

ASSESSING EMPLOYEE PRODUCTIVITY IN PATNA'S HOTEL INDUSTRY: KEY INFLUENCING FACTORS AND STRATEGIC RECOMMENDATIONS

Dr. Awadhesh Kumar¹, Prof. (Dr.) Kameshwar Pandit²

¹Department of PMIR Patna University, Patna, India

²Professor, Department of PMIR Patna University, Patna, India

ABSTRACT

Employee productivity plays a crucial role in the success of the hospitality sector, where service quality directly impacts customer satisfaction. This study evaluates employee productivity within Patna, Bihar's hotel industry, analyzing key factors influencing workforce efficiency. The research employs a mixed-methods approach, combining qualitative and quantitative analysis through a structured survey. A total of 180 hotel employees participated, representing diverse age groups, job positions, educational backgrounds, and income levels.

The study reveals significant dissatisfaction among employees regarding workplace environment, training opportunities, leadership transparency, compensation, and well-being initiatives. A structured questionnaire was used, with responses assessed using a Likert scale to quantify employee perceptions. Findings indicate that inadequate training, weak leadership practices, job insecurity, and poor compensation contribute to reduced motivation and high turnover rates.

The results highlight the need for structured employee productivity management systems (EPMS) to address these challenges. The study recommends implementing targeted training programs, improving leadership transparency, offering competitive salaries, and prioritizing employee well-being to enhance productivity and retention. These insights provide actionable recommendations for the hospitality sector in Bihar, emphasizing the importance of employee-centric policies to ensure long-term sustainability and service excellence.

KEYWORDS: *Employee Productivity, Hospitality Industry, Workforce Efficiency, Leadership, Training, Compensation*

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INTRODUCTION

In today's corporate world, productivity has become a key concern for businesses across industries. Limited resources and intense competition have made organizations highly sensitive to their efficiency levels. The hospitality industry, a major segment of the service sector, is characterized by intangible products, making productivity measurement and management a complex task. While hotels acknowledge the importance of productivity management, structured systems for measuring and improving employee performance remain underdeveloped.

Bihar's hospitality sector contributed 2–3% to the state's GDP, with hotel revenues growing at a 6–8% CAGR (Bihar Economic Survey, 2022–23). Growth was driven by rising domestic tourism, pilgrimage traffic, and business travel linked to infrastructure projects like the Patna Metro. Patna accounted for 40–45% of organized hotel revenue, fueled by government delegations, weddings, and corporate events. Heritage sites like Bodh Gaya and Nalanda attracted 15+ million visitors annually (ASI, 2023), boosting demand for budget and mid-range hotels, prompting OYO, Ginger, and Lemon Tree to expand. Post-COVID recovery (2021–23) saw domestic travel surge by 20–25%, with Bihar's peak-season hotel occupancy reaching 70–75% (FICCI, 2023). Despite this, a lack of luxury hotels constrained premium tourism, though projects like the upcoming Taj Hotel in Patna signal future growth.

Employee productivity is a crucial factor influencing the success of any business, particularly in the hospitality sector, where service quality directly impacts customer satisfaction. The hotel industry, being a labor-intensive sector, heavily relies on its workforce to deliver high-quality service. However, measuring productivity in hotels presents unique challenges due to the intangible nature of services.

Despite acknowledging the importance of employee productivity, many hotels lack well-developed productivity management systems. Employment practices adopted by organizations significantly influence workforce efficiency, but the relationship between these practices and employee performance in the hotel sector remains unclear. Therefore, it is essential to analyze how employment practices impact productivity in the hospitality industry and to explore strategies for enhancing workforce efficiency.

Productivity management in the hotel industry requires a systematic approach to enhance workforce efficiency. Employee Productivity Management Systems (EPMS) involve a series of interrelated activities, from designing productivity models to implementing measures that improve employee performance. However, despite discussions on productivity management, the hotel industry has largely overlooked this area. There is a need to explore existing productivity management systems and analyze how they vary across different categories of hotels in India.

This study evaluates employee productivity among hotel staff in Patna, Bihar through a structured assessment of key parameters, as outlined in the methodology. The paper is organized into six sections: Introduction (Section 1), Literature Review (Section 2), Objectives (Section 3) Research Methodology (Section 4), Finding and Discussion (Section 5), and Conclusions (Section 6). By adopting this comprehensive approach, the study seeks to offer actionable insights to enhance employee productivity and, in turn, raise service standards in Bihar's hospitality industry.

