

Rank & File Employees Salary Base Across Hotel Segments in India: A Study of Salary Alignment and Possible Solutions

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Abstract

Purpose: This study aims to explore the wage disparities faced by Rank & File Employees in India's hotel industry, examining the underlying reasons and potential actions for promoting salary fairness.

Design/Methodology/Approach: The research employs a qualitative approach, analyzing legislation, industry practices, and firsthand accounts from employees to understand the factors leading to salary inequities. Solutions to achieve minimum wage fairness are proposed, promoting a just workplace for all employees.

Findings: The study finds that despite the hospitality industry's significant contribution to India's economy, wage inequities persist due to a lack of comprehensive legislation, industry practices, and awareness of rights among employees. It proposes actionable solutions, including legislative reforms, industry-wide standards for wage fairness, and awareness programs for employees.

Practical Implications: Implementing the proposed solutions could lead to transformative changes in workforce quality and salary equality in the sector, benefiting employees, employers, and the industry at large by promoting a more equitable and motivated workforce.

Originality/Value: This study contributes to the existing body of knowledge by providing a detailed analysis of the wage disparities in India's hotel industry and offering concrete solutions to address these issues, promoting wage fairness and employee well-being.

Keywords: Wage fairness, Indian hotel sector, compensation practices, gender inequality, minimum wages act, employee well-being, workforce quality.

Paper Type: Research paper.

1. Introduction

The cordiality industry in India makes a significant contribution to the economy of the nation as a whole, and it offers a broad array of employment opportunities to a workforce that is both massive and varied. Moreover, the lodging domain in India is one of the rapidly expanding sectors in the nation. This is an indisputable truth that can in no way be challenged or refuted in any way. It is inconceivable to overemphasize the importance of the enterprise given that it is a considerable fountain of revenue for such a vast multitude of individuals and households all across the country. This is one of the contributing elements that renders it impracticable to downplay the significance of the industry. The hospitality domain in India has grown at a rapid pace, emerging as an increasingly significant component of the nation's overall economic scenery. This could be ascribed to the pervasive existence of the lodging industry as well as the immense assortment of amenities that it offers. It has produced opportunities for advancement and growth, not only in individuals' lives but also in the lives of corporations and businesses. These chances have been established in both the individual and occupational domains. Because it consistently evolves and introduces fresh products and services in response to the shifting dynamics of the market and the inclinations of individual customers, the business domain is capable of surmounting challenges and adapting to unprecedented circumstances. This enables the corporate industry to adjust to novel situations. This is demonstrated by the sector's capability to sustain its present degree of economic triumph, which serves as an indicator of the industry's aptitude to achieve this goal. Despite the advancements that have been achieved throughout the duration of the past few years, the matter of salary parity in this specific field persists as a tenacious obstacle that necessitates ongoing dedication and sustained endeavor in order for it to be surmounted. This is the sole manner that this predicament will be

capable of being resolved. There has been a considerable amount of advancement achieved, which has resulted in a decrease in the disparity between various salary ranges; nonetheless, there is still a significant amount of effort that needs to be undertaken to attain complete parity and fairness for all employees. Notwithstanding the remarkable progressions that have resulted in a reduction in the disparity among diverse remuneration ranges, this discrepancy has diminished. This is the circumstance notwithstanding the reality that there have been some encouraging advancements in this domain. The investigation that will be conducted as part of this study will focus on the intricate matter of salary disparities, which is widespread in the Indian hospitality sector. (1) Conduct a thorough examination of the elements that contribute to the manifestation of this phenomenon, and (2) Generate viable remedies that can be implemented to enhance equity in relation to remuneration. These are the objectives of this investigation. The inquiry will allocate equivalent focus to every one of these objectives concurrently. As component of the exploration project, you will embark on an inquiry into the numerous hindrances that hinder the attainment of equitable remuneration, and you will also conduct an extensive examination of the present milieu encompassing wage discrepancies in the Indian hospitality industry. Both of these assignments will need to be accomplished. Both of these aspects are going to be examined further. This investigation aims to provide crucial perspectives that can aid direct the choices that are made during the course of policy formulation and support foster the establishment of a work atmosphere that is equitable and unbiased for all employees operating in the Indian hotel industry. Precisely, the investigation will concentrate on the lodging sector in India. The discoveries of this investigation will, amidst other matters, perchance provide significant perspectives that might be of aid in directing the decisions that are taken throughout the course of policymaking.

1.1 Background:

"In recent times, the Indian hospitality industry has witnessed noteworthy expansion, which has primarily been propelled by the surge in tourism and corporate travel (Smith, 2022)." According to the findings of the investigation that Jones and his coworkers carried out in 2021, it has just lately come to light that there is a substantial body of data that hints at the existence of wage disparities inside the corporation. This information comes from the study that Jones and his colleagues carried out. The outcomes of the research project that was carried out in 2021 served as the basis for the discovery of this knowledge. According to Brown (2019), this seems to demonstrate that some groups of workers are earning a much lower income than their peers even if they are engaged in activities that are equal. According to Johnson and Lee's research from 2020, it is essential to formulate remedial actions in order to effectively address the issue. This is because those who are actively involved in the company have focused a significant amount of attention on the matter that is now being discussed." It is of the highest necessity to guarantee that workers get equal compensation for their hard work and unshakeable dedication, regardless of the gender, race, or any other characteristics of employees that may effect wage differentials. It is also of the utmost significance to ensure that workers receive equal reward for their hard work and unshakable devotion. To guarantee that all workers are paid fairly, it is of the highest significance that this requirement be met. This is the true regardless of a person's ethnicity, gender, or any other trait that might result in a difference in pay. Likewise, this is also the case regardless of any other possible distinctions in remuneration. This is a little memento to demonstrate our appreciation to each member of the team for the many hours of work and unflinching commitment they have shown throughout the course of this project. It is of the highest need for the industry to go toward a more aggressive strategy in order to guarantee that everyone is treated equally and that salary disparities are eradicated. This is one of the most important requirements for the industry. This is one of the most urgent requirements that the industry is now dealing with. This is only one of the many reasons why it is crucial that we make this transition, but it is nevertheless very important. It is of the utmost importance to recognize the relevance of salary disparities in relation to the health and productivity of the workers who are employed by a company. When employees believe that they are not receiving enough compensation for their efforts, it has the potential to have a detrimental effect not just on their morale but also on the degree to which they are content with the duties that they are doing. As a direct consequence of this, it is very possible that the overall performance of the institution as well as the quality of the product that is produced would suffer as a direct result of this. This is due to the fact that the two components are directly connected to one another. Therefore, it is of the utmost importance to address any potential problems with pay disparity that may exist inside a business in order to make certain that all workers are paid fairly and to enhance the effectiveness of the organization as a whole. One way to achieve this is to investigate and contrast the various pay rates offered to workers. It's probable that this would be done in order to do rid of the potential of having different salaries for different positions.

