

A Study of Employees' Perceptions and Fulfilment of working in the Hospitality Industry in Tamil Nadu

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ABSTRACT

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Introduction: The Indian hospitality sector has grown steadily, supported by cultural values such as 'Atithi Devo Bhavah'. Despite rapid expansion, it struggles with high turnover and workforce shortages. This paper explores how employee perceptions influence job satisfaction and organizational stability.

Objectives: To study employee perceptions related to jobs in the hospitality industry. To ascertain job performance and job fulfilment of workers in the hospitality industry.

Methods: A quantitative survey was conducted with 634 employees selected through random sampling across five cities: Chennai, Coimbatore, Madurai, Tiruchirappalli, and Kanyakumari. A structured questionnaire was used. Statistical analysis included percentage, mean, standard deviation, t-tests, ANOVA, and Chi-square tests.

Results: Perceptions were largely positive with high scores for job awareness, social interactions, and work environment. Negative scores were recorded for pay and job security. Younger and middle-income employees showed higher satisfaction. Supervisory roles recorded the highest fulfilment levels.

Conclusions: To reduce turnover, the hospitality sector must focus on the emotional and professional fulfillment of employees. Satisfaction boosts commitment and performance. By investing in HR strategies, Tamil Nadu's hospitality sector can ensure sustainable growth and global competitiveness.

Keywords: Employee Attitude, Perception, Satisfaction, Performance, Skilled Workforce.

INTRODUCTION

Becoming friendly to customers or strangers is showing them a good time, whether it's for social or business purposes. An old Indian proverb states, "Atithi Devo Bhavah" (The Customer is like a God), which has made Indians famous throughout the world for their warmth and friendliness. India, with its plethora of hotels, has been regarded as world's top destinations for hospitality because of its legacy. The accommodation, dining, transportation, theme parks, event planning, cruise lines, and other related tourism-related businesses make up the hospitality sector. Each of the many hospitality units—restaurants, hotels, waiters, housekeepers, porters, kitchen staff, and bartenders—needs a proper management, marketing, and HR plan.

Due to disparities in wages, work hours, and societal attitudes on entry-level positions. However, the hotel industry still has one of the highest rates of employee turnover of any sector.

The costs of employee training, customer views quality employee perceptions of positions in the industry, and employee fullness can all be impacted by turnover rates. Employee intentions, whether to stay or quit the hotel sector, are influenced by the fullness of employee

Hospitality industry in India

The hotel industry in India has become as "sunrise industry," indicating the significant promise soon. Employing about 8.78 per cent of the workforce overall, this thriving industry has created about 15 million jobs in last five years. The industry attracts a sizable inflow of FDI in addition to the country's main source of foreign currency.

India's hotel business is expected to grow to a value of about Rs. 1,250 billion by 2025. The biggest hotels have not recorded that less than a twofold rise in occupancy before the COVID-19 epidemic. Although the hotel sector is improving at a rate of over 7% annually, many analysts think this growth is not enough to meet the long-term needs of the booming market (Dinakaran, 2018). Within India's hotel sector, a new category has arisen recently: serviced apartments. These apartments often include two or three bedrooms that are completely furnished along with all basic appliances of the contemporary world. These serviced flats give the company tariffs of between 30 and 35 per cent even after offering many services.

Hospitality Industry in Tamil Nadu

For past few years, Hotel industry in the state of Tamil Nadu expanded quickly, reflecting the rise in traveller demand across all market segments. The state has business and tourist advantages that make it possible for both leisure and business travellers to come often. Leading multinational hospitality firms are increasingly choosing Tamil Nadu as their destination of choice. In the last five years, Marriot Starwood, Carlson, Accor, and Hyatt have all made inroads into the Tamil Nadu sector. 75 percent of hotels are occupied; of these, 51 % hotels are in the medium sized, 29 % are in the budget hotels, 11 % are higher class hotel, and 9 % are in the upper class. The Chennai, Mahabalipuram Resort, which has 105 suites, is the second property in India operated by Intercontinental Hotels and Resorts under the upscale Intercontinental brand. The first city in India to have each of the four brands is Chennai.