LITERATURE REVIEW

Employee productivity measures the efficiency of an individual or group in the workplace. It directly impacts a company's profitability (Kehinde & Adeagbo, 2020). Productivity is typically evaluated based on an employee's output over a specific period. It is often compared to the average performance of employees in similar roles. Additionally, productivity can be assessed by determining the number of units of a product or service an employee manages within a given timeframe (Samatha, Amewugah, & Mawutor, 2018).

Leadership is a dynamic factor that significantly influences organizational success. Aisah (2020) emphasizes that effective leadership guides individuals toward common goals while managing diverse perspectives, ultimately shaping organizational activities (Paais & Pattiruhu, 2020). Leadership also has a direct and positive impact on employee performance, driving motivation and efficiency in corporate environments (Pancasila, Haryono, & Sulisty, 2020).

Moreover, strong leadership fosters positive change, resolves conflicts, and contributes to both employee well-being and company growth (Sandhu et al., 2017; Chei et al., 2014). However, leadership alone does not determine success; other factors such as organizational structure, technology, and hierarchy also play critical roles in shaping outcomes (Mon, 2019).

Training is another key driver of organizational success. According to Ahmad and Manzoor (2017), well-trained employees exhibit higher efficiency, creativity, and consistency, leading to enhanced productivity. Training fosters a learning environment, sharpens problem-solving skills, and helps employees contribute effectively to organizational goals (Analysis et al., 2010). Employees with a deeper understanding of their tasks perform better and adapt more efficiently to changing business demands.

Employee satisfaction significantly impacts work performance. Hendri (2019) asserts that employee perceptions shape workplace attitudes and behaviors, directly affecting productivity and retention. Similarly, Tsui et al. (2013) found that skilled and knowledgeable employees report higher job satisfaction, which translates into improved performance and organizational commitment.

In the Indian hospitality industry, productivity management presents unique challenges. Rajashree Gujarathi (2013) explores how hotels face persistent difficulties in maintaining workforce efficiency and service quality. The study argues that rather than merely acknowledging productivity issues, businesses must actively implement strategic solutions to improve overall performance

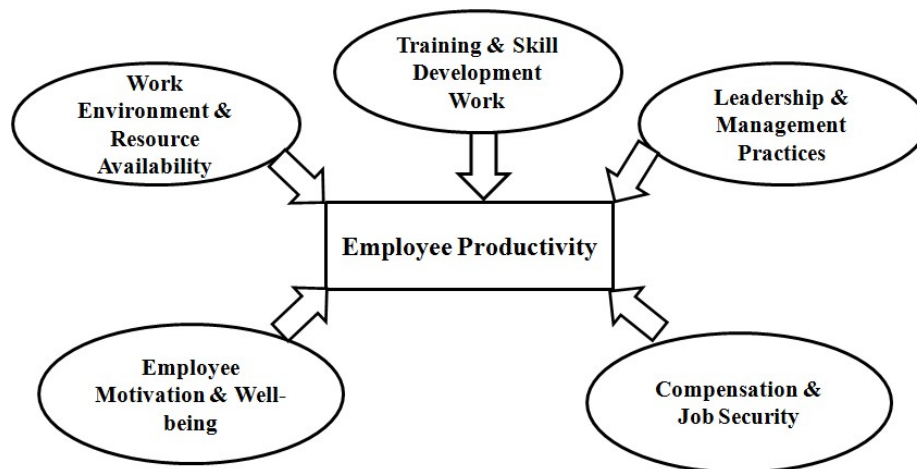


Figure 1: Conceptual Framework.

OBJECTIVES OF THE STUDY

This study investigates employee productivity within Bihar's hotel workforce through two primary aims:

- To determine the key factors affecting variations in employee productivity.
- To examine specific areas where employees feel satisfied or dissatisfied regarding their productivity.

RESEARCH METHODOLOGY

This section outlines the qualitative and quantitative research methodology used to explore the factors affecting employee productivity in the hotel industry in Patna, Bihar. A structured survey was conducted using a questionnaire designed based on validated scales and existing literature. To enhance accessibility, the survey was distributed digitally while ensuring

participant confidentiality and anonymity. The collected data will be systematically analyzed using a 1–5 decision making Likert scale to identify correlations and trends. The objective is to generate actionable insights into the impact of these factors on employee productivity and provide evidence-based recommendations for organizational practices and future research.

