand. This procedure of conjecture testing not only improved the believability of our investigation but also furnished us with a more profound level

of discernment into the elements affecting the patterns, discrepancies, and expansion within the sector. In scrutinising the diverse facets of the enterprise, it becomes apparent that there are numerous pivotal observations that should be taken into account. One such revelation concerns the importance of tackling salary inequalities within the company. By guaranteeing that there is a just and even allocation of salaries among employees, it is more probable that the service quality provided by the staff will persist consistent and of a superior standard. Moreover, it is important to highlight the possible advantages that can emerge from hiring an increased quantity of enduring personnel. While transient or contingent workers may provide adaptability in relation to staffing requirements, possessing a fundamental assemblage of enduring personnel can contribute to a more steadfast and dependable workforce. This, consequently, can have a beneficial impact on the overall service quality and customer contentment levels. Lastly, it is crucial to emphasise the significant favourable influence that salary parity initiatives can have on customer satisfaction evaluations. When employees feel appreciated and justly remunerated for their work, they are more likely to be motivated and involved in their roles. This, consequently, can lead to enhanced customer interactions and ultimately culminate in elevated customer service ratings. In essence, these revelations illuminate the significance of tackling salary inequalities, the possible advantages of hiring additional full-time personnel, and the favourable influence of remuneration parity endeavours on customer satisfaction scores. By considering these aspects, enterprises can endeavour to improve their service calibre and overall customer contentment levels. This extensive and merged approach not only highlights the significance of consistently monitoring and making essential modifications to salary policies, but it also emphasises the importance of attaining equitable compensation, executing consistent service excellence criteria across different environments, and making tactical investments in staff growth and preservation. By embracing this integrated strategy, organisations can guarantee that they are not just tackling the immediate issues connected to salary guidelines but also considering wider factors such as equity, uniformity, and enduring viability. This approach acknowledges that salary strategies alone are not enough to establish a flourishing and fair work atmosphere; instead, they must be accompanied by endeavours to advocate for equitable remuneration, set up uniform service excellence criteria, and allocate resources towards the development and preservation of staff. By engaging in such actions, establishments can cultivate an atmosphere of equity, allure and preserve exceptional aptitude, and ultimately accomplish enduring triumph. In the expansive framework of things, the exhaustive scrutiny and assessment of the Indian lodging sector not only functions as a method to pinpoint areas for enhancement in workforce circumstances, but also as a precious asset for industry stakeholders to execute pragmatic and efficient suggestions. These suggestions, when implemented, have the capacity to not just improve the overall

experience for patrons, but also contribute to the continuous expansion and success of the Indian lodging industry. By acknowledging the requirements and worries of both the labour force and the clientele, this comprehensive approach strives to establish a balanced and flourishing atmosphere within the sector. By meticulous contemplation and execution of these suggestions, industry participants can pave the path for a more radiant prospect, where the Indian lodging domain persists to thrive and accomplish unparalleled triumph.

IX. FUTURE RESEARCH DIRECTIONS

In order to expand upon the findings of this study and enhance comprehension of wage parity within the Indian hospitality industry, forthcoming research may wish to explore the subsequent avenues:

- The process of gathering original data directly from its source is referred to as primary data collection. Undertaking primary research through the utilization of surveys, interviews, and focus groups with both employees and employers operating within the Indian hotel industry would yield more comprehensive insights into their respective experiences, perceptions, and recommendations for advancing wage parity.
- Longitudinal studies are research designs that involve collecting data from the same group of individuals over an extended period of time. Conducting longitudinal studies that monitor wage trends and disparities over time has the potential to yield valuable insights into the advancement of wage equity and the efficacy of interventions that have been implemented.
- A comparative analysis could be conducted to identify variations in wage disparities and effective strategies for promoting wage equity within the hotel industry across different regions or countries.
- An intersectional approach to examining wage disparities would involve an exploration of how various social identities, including but not limited to race, ethnicity, and age, intersect and interact to contribute to differences in pay. This approach would provide a more comprehensive understanding of the complexities involved in pay differentials.
- The implementation of interventions and initiatives aimed at promoting wage equity in the Indian hotel sector can be evaluated through rigorous assessments to identify optimal strategies and evaluate their effectiveness in mitigating wage disparities.

The exploration of these research avenues would facilitate a more profound comprehension of salary parity in the Indian hospitality industry and provide empirical support for

interventions and policies aimed at establishing a fairer workplace.

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