Review of literature

Adhoch, M. (2019). Students believed that employment in the hospitality sector was respectful, aligned with their goals, enjoyable, and met their needs both materially and emotionally. These positions also offered a variety of benefits, better career development, and chances to put their knowledge and skills to use. Students also had a positive attitude towards these positions, which helped them plan their long-term careers and advance personally.

Anthony, E. N., Abdul-Azeez, I. A., & Lawal, F. A. (2021). Undergraduate students were having positive and favourable views on attractiveness, chances for meeting new people, career advancement, good salary and perks, improved working atmosphere, career prestige and values of positions in the hotel business.

Atan, S. S., Osman, S. A., & Abdul Razak, A. (2021). Female employees' motivational factors—responsibility, recognition, job features, development, relationship with others, working conditions, salary and other benefits, work pressure and autonomy, rewards, and training opportunities—were strongly connected with how pleasant they are feeling for working in the hotel sector.

Bhardwaj, B., & Kalia, N. (2020). Personnel in the hospitality sector showed positive and significant task and contextual job performance under the influence of dedication, vigour, engagement, absorption, organisational culture, trust, autonomy, and experimentation.

Carbery, R., Garavan, T. N., O'Brien, F., & McDonnell, J. (2003). Found that unfavourable working conditions, insufficient pay and training, a strained relationship with management, an absence of motivation, inadequate incentives, a heavy workload, and minimum level of job fulfilment among managers were the main causes of turnover intentions in the hotel industry.

Kang, E., & Gould, L. A. (2002). Graduates were very eager to work in the hospitality sector and had positive attitudes towards training, pay and other benefits, career advancement, recognition, and working conditions in organisational culture, interpersonal relationships, and support.

Kim, B. Y., & Spears, D. L. (2021). Found that students from the United States had a more positive and higher attitude towards jobs in the hospitality sector than those from South Korea, where they were poorly motivated and content with their salaries and jobs.

Kumar, R. (2016). Workers in the hospitality sector have peace of mind in their occupations. Pay, workload, promotions, co-worker and supervisor support, working environment, training, and career development all had a big impact on their jobs. There was a moderate correlation found between employees' job fulfillment and their dedication to their jobs in the hospitality business.

Lee, C. Y., & Chen, C. F. (2013). Employee demographics found that attitudes create some impact towards their jobs in the tourism industry. Specifically, older employees identified as having negative thoughts towards the work, and employees' attitudes in their work were positively and strongly connected with their dedication to the field.

Pol, H., & Patil, S. (2015). Found that final-year hotel management students believed their jobs in hotels fulfilled their requirements and aspirations and offered better opportunities and career development, as well as financial and non-financial benefits, pride and respect in society, training, and personal and professional development.

Rosyidi, S. (2021). Discovered that undergraduates had a good attitude and positive view of jobs in the hospitality and tourism sectors. They believed these jobs offered safe working conditions, promotions, good pay, and high workload and risk, as well as enjoyable, humorous working environments and friendly colleagues.

Selvanayagam, L., & Thiagarajan, M. (2017). Room service employees in five-star hotels were content with their training, connections with other co-workers, promotions, and appreciation, but they were not fulfilled with their pay, benefits, and hotel policies.

Tsai, Y., Cheng, J. C., & Chang, Y. Y. (2010). Demonstrated how organisational commitment, internal marketing, empowerment, and leadership all contributed to workers' higher job fulfilment and improved job performance. Employee work was positively fulfilled and impacted by internal job stress, while the performance of the job was positively impacted by external job stress.

Wiyana, I. G. P., Yasa, N. N. K., & Suryani, N. K. (2020). A decent work environment, financial requirements, improved supervision, rewards, and perks, as well as a better quality of work life, are what drive people to work in the hotel business and it creates more impact on employee performance.

Wmah, B. A., & Amnm, G. (2021). Found that educational, personal, and industrial elements were key ones for undergraduates to join hospitality industry jobs; they were also positively and significantly affecting their readiness to do so. Furthermore, notable gender differences among students and their view of hospitality industry jobs existed.

Job performance

Job performance is the efficacy of individuals involved in the growth of an organization (McCloy et al, 1994). Employees in the company have to perform their duties in a trustworthy manner. All the workers have separate tasks to perform and responsibilities assigned to them by the terms of their employment contract. The tasks that are expected of an individual at work and how they are performing.