FINDINGS AND DISCUSSION

The study involved approximately 180 employees from various hotel industries in the Patna district of Bihar, using a structured questionnaire distributed through digital platforms and in-person interviews. As per Sekaran (2001), a response rate of 30% is typically considered acceptable for research studies; however, this study achieved a 100% response rate. A combination of descriptive statistics and a mixed-methods analytical framework, integrating both qualitative and quantitative approaches, was employed to evaluate employee productivity within the hotel industry in Bihar. The key findings and their implications are discussed in the following sections.

Demographic Distributions

Table 1: Demographic Distribution of Respondents

S. No.	Variables	Options	Total Respondents	Response %
1	Age	18-25 Years	98	54.4
		26-35 Years	65	36.1
		36-45 Years	17	9.4
		Total	180	100.0
2	Gender	Male	103	57.2
		Female	77	42.8
		Total	180	100
3	Job Position	Lower level	88	48.9
		Middle level	75	41.7
		Top level	17	9.4
		Total	180	100
4	Educational Qualification	Undergraduate	89	49.4
		Graduate	75	41.7
		MBA	16	8.9
		Total	180	100.0
5	Year of experience	2-4 years	72	40.0
		4-6 years	61	33.9
		6-10 years	33	18.3
		Above 10 years	14	7.8
		Total	180	100.0
6	Monthly Income	≤ 10000	71	39.4
		15000	85	47.2
		≥ 20000	24	13.3
		Total	180	100.0
7	Nature of service	Temporary	139	77.2
		Contract basis	41	22.8
		Total	180	100.0

The survey included 180 respondents categorized by various demographic and professional factors. In terms of age, 54.4% were between 18-25 years, 36.1% between 26-35 years, and 9.4% between 36-45 years. The gender distribution consisted of 57.2% males and 42.8% females. Job positions were primarily lower level (48.9%), followed by middle level (41.7%) and top level (9.4%). Regarding educational qualifications, 49.4% were undergraduates, 41.7% were graduates, and 8.9% held an MBA. Work experience varied, with 40% having 2-4 years, 33.9% having 4-6 years, 18.3%

having 6-10 years, and 7.8% with over 10 years of experience. Monthly income levels showed 39.4% earning $\leq 10,000$, 47.2% earning 15,000, and 13.3% earning $\geq 20,000$. Lastly, 77.2% of respondents were in temporary roles, while 22.8% worked on a contract basis.

1. My organization supportive in positive work environment & provide useful recourses which encourage productivity		
Description	Frequency	Percent
1 Strongly disagree	129	71.7
2 Disagree	42	23.3
3 Neutral	9	5.0
4 Agree	0	0.0
5 Strongly agree	0	0.0
Total	180	100.0

Table 2

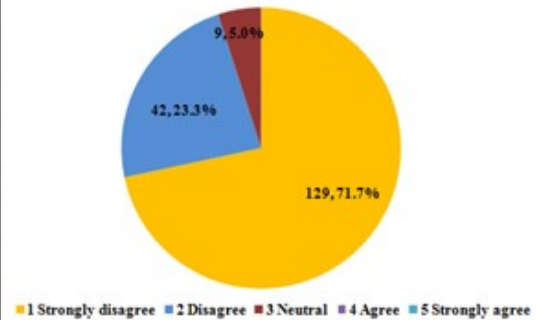


Figure 3

2. My organization provide enough training & skill development opportunities which encourage my productivity		
Description	Frequency	Percent
1 Strongly disagree	131	72.8
2 Disagree	41	22.8
3 Neutral	8	4.4
4 Agree	0	0.0
5 Strongly agree	0	0.0
Total	180	100.0

Table 3

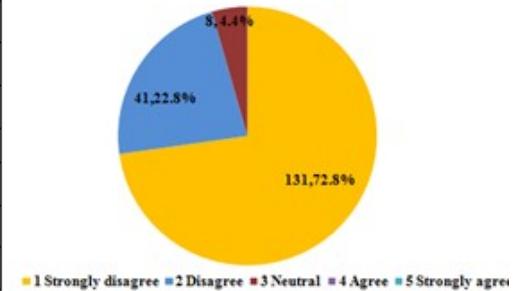


Figure 4

3. My organization leadership & management practices are clear & transparent.		
Description	Frequency	Percent
1 Strongly disagree	115	63.9
2 Disagree	51	28.3
3 Neutral	9	5.0
4 Agree	5	2.8
5 Strongly agree	0	0.0
Total	180	100.0