1.2 Understanding Wage Disparities and Promoting Equity in the Indian Hotel Sector

The objectives of this study are to (1) acquire a comprehensive understanding of the salary disparities that presently exist within the Indian hospitality industry, and (2) foster more equitable work environments. In order to accomplish this objective, it is crucial to explore the multitude of elements that contribute to the remuneration disparities that presently exist across the various categorizations of personnel and laborers, as well as to assess the outcomes of the investigations

that have been carried out on this subject. The procedure of conducting investigation requires a multitude of procedures, one of the utmost vital of which is collecting and assessing information on human compensation across a variety of classifications, such as novice employees, managerial duties, and proficient titles. This is one of the most crucial steps in the procedure. At this juncture in the inquiry, the objectives are to ascertain the extent of the remuneration disparity and explore for any repetitive trends that may be apparent. Furthermore, the objective of this study is to explore the elements that are already recognized to contribute to the disparities in compensation witnessed among organizations. A few instances of these considerations encompass an individual's sex, degree of schooling, duration of experience in the labor market, and occupational responsibilities. This investigation seeks to acquire a superior comprehension of the specific elements that contribute to remuneration disparities within the establishment by conducting an examination into the aforementioned standards. The objective of this investigation is to obtain a more profound understanding of the particular factors that contribute to wage discrepancies. Salary openness, equitable remuneration assessments, merit-based remuneration, professional growth initiatives, and variety and inclusivity initiatives are some of the approaches and resolutions that will be explored as part of this undertaking. Other possible paths of investigation involve profession advancement initiatives and variety and incorporation events. An extra objective is to explore the methods employed by other sectors to address the issue of inequitable compensation and how they are being resolved. The objective of the investigation is to generate concepts that are grounded in truth, possess the capacity to be executed to enhance wage parity in the hospitality domain in India, and hold the potential to be employed in the hospitality field in other nations as well. This goal will be achieved through a plan that includes the examination of several diverse methods that can be pursued. These suggestions will highlight the execution of just compensation rules as a means of rectifying acknowledged disparities, promoting salary equality, and ultimately establishing a workplace that is more impartial. The subsequent suggestions will be aimed at a wide array of stakeholders, including legislators, individuals with proficiency in personnel administration, and stakeholders engaged in the hospitality sector.

1.3 Objectives:

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

1.4 Research Questions:

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

- i. What is the extent of salary discrepancies across various job classifications within the Indian hospitality industry?
- ii. What are the contributing factors to the observed wage inequalities and how do they differ among various sectors of the industry?
- iii. What are the effective initiatives or practices implemented in other industries to tackle wage equity concerns, and can they be modified to suit the Indian hotel industry?
- iv. What are the potential policy recommendations and strategies that could be employed to foster wage equity within the Indian hotel industry?

The primary objective of this study is to examine the current status of wage equity in the Indian hotel industry and offer practical recommendations to establish a fairer workplace for hotel staff.”

2. Review of Literature

2.1 Historical Perspective on Wage Equity

Evolution of Wage Equity in the Hospitality Industry

Salary parity has surfaced as a pivotal apprehension in labor economics and has been notably controversial within the hospitality sector. The historical path of salary parity unveils profound ingrained discrepancies that have just recently commenced to be tackled in a significant manner. Brown's (2019) cross-sectional examination emphasizes the endurance of salary discrepancies in the hospitality domain, notwithstanding the sector's economic progress and the expansion of tourism. This story is additionally strengthened by a longitudinal examination from Agarwal (2019), which outlines the historical advancement of salary parity, recognizing that the remuneration disparities, despite the fact that diminishing, are still widespread. Patel and Kumar (2021) explore the particular facet of gender disparity, which has been a noteworthy

element in salary differentiation within South Asian hospitality environments, suggesting that structural problems persist in perpetuating remuneration imbalance.

Comparative Analysis of Pay Scales Over Time

The progression of compensation frameworks in the hospitality sector is intricate and diverse. Varma and Chaudhary (2022) investigate the correlation between employee contentment and salary frameworks, proposing that disparities in remuneration are a fundamental cause of employee discontentment. Endorsing this perspective, Kaur and Singh (2019) demonstrate a regression examination that showcases the enduring gender remuneration disparity, with women being disproportionately impacted—a pattern that, notwithstanding heightened societal consciousness and remedial endeavors, has stayed relatively unaltered throughout the years.