Specifically, within the framework of job performance, activities that fall under the purview of job performance are classified as either job or relative performance (Borman and Motowidlo, 1993). Task performance and contextual performance are the two components that make up job performance. Job performance refers to the activities or behaviours that employees control and that help the organisation achieve its objectives and may be evaluated based on each worker's specific competency level (Campbell, 1990).

Job satisfaction

The workers who have jobs like peace of mind would be positively disposed towards them, whilst disgruntled employees will be negatively disposed (Robbins et al., 2003). Employees who possess certain cognitive qualities may find their thoughts about their professions and work settings to be compelling, intriguing, inspiring, and gratifying. An indication of job fulfilment is putting an enormous effort at work every day, striving to maintain motivation, and

making long-term plans to stay with the company. Job fulfilment is the measure of an individual's subjective assessment of their working environment (Sempene et al, 2002).

Statement of the problem

For the past few decades, one of India's most significant businesses in the hospitality sector. The Indian hospitality industry is largely accountable for the country's economic growth, even distribution of payments, employment, and local equilibrium. The Indian hospitality sector is currently facing enormous challenges despite its rapid growth. Recruiting and retaining the right kind and quantity of workers in this extremely unstable business climate is maybe the biggest obstacle. The hotel industry in India is beset by high turnover, which can be attributed to both a scarcity of skilled personnel and intensifying competition for available talent.

Employee attitudes and impressions of their jobs genuinely varied across different job sectors in the hotel business, despite the obvious difficulty of a skills shortage. Employee perspective, work environment, attitude, and nature of work all contributed for their happiness. To provide customer happiness, the hospitality business must prioritise and always consider the demands of its employees' jobs.

Scope of the study

This study's primary goals are to: (a) learn how employees view their occupations in the hospitality sector; and (b) ascertain how satisfied these workers are with their careers. The hospitality industry will use this research to help in reviewing its HRM procedures and effectively competing in the highly competitive hospitality market of today. The industry will get new thoughts from this research by modifying its retention tactics to hold onto its skilled and seasoned workforce. The study's focus is restricted to Tamil Nadu state's hospitality industry personnel.

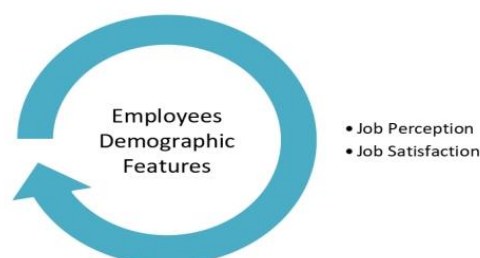
OBJECTIVES

- To study employee's perceptions related to jobs in the hospitality industry.
- To ascertain job performance and job fulfilment of workers in the hospitality industry.

METHODS

This study adopted a quantitative research approach to investigate the perceptions and job fulfilment of employees working in the hospitality industry in Tamil Nadu. A structured questionnaire was administered to a sample of 634 employees selected through random sampling from five key cities—Chennai, Coimbatore, Madurai, Tiruchirappalli, and Kanyakumari. The questionnaire gathered data on various aspects of job perception and satisfaction. The collected data were analyzed using statistical tools such as percentage analysis, mean, standard deviation, t-tests, Analysis of Variance (ANOVA), and Chi-square tests. These methods helped in identifying significant differences in perceptions and satisfaction levels based on demographic variables like gender, age, education, income, and job position.

Research model



Hypothesis

- There is no significant difference amongst demographic features of employees and their perception towards jobs in hospitality industry.

- There is no significant difference amongst demographic features of employees and their job satisfaction in hospitality industry.