Table 4

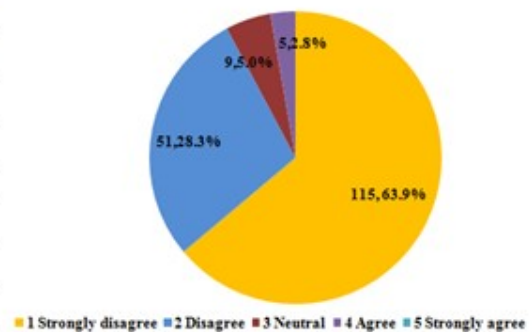


Figure 5

4. My organization commits fair compensations & ensure job security		
Description	Frequency	Percent
1 Strongly disagree	141	78.3
2 Disagree	37	20.6
3 Neutral	2	1.1
4 Agree	0	0.0
5 Strongly agree	0	0.0
Total	180	100.0

Table 5

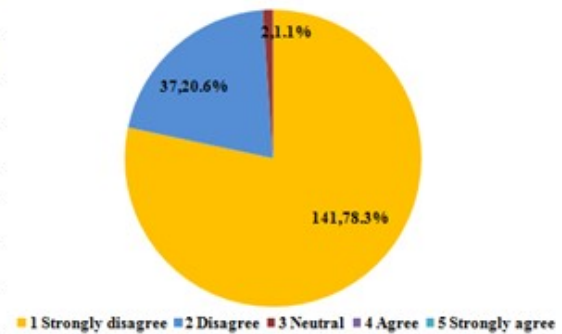


Figure 6

5. My organization motivates and ensures employees' well beings.		
Description	Frequency	Percent
1 Strongly disagree	133	73.9
2 Disagree	42	23.3
3 Neutral	5	2.8
4 Agree	0	0.0
5 Strongly agree	0	0.0
Total	180	100.0

Table 6

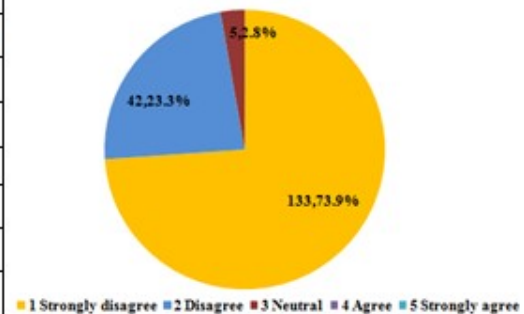


Figure 7

A survey of hospitality sector employees in Patna, Bihar, highlights significant dissatisfaction, impacting productivity and retention. A staggering 71.7% of employees strongly disagreed that their organization fosters a supportive work environment, while 23.3% disagreed, indicating a lack of engagement and motivation.

Similarly, 72.8% strongly disagreed and 22.8% disagreed that they receive adequate training, revealing a gap in skill development that could hinder service quality. Leadership and management are also concerning, with 63.9% strongly disagreeing and 28.3% disagreeing about clear and transparent leadership, contributing to low morale.

Compensation and job security are major issues, as 78.3% strongly disagreed that they receive fair pay and stability, while 20.6% disagreed. This lack of financial security likely fuels high turnover. Additionally, 73.9% strongly disagreed that their organization prioritizes employee well-being, and 23.3% disagreed, highlighting the risks of burnout and absenteeism.

These findings suggest that poor work environments, insufficient training, weak leadership, unfair compensation, and neglect of employee well-being contribute to dissatisfaction and inefficiency in the region's hospitality industry. Addressing these issues through structured policies and employee-focused initiatives is crucial to improving productivity, engagement, and service quality.

CONCLUSION

The data reveals a deeply concerning trend of employee dissatisfaction in the hospitality sector in Patna, Bihar. The absence of a positive work environment, inadequate training, poor leadership transparency, unfair compensation, and lack of employee well-being measures collectively contribute to low productivity levels. If organizations in this region aim to

improve service quality and employee engagement, they must implement structured training programs, enhance leadership transparency, provide competitive compensation, and foster a supportive workplace culture. Addressing these issues is essential for improving overall industry standards and ensuring long-term sustainability in the hospitality sector.

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