To comprehend the perseverance of these discrepancies, it is essential to examine the wider socioeconomic framework. Johnson and Lee (2020) explore the indispensability of sector-specific solutions in their analysis of corrective actions for salary fairness across service industries. They contend that interventions must be diverse, taking into account the distinct features and requirements of the hospitality sector. Similarly, Ahuja and Sharma (2018) note that corporate India's transition towards increased transparency and fair wage practices has started to infiltrate the hospitality industry, indicating a favorable inclination towards wage parity. Furthermore, research conducted by Mehta and Sharma (2019) regarding the surge of transportation promotion in emerging economies, and by Agarwal (2019) concerning the intricacies of salary parity, additionally provide a broader context for the external economic elements that impact remuneration frameworks within the sector. These investigations emphasize the interdependence of economic expansion, market dynamics, and remuneration strategies.

In amalgamating the literature, it becomes evident that while there has been gradual advancement toward salary parity within the hospitality sector, the voyage is still in progress. The historical backdrop provided by these erudite works establishes the foundation for present and forthcoming endeavors aimed at eliminating salary discrepancies. Every investigation adds a fragment to the intricate enigma of how salary parity has developed and persists to be molded by a multitude of influencing elements in the hospitality sector.

2.2 Wage Disparity: Global and Indian Context

Global Trends in Wage Equity in the Hospitality Sector

The predicament of salary inequality is not exclusive to any solitary area but is a worldwide occurrence, with the hospitality industry being no exemption. Globally, there has been a synchronized endeavor to tackle salary discrepancies, as demonstrated by the publications of writers like Johnson & Lee (2020) and Patel & Kumar (2021), who explore the fundamental reasons and possible remedies for salary inequity in service industries across the globe. Internationally, the hospitality sector has faced examination for its remuneration practices, with Smith (2022) observing that there has been a shift towards increased openness and fair pay frameworks in recent times. This worldwide transformation has been propelled by a fusion of statutory alterations, escalated public consciousness, and promotion for equitable employment protocols, as deliberated by Brown (2019) in her transverse examination. Furthermore, Ahuja & Sharma (2018) underscore the significance of corporate social responsibility and moral practices in advancing salary parity, indicating that these worldwide patterns are progressively being embraced by organizations aiming to amplify their brand reputation and staff retention.

Specifics of the Indian Hotel Sector and Wage Disparities

In the context of the Indian hotel industry, salary inequalities have their own distinct characteristics influenced by regional economic, societal, and cultural factors. Kaur & Singh's (2019) regression examination emphasizes the gender remuneration disparity, while Gupta (2018) and Mehta & Sharma (2019) briefly discuss the wider socio-economic forces in action that impact salary frameworks in metropolitan India. The Indian cordiality sector, as elaborated by Patel & Kumar (2021), encounters distinct obstacles in bridging remuneration discrepancies, encompassing the necessity to harmonize customary customs with contemporary corporate imperatives. Moreover, Varma & Chaudhary's (2022) investigation of salary frameworks within the Indian tourism sector discloses that notwithstanding the economic upsurge, wage inequalities endure at every echelon, ranging from novice to executive roles. The intricacies of the Indian market, as deliberated by Agarwal (2019), require customized resolutions that consider the varied and multifarious character of salary inequality in the nation. The circumstance is additionally intricate by the swift growth of the accommodation sector in India, which necessitates an expandable and enduring approach to salary parity, as suggested by the research of Krishnan & Menon (2021) on the developing panorama of the Indian hospitality field.

2.3 Factors Contributing to Wage Disparity

Gender Inequality and Wage Gaps

Gender disparity continues to be a noteworthy factor in salary disparities across diverse sectors, and the hospitality industry is not exempt. Kaur & Singh (2019) have presented an elaborate regression examination that discloses a continuous gender remuneration disparity within the Indian hospitality industry. The discrepancies are additionally emphasized by Brown (2019), who demonstrates that even within comparable positions, women frequently receive inferior remuneration than their male counterparts. This is substantiated by Patel & Kumar (2021), who discovered that gender disparity is notably accentuated in South Asian nations. Ahuja & Sharma (2018) contend that inventive approaches to salary parity are necessary to tackle these systemic problems. Furthermore, Varma & Chaudhary (2022) explore how employee contentment is intricately linked to salary parity, underscoring that sex should not be a decisive element in remuneration.

Educational Attainment and Compensation Differences

Educational accomplishment is frequently perceived as a route to increased remuneration, but it does not consistently correspond with enhanced recompense, particularly in the hospitality industry. Johnson & Lee (2020) propose that notwithstanding comparable levels of education, salary discrepancies can be noted, implying that elements beyond educational attainment impact remuneration. Malik & Joshi (2021) explore the function of strategic branding and its capacity to generate superior value that could validate increased salaries, however, highlight that educational achievement is not the exclusive catalyst of remuneration disparities. Agarwal (2019) adopts a longitudinal viewpoint, demonstrating that as time passes, educational accomplishments have not inevitably resulted in fair wage advancement. Thakur & Goel (2017) explore how educational achievement could influence the efficiency of employees in advertising positions, which can indirectly affect their salary range within the hospitality sector.

Work Experience and Pay Progression

Employment background is frequently linked with elevated remuneration, but the advancement is not consistently straight or fair. The investigation conducted by Brown (2019) observes that discrepancies in compensation frequently prevail notwithstanding comparable degrees of work expertise. Rao (2020) supplements that socioeconomic factors, encompassing the duration of employment, may exert a noteworthy influence on commuter involvement with advertisements, implying that familiarity affects prominence and acknowledgement in the workplace, which ought, hypothetically, result in enhanced remuneration. Nevertheless, Chatterjee & Das (2021) emphasize that advertisement remembrance and consumer conduct investigations demonstrate that the correlation between work expertise and compensation is not consistently uncomplicated. Furthermore, Varma & Chaudhary (2022) emphasize the significance of acknowledging the worth of expertise in employee contentment and salary frameworks.

Occupational Segregation and Hierarchical Wage Discrepancies

Professional segregation, wherein specific occupations are monopolized by a particular gender or demographic cohort, can result in hierarchical salary disparities. Patel & Kumar (2021) explore how gender norms within the hospitality sector can result in females being disproportionately represented in less lucrative roles. This is backed by Agarwal's (2019) research, which proposes that occupational partition adds to salary disparity. The impact of hierarchical positions on salary discrepancies is also examined by Brown (2019), who observes that elevated-level positions are frequently filled by a uniform group, resulting in wage inequities. Moreover, Thakur & Goel (2017) suggest that salary disparities are not just widespread among distinct job positions but can also be observed within the identical hierarchical tier, contingent on the division or operation within the hotel industry.

2.4 The Economic Impact of Wage Disparities

Wage Disparities and Employee Morale

Salary inequalities have a deep influence on staff morale, which consequently can impact the general ambiance and efficiency of a workplace. Johnson & Lee (2020) explore how perceived salary disparities can lead to diminished job contentment and a reduced feeling of individual achievement. Varma & Chaudhary (2022) additionally underscore the connection between employee contentment and salary framework, observing that disparities can result in a decrease in morale and involvement. This sentiment is reiterated by Patel & Kumar (2021), who contend that equitable remuneration is vital for upholding the welfare and drive of employees. Furthermore, Ahuja & Sharma (2018) propose that pioneering remuneration parity strategies can enhance employee morale by cultivating a culture of equity and admiration. Lastly,

Brown (2019) offers proof that even the observation of salary inequalities can result in a decline in employee spirit, conceivably leading to increased staff rotation.

Pay Gaps and Organizational Performance

The presence of salary disparities within a company can have a domino effect on its productivity. According to Agarwal (2019), remuneration parity is a crucial element of organizational well-being, and discrepancies can result in a disheartened workforce, which in turn impacts efficiency. Brown (2019) additionally emphasizes that salary inequalities can affect the bottom line by resulting in heightened expenses linked to staff rotation and hiring. On the tactical front, Malik & Joshi (2021) deliberate on how tackling salary disparities can boost an organization's branding and market stance by enhancing employee endorsement. Furthermore, Kapoor (2022) suggests that internal salary parity is equally significant as external promotional endeavors in enhancing organizational effectiveness. Ultimately, Chatterjee & Das (2021) ascertain that within the service-oriented hospitality sector, employee contentment—intimately linked to salary equality—directly impacts customer contentment and allegiance, which are pivotal factors of organizational triumph.

2.5 Legislation and Wage Equity

Overview of Wage Equity Laws and Regulations in India

The lawful structure in India regarding remuneration parity has developed over the years to incorporate diverse statutes and guidelines aimed at eradicating salary discrepancies. The Equivalent Compensation Act of 1976 is a foundation of this structure, aiming to hinder bias in remuneration based on sex (Kaur & Singh, 2019). Smith (2022) explores the historical backdrop of salary parity legislation, highlighting its gradual evolution in reaction to shifting societal standards and economic circumstances. Patel & Kumar (2021) scrutinize the efficacy of these regulations in the Indian hospitality sector, highlighting discrepancies between the statutory purpose and real-world implementation. Moreover, Banerjee & Chatterjee (2022) underscore the significance of implementation mechanisms, which are pivotal for guaranteeing that these regulations result in tangible transformation. Lastly, Ahuja & Sharma (2018) offer a more expansive viewpoint, proposing that legislation alone is insufficient and must be complemented by corporate policies that actively advocate for salary parity.

Effectiveness of Policy Interventions on Wage Parity

Regulatory measures are crucial in closing the salary disparity, however, their efficacy differs. Agarwal (2019) investigates longitudinal information to evaluate the influence of salary parity measures, uncovering diverse consequences in the Indian setting. Johnson & Lee (2020) emphasize the significance of policy formation, execution, and surveillance in attaining the intended results. At the surface level, Gupta (2018) emphasizes instances where policy interventions resulted in noteworthy enhancements in salary equality, especially when coupled with consciousness initiatives. On the flip side, Singh (2023) expresses apprehensions regarding the inadvertent repercussions of inadequately executed strategies, such as heightened workforce expenditures without commensurate enhancements in efficiency. To guarantee the efficiency of policy interventions, Mehta & Sharma (2019) advocate for the incorporation of varied stakeholders in the policy-making process, thereby ensuring that the measures are pragmatic and tackle the underlying reasons for wage inequalities.

2.6 Best Practices in Wage Equity

Case Studies of Wage Equity Initiatives in the Hospitality Industry

Optimal methodologies in salary parity frequently arise from anecdotal analyses where enterprises have effectively tackled remuneration discrepancies. Kapoor (2022) presents a persuasive case study of a hotel chain that implemented a lucid remuneration framework, resulting in a quantifiable decrease in salary disparities. This practice was augmented by the discoveries of Chatterjee & Das (2021), who witnessed that clarity in salary determination can greatly amplify employee faith and preservation. Varma & Chaudhary (2022) emphasize the significance of periodic salary inspections in recognizing and correcting remuneration disparities, a procedure that has been embraced by numerous prominent hotels in India. Nair & Prasad (2020) additionally emphasize the significance of employee engagement endeavors in advancing salary parity, with triumphant instances demonstrating enhanced spirit and efficiency. Ultimately, Malik & Joshi (2021) explore the tactical utilization of remuneration as a branding instrument, wherein fair salary approaches can amplify a hotel's standing and allure exceptional personnel.

Transferable Practices from Other Sectors to the Hotel Industry

The lodging sector can gain knowledge from salary parity initiatives in different industries. Thakur & Goel (2017) propose that the implementation of technology for benchmarking and payroll administration from the IT sector could be advantageous for the hospitality industry. Likewise, Krishnan & Menon (2021) indicate the finance industry's performance-driven compensation systems that might be customized to hospitality positions, thus harmonizing employee motivations with fair remuneration practices. Rao (2020) cites the healthcare industry's utilization of professional ladders, which could be duplicated in hotels to offer distinct advancement routes and corresponding salary ranges. Iyer & Desai (2018) highlight the significance of variety and incorporation initiatives from fields like learning and their potential influence on alleviating occupational separation in the hospitality sector. By embracing and modifying these practices, the hospitality sector could make notable progress towards attaining salary parity.

2.7 Theoretical Frameworks Addressing Wage Equity

Economic Theories on Wage Determination and Equity

Economic hypotheses offer diverse perspectives by which salary determination and fairness can be examined. Traditional economic theories, as explored by Smith (2022), propose that salaries are established by the interaction of supply and demand for workforce. Nevertheless, contemporary economists such as Brown (2019) contend that salary determination is additionally impacted by negotiation strength, institutional structures, and market flaws. Patel & Kumar (2021) elaborate on this by employing labor market partition theories, which propose that the labor market is segregated into distinct sub-markets with varying wage determination mechanisms, resulting in inequalities. These hypotheses are additionally bolstered by empirical investigation from Singh (2023), who illustrates the influence of labor organization on salary parity. Gupta (2018) completes this conversation by emphasizing the function of minimum wage regulations in establishing wage thresholds and diminishing salary disparity.

Sociological Perspectives on Wage Disparities

From a sociological viewpoint, salary inequalities are frequently analyzed in the framework of social differentiation and power dynamics. Mehta & Sharma (2019) offer perspectives on how social stratum, sex, and ethnicity can impact salary results. Kapoor (2022) supplements this by examining the notion of cultural capital and how it can influence salary discussions and perspectives of worth in the hospitality sector. Chatterjee & Das (2021) bring focus to the function of social networks in acquiring higher-compensating job prospects, which can sustain wage disparities. Rao (2020) additionally examines the sociological influence of occupational partition by gender and ethnicity, contributing to salary discrepancies within the hospitality industry.

Psychological Impact of Wage Inequality on Workers

The mental effects of salary disparity on employees has been thoroughly examined. Iyer & Desai (2018) explore how perceived salary disparities can result in job discontentment and diminished drive. Kaur & Singh (2019) investigate the notion of fairness theory, which suggests that workers strive to harmonize their contributions and results in comparison to others, resulting in discontentment when unfairness is observed. Nair & Prasad (2020) present proof of the detrimental effect of salary inequalities on employees' psychological health and welfare. Lastly, Malik & Joshi (2021) emphasize the significance of perceived organizational backing in alleviating the adverse psychological impacts of salary disparity, proposing that when employees perceive themselves as esteemed and equitably remunerated, their job contentment and efficiency levels are likely to enhance.

2.8 Critique and Debates on Wage Equity Solutions

Analysis of Proposed Solutions for Wage Disparity

In the scrutiny of suggested resolutions for salary inequality, it's crucial to assess their efficacy and the diverse assertions put forth by scholars. Varma & Chaudhary (2022) thoroughly evaluate the efficacy of salary openness as a mechanism for mitigating salary inequalities, contending that while transparency can cultivate an environment of equity, it may also result in salary escalation. Thakur & Goel (2017) propose an argument for performance-oriented compensation systems, which, despite aiming to acknowledge efficiency, might not consider systemic prejudices that impact performance assessments. Agarwal (2019) discusses the adoption of uniform salary frameworks, highlighting that while they can streamline the remuneration system, they might not accurately portray individual inputs. Banerjee & Chatterjee (2022) have emphasized

the intricacies involved in modifying wage discrepancies through statutory measures, where the desired outcomes may be diluted by the real practices in the sector.

Controversies Surrounding Wage Equity Interventions

The disputes encompassing salary parity interventions frequently arise from contrasting viewpoints on their consequences for corporate functions and staff connections. Krishnan & Menon (2021) deliberate the controversy on minimum wage escalations, with some contending that it results in employment reductions due to amplified labor expenditures, while others assert it enhances the economy through heightened consumer expenditure. Ahuja & Sharma (2018) tackle the clash between uniform salary structures and the necessity for adaptable remuneration to allure elite personnel. Smith (2022) and Patel & Kumar (2021) both emphasize the conflict between immediate profitability and enduring investment in human resources, with salary parity regarded as an ethical necessity by certain individuals and a fiscal encumbrance by others. Finally, Johnson & Lee (2020) criticize the uniform approach of certain wage fairness solutions, advocating for more subtle measures that take into account the varied requirements of distinct sectors within the hospitality field.

3. "Methodology

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:

a. 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.

b. 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.

c. 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."

4. 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 1 shows the estimated number of employees in the Indian hotel business broken down by vocation over a long period of time. Views into the composition of the staff and its evolution across time are provided by the data. In the fiscal year 2000–2001, the sector made use of 25,000 frontline employees, 10,000 temporary workers, and around 5,000 supervisors. The number of workers in every category saw a steady increase throughout the following years. A total of 7,000 managers, 30,000 frontline employees, and 12,000 more workers were on staff in 2005 and 2006. This trend continued, and in 2010 and 2011, we saw even more growth in available jobs. Around 8,500 executives, 35,000 frontline employees, and an additional 15,000 were employed by the industry during this period. From 2001 to 2010, the average figures show a somewhat lower occupation proportion: 26,500 first-line employees, 5,200 supervisors, and 11,500 extra workers. The number of workers had a significant increase in the following decade, from 2011 to 2020. On average, 17,000 more workers were hired by the sector throughout this period, in addition to an increase of 40,000 frontline employees and 10,000 supervisors. As we moved into more recent years, the estimated workforce continued to grow. By 2021, the industry had 20,000 more employees, 45,000 frontline workers, and 11,500 executives. In 2022, the numbers went grown even further, reaching 12,000 supervisors, 47,000 frontline employees, and 22,000 alternative employees. According to the latest available data for 2023, there will be a further rise with about 12,500 supervisors, 50,000 front-line employees, and 24,000 more staff.

“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 2 provides information on the estimated salary differences across various workforce categories in the Indian hospitality sector. Every year, the average monthly salary for managers, frontline employees, and extra workers are presented. During 2000–2001, managers earned an average of ₹2,000 per month, while front-line employees made ₹500 and other workers ₹800. Across all occupational categories, there was an upward trend in mean compensation over the years. Starting in 2005–2006, the average monthly compensation for supervisors increased to ₹2,500, while frontline employees earned ₹600 and the rest of the workforce received ₹900. As in previous years, earnings continued to rise in 2010 and 2011. On average, managers earned ₹3,000 per month, frontline employees ₹700, and extra workers ₹1,000. The average monthly pay from 2001 to 2010 were somewhat lower than those from succeeding years, with managers getting ₹2,100, frontline people ₹550, and other workers ₹850 on average. Pay rates increased considerably between 2011 and 2020. The average monthly salary for supervisors was 3,500 ₹, for frontline workers it was 800 ₹, and for the rest of the staff it was 1,200 ₹. Average wages have been on the rise over the last many years. In 2021, the monthly salaries for managers, front-line employees, and extra workers were 3,800, 850, and 1,300, respectively. The average earnings also

increased in 2022 and 2023, with ₹4,000 and ₹4,200 per month going to supervisors, ₹900 and ₹950 to frontline staff, and ₹1,400 and ₹1,500 to other workers, respectively.

“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 3 shows the estimated percentage of compensation differences across various personnel categories in the Indian hospitality sector. For each year, the proportions represent the difference in mean pay between supervisors and front-line people, and between supervisors and other workers. There was a 3000% pay gap between managers and front-line workers in 2000–2001, meaning that managers made three times as much as front-line workers. Salaries for managers were 1.5 times higher than those for regular workers, creating a wage gap of 150%. The wage gap between managers and front-line workers reached 316% in 2005–2006, while between managers and other employees it reached 180%. The wage gap may widen even more as a result of this. The percentage pay disparity continued to rise in 2010 and 2011, reaching 328% between supervisors and front-line employees and 200% between supervisors and contingent workers. Over the course of this time, the wage gap remained wide. There was a 165% wage gap between supervisors and all employees and a 282% gap between supervisors and front-line employees from 2001 to 2010 (mean). The wage gaps remained large, however they shrank somewhat as compared to years that followed. The pay disparities widened considerably between 2011 and 2020 (mean). A significant disparity in pay was shown by the proportional salary gap, which was at 356% between managers and front-line people and 260% between managers and alternative staff. The wage disparity between managers and those directly involved in customer service increased to 382% in 2021, while it was 285% for all other employees. Significant variances in salaries were shown by the persisting and increasing compensation discrepancies. The percentage salary gap widened even more in 2022 and 2023, with managers earning 400% and 420% more than front-line employees, and 3150% and 3350% more than other workers, respectively. Pay disparities between supervisors and frontline employees and other workers in the Indian hospitality business are glaringly obvious in these numbers.

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

Employment size of enterprises	Profit, 2005–06 (₹ million)	Profit, 2010–11 (₹ 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”

Income statistics for the Indian hotel sector, broken down by establishment size of staff in 2005–06 and 2010–11, are shown in Table 4. The profits are expressed as a million Indian rupees. Various workforce magnitude categories are used to break down profits in the chart. The sector generated ₹ 12.5 million in 2005-06 and ₹ 45.2 million in 2010-11 in the smallest category, companies with 0-10 workers. Similarly, in 2010-11, profits for enterprises with 11-20 employees rose from 24.8 million to 68.3 million. Moving on to the group of companies with 21-50 employees, the profits figures showed a constant growth, going from 78.6 million in 2005-06 to 121.9 million in 2010-11. Earnings of ₹156.2 million were generated by companies with 51-100 workers in 2005-06, and this almost doubled to ₹302.5 million in 2010-11. In the case of larger companies, profits kept going up. From 2005-06 to 2010-11, organisations with 101-200 employees had a gain of ₹ 290.4 million, which increased to ₹ 402.1 million. In 2005-06, enterprises in the 201-500 worker category earned ₹ 402.9 million, and in 2010-11, that figure increased to ₹ 602.7 million. In the end, the largest companies with 500 or more employees saw

a substantial increase in profits. Profits increased dramatically from ₹690.8 million in 2005–06 to ₹1056.3 million in 2010–11. Overall, over the specified time, the Indian hotel business had a positive increase in profits across all categories of labour size. Profits were higher for larger companies because of the potential for greater cost savings and better market presence. In 2005-06, the industry made ₹ 1655.2 million, and in 2010-11, it increased to ₹ 2599.0 million, highlighting its overall profitability and ability to achieve fiscal success.

5. Discussion

✓ Wage Disparities in the Indian Hotel Sector:

When it comes to the hospitality industry in India, an examination of wage structures indicates significant pay gaps across different job categories and levels of responsibility. There is a systematic pay difference within the sector, as shown by the fact that supervisory jobs fetch much greater compensation in comparison to front-line labor. The statistics shown in Tables 2 and 3, which demonstrate that supervisors earn multiples of what front-line employees and other workers get, bring to light the unequal pay structure that exists in the workplace. The existence of such disparities suggests that, despite the significant responsibilities that are performed by all workers, there is a significant undervaluing of the contributions made by those employees who are located lower in the organizational hierarchy.

It is imperative that these salary gaps be addressed if the hotel business in India is to remain in good health. The existing compensation structure runs the danger of depressing staff members whose jobs are crucial to the success of the operation, which may have an impact on both the quality of services provided and the number of employees retained. The various stakeholders need to discuss the possibility of reorganizing the compensation scales so that they more appropriately represent the value and contributions of each function. At every level of the business, more transparent pay schemes that are also based on performance might play a significant role in helping to close the wage gap, advancing the cause of justice, and improving work satisfaction. This change toward pay fairness is not just an ethical need but also a strategic necessity for the purpose of cultivating a workforce that is more motivated, productive, and loyal to their employer.

✓ Factors Contributing to Wage Disparities:

Wage discrepancies may be attributed to a complicated interaction between a number of different elements in the Indian hotel industry. The duties of the job, the requisite skill levels, the educational requirements, and the number of years of experience are all factors that go into determining the remuneration package. Higher levels of education and experience are often required for senior management positions, which helps to justify the higher salaries that are offered. Nevertheless, the issue of whether the wage disparities are commensurate to the requirements and duties of the jobs still has to be answered. According to Patel and Kumar (2021) and Kaur and Singh (2019), the business sector has to review the pay scales to ensure that they correctly and fairly represent the level of difficulty and responsibility required by the position.

In addition, biases that are embedded in the system might make salary gaps even worse. For instance, discrimination on the basis of gender might result in uneven remuneration for women, who are often underrepresented in positions of higher management within the hotel sector (Brown, 2019; Kapoor, 2022). Additionally, recruiting and promotion methods may favor particular groups unintentionally, which may lead to unequal prospects for professional progression and income (Johnson & Lee, 2020). These kinds of activities not only help to keep pay discrepancies alive, but they also impede the ability of the sector to cultivate a workforce that is diverse and inclusive. Accordingly, it is vital for the industry to develop fair hiring and promotion policies and to execute frequent pay equity audits in order to guarantee that all workers have equal chances for professional progress and fair remuneration (Agarwal, 2019; Ahuja & Sharma, 2018). This may be accomplished by ensuring that all hiring and promotion decisions are based on merit and that pay equity audits are performed on a regular basis.

✓ Implications of Wage Disparities:

The repercussions of salary discrepancies in the Indian hotel business reach far further than the workers' individual paychecks alone. Employees' perceptions of a lack of fairness in remuneration may have a negative impact on their job satisfaction and motivation, which in turn can have a spillover effect on the company's overall output. Disparities in pay may create an atmosphere of unhappiness, which may encourage workers to look for work elsewhere, which might result in greater employee turnover rates. This not only causes a disruption in the continuity of service but also results in extra expenses being incurred by the industry as a result of the have to continually recruit and train new workers (Kaur & Singh, 2019; Patel & Kumar, 2021).

Furthermore, salary differences have the potential to have a wider influence on the public image of the sector as well as its capacity to recruit top personnel. If aspiring professionals feel that salary disparities are common in the industry, it is possible that they may be dissuaded from joining the field. These views have the potential to hinder innovation over the long run and restrict the development potential of the sector. As a result, resolving pay gaps is not just an issue of fairness but also a strategic need for maintaining the growth and competitive edge of the hospitality industry. According to Johnson and Lee 2020 and Agarwal 2019, it is vital to implement equal compensation structures in order to promote employee happiness, loyalty, and greater levels of organizational performance (Johnson & Lee, 2020).

✓ Potential Solutions for Wage Equity:

It is vital to take a diverse strategy in order to successfully solve the pay gaps that exist in the Indian hospitality business. Implementing thorough wage audits is one option for getting the conversation started. These audits may shed light on the underlying causes that contribute to pay disparities within companies. Companies are able to build transparent wage structures that provide equitable remuneration if they first identify the inequalities in pay that exist across their workforce (Brown, 2019; Patel & Kumar, 2021). In addition, campaigning for wage transparency may serve as a disincentive against the use of discriminatory pay practices, so encouraging an atmosphere in which salary choices are determined honestly and are known to all workers. This transparency may also help promote negotiations and debates about salary, which can enable a culture of openness and trust (Johnson & Lee, 2020; Varma & Chaudhary, 2022). In addition, it is essential to provide equitable chances for skill development and career promotion in order to successfully close the pay gap. Employers may create a more equal environment for wage growth by ensuring that all workers, regardless of gender or other demographic characteristics, have access to the same training and promotional opportunities (Kaur & Singh, 2019; Agarwal, 2019). This can be accomplished by ensuring that all employees have access to the same possibilities for training and promotion.

Employees may be further motivated via the use of performance-based awards and recognition, which can also contribute to a workforce that is more engaged and productive. There is less room for subjective bias and more room for a meritocratic system when incentives are directly related to performance (Thakur & Goel, 2017; Malik & Joshi 2021). When it comes to formulating and implementing regulations that promote pay parity, the importance of collaborative efforts among industry players, lawmakers, and labor unions cannot be overstated. (Ahuja & Sharma, 2018; Banerjee & Chatterjee, 2022) These kind of cooperation may lead to the adoption of industry-wide norms and laws that promote equitable remuneration practices across the board.

✓ Lessons from Other Sectors:

The pursuit of salary parity in the hospitality sector may acquire valuable insights from a range of endeavors and statutory measures in different fields that have successfully reduced remuneration disparities. These teachings can be derived from the encounters of those industries that have already attained salary equality. For instance, the implementation of laws requiring equitable compensation for comparable labor has been exceedingly beneficial in a multitude of diverse sectors. Companies have been obliged to confront the issue of wage parity directly due to legislation like the Equitable Compensation Act and other comparable rules. This legislation guarantees that employees are compensated equitably for identical tasks, irrespective of their sex or any other possibly prejudiced factors (Johnson & Lee, 2020; Ahuja & Sharma, 2018) (Johnson & Lee, 2020; Ahuja & Sharma, 2018). In conjunction with legislative endeavors, diversity and incorporation initiatives have demonstrated their efficacy in establishing workplaces that are more equitable. The objective of these endeavors is to cultivate an ambiance that values a multitude of perspectives and places a high value on offering equitable access to opportunities for all employees. Companies may diminish prejudiced wage disparities and establish a culture that acknowledges and advances the contributions of each employee equitably by actively advocating diversity in recruitment, education, and advancement protocols (Patel & Kumar, 2021; Kaur & Singh, 2019). This can be achieved by actively advocating for variety in recruitment, education, and advancement procedures.

Salary equity has also profited from endeavors to foster a robust work-life equilibrium, such as through the execution of kinship-oriented measures and adaptable working schedules. These regulations aim to sustain a varied workforce and ensure that employees are not compelled to decide between the progression of their professions and the satisfaction of personal responsibilities. Companies might eradicate wage discrepancies that could arise from career disruptions or reduced hours, which are frequently inequitably apportioned among sexes (Varma & Chaudhary, 2022; Malik & Joshi, 2022). This is feasible if they can adapt to the diverse requirements of their employees (Varma & Chaudhary, 2022; Malik & Joshi, 2022).

✓ Importance of Stakeholder Collaboration:

When it comes to tackling pay disparities in the Indian hospitality industry, the necessity of cooperation between various stakeholders simply cannot be stressed. It is very necessary to engage in a concerted effort that includes several stakeholders, such as labor unions, hotel management, lawmakers, and employee representatives, in order to bring about genuine change and implement pay policies and procedures that are equitable. The first and most important thing that trade unions do is advocate for the rights and interests of their members' respective workforces. They are able to negotiate on behalf of workers to guarantee that there are policies in place that provide for equitable salaries and compensation. A collective voice that can fight for legislative reforms and improved working conditions within the sector may be created via collaboration with trade unions (Agarwal, 2019; Nair & Prasad, 2020). This can eventually contribute to pay equality (Agarwal, 2019; Nair & Prasad, 2020).

It is also necessary for the administration and management of hotels to take an active part in these joint efforts. They may make a public commitment to open compensation practices, regularly undertake pay equality audits, and put into effect policies that encourage salary parity. Hotel management may show their dedication to reducing pay gaps by adopting a proactive position and participating themselves in these talks (Kapoor, 2022; Mehta & Sharma 2019, respectively). This will need them to participate in these conversations. In addition, politicians and other government entities have a crucial part to play in the process of establishing an atmosphere that is favorable to pay equality. Collaboration with policymakers may result in the creation and implementation of legislation and regulations that guarantee fair pay practices within the hospitality industry (Banerjee & Chatterjee, 2022; Ahuja & Sharma, 2018). Collaboration with policymakers can lead to the development and implementation of legislation and regulations that ensure fair compensation practices within the hospitality industry. In conclusion, crucial components of stakeholder engagement are ongoing monitoring and evaluation, communication, and information sharing. Maintaining momentum and keeping all stakeholders responsible for attaining pay parity goals requires routinely analyzing wage inequalities, evaluating the efficacy of actions that have been adopted, and publishing progress updates. Communication that is open and honest among the many players in the Indian hospitality industry helps to develop a collaborative commitment to eliminating pay gaps and supporting fair compensation practices (Kaur & Singh, 2019; Malik & Joshi, 2021).

6. Conclusion:

This research study's objective is to shed light on the compensation discrepancies that are now prevalent in the Indian hotel business. This, in turn, will serve to highlight the need for pay equality in that segment of the hospitality sector in that country. The findings shed light on the significant wage gaps that exist between managers, front-line workers, and other employees, bringing to light the critical need of locating a solution to this issue. It is especially troubling if there are salary disparities between managers and staff on the front lines of customer service. It is especially clear that there is a huge salary disparity between managers and people who interact directly with consumers. This gap is particularly visible in the retail industry. Inequalities in job obligations and the required levels of expertise, as well as biases and acts of discrimination, are all factors that, according to the findings of the research, contribute to compensation disparities in the labor market. In depth consideration is given throughout this report to a wide variety of approaches that may be used to address the issues surrounding pay inequality. These potential solutions might be put into action. Pay audits, pay transparency, equal possibilities for career development, performance-based awards, and lessons learned from successful programs done in other sectors that were implemented in other sectors are some of the things that fall under this area. Other items that fall under this category include lessons acquired from successful programs done in other sectors that were applied in other sectors. It is required to ensure the engagement and devotion of industry participants, politicians, and employee representatives in order to achieve pay equality in the hotel business of India. This is necessary in order to achieve wage equity. This must be done in order to attain pay fairness, which is why it is needed to be done; hence, it is essential. If the corporate world puts these ideas into action and makes them a part of everyday life, it will be able to create an environment at work that is just and equal for all employees. This will not only improve the health and happiness of the workers, but it will also boost their general satisfaction with their occupations and their level of production.

7. 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:

- a) Primary data collection refers to the process of acquiring first-hand information from the point at which the information was generated. Performing primary research in the form of surveys, interviews, and focus groups with 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. This would be accomplished by conducting the research in India.

- b) Research designs known as longitudinal studies include the collection of information from the same population of participants over the course of an extensive amount of time. It has the potential to give useful insights about the development of pay fairness and the effectiveness of initiatives that have been adopted if longitudinal studies that track wage trends and inequalities over time are conducted.
- c) It is possible to carry out a comparative study in order to discover the many ways in which salary discrepancies are manifested and the techniques that have shown to be successful in promoting wage equality within the hospitality sector in a variety of nations or areas.
- d) An examination of the ways in which numerous social identities, including but not limited to race, ethnicity, and age, cross and interact to contribute to variations in pay would be the focus of an intersectional method of analyzing wage disparities, also known as a "intersectional approach." Taking this method would result in a more in-depth understanding of the complexity associated with wage differences.
- e) In the Indian hotel industry, the implementation of interventions and initiatives aimed at promoting pay equality may be assessed via rigorous assessments to identify optimum solutions and evaluate their efficacy in minimizing wage discrepancies. These evaluations can be carried out in order to evaluate the effectiveness of the interventions and initiatives.

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