RESULTS

DATA ANALYSIS

Employee's perception related to jobs in hospitality industry

Sl. No.	Perception related to Jobs	Mean	Standard Deviation
1.	I am aware of how promising careers in the hotel sector are.	3.97	0.77
2.	The hotel business offers prominent jobs.	3.76	0.90
3.	My family is proud with my work in the hotel sector.	3.78	0.92
4.	The hospitality industry job will give good value in life	3.36	0.87
5.	I can make a respectable living working in the hotel sector.	3.39	0.82
6.	I can socialise with new individuals as an employee of hospitality industry.	3.86	0.75
7.	The pay in the industry is insufficient to live a better life.	3.88	0.83
8.	Work in the hospitality sector is enjoyable.	3.66	0.85
9.	Employment in the hotel sector offers chances for advanced education	3.69	0.76
10.	The hospitality business does not practise gender discrimination in employment.	3.43	0.79
11.	Work in the hospitality sector offers the chance to travel to other locations.	3.73	0.72
12.	Employment in the hotel sector promotes personal growth	3.71	0.70
13.	The hospitality sector offers a pleasant work environment.	3.90	0.73
14.	The industry offers job security.	3.27	1.01
15.	Positions in the hospitality industry offer opportunities to work overseas.	3.63	0.97

The perception study reveals that, with significant strengths and issues, staff members see hospitality jobs favourably. Strong awareness of job possibilities is reflected in the highest mean score (3.97, SD 0.77) for "I am aware of how promising careers in the hotel sector are." "The hospitality sector provides a nice work environment" (mean 3.90, SD 0.73) and "I can socialise with new people" (mean 3.86, SD 0.75) are both well regarded, therefore stressing employee satisfaction with the work environment and social possibilities.

"The pay in the industry is insufficient to live a better life" (mean 3.88, SD 0.83) clearly expresses wage discontent. While work satisfaction (mean 3.66, SD 0.85) and chances for advanced study (mean 3.69, SD 0.76) are similarly well regarded, family pride in working in the industry is fairly high (mean 3.78, SD 0.92).

"No gender discrimination" (mean 3.43, SD 0.79) and "Opportunities to work overseas" (mean 3.63, SD 0.97) show moderate agreement. "The industry offers job security" (mean 3.27, SD 1.01) scores lowest, suggesting great anxiety about job stability.

Sl. No.	Gender	Number	Mean	Standard Deviation	t-Value	Significance
1.	Male	375	55.40	4.49	2.615**	.009
2.	Female	259	54.44	4.63		

Male employees' mean opinion of jobs in the industry is 55.40, while female employees' mean is 54.44. This suggests that male employees have a more positive perception of hospitality jobs than female employees. The t-value of 2.615 finds that there is some kind of gender differences is there in the workforce.

Sl. No.	Age	Number	Mean	Standard Deviation	F-Value	Significance
1.	< 20	40	54.50	3.922	5.143**	.000
2.	21-30	173	56.39	4.34		
3.	31-40	206	55.11	4.42		
4.	41-50	130	54.56	4.62		
5.	> 50	85	53.80	4.95		

From the above table, the mean intimates the employees' perceptions of jobs in industry ranges from 56.39 per cent for those between 21 to 30, and 53.80 for those over 50. This suggests that employees about 21 to 30 have a better perception of jobs in the sector than do employees in another age group. The value of F is 5.143, indicating some kind of substantial difference between the employees' ages and their perceptions of their work in the sector.

Sl. No.	Education	Number	Mean	Standard Deviation	F-Value	Significance
1.	Higher Secondary	164	55.33	4.25	4.779**	.003
2.	Diploma	143	53.96	4.83		
3.	Under Graduation	190	55.81	4.02		
4.	Post Graduation	137	54.71	5.10		

Based on the value of mean their perceptions of jobs in the industry, which varies from 55.81 for those with minimum qualification to 53.96 for who have a diploma, employees with minimum eligibility levels have a better perception of jobs in the hospitality industry than do those with maximum qualification levels.

The value of F is 4.779 shows a substantial difference between employee qualification and attitudes towards jobs in the hotel industry.

Sl. No.	Monthly Income	Number	Mean	Standard Deviation	F-Value	Significance
1.	Less than Rs.20,000	141	54.62	4.96	1.171NS	.322
2.	Rs.20,001 – Rs.30,000	158	54.68	5.00		
3.	Rs.30,001 – Rs.40,000	126	55.05	4.18		
4.	Rs.40,001 – Rs.50,000	110	55.70	4.07		
5.	More than Rs.50,000	99	55.26	4.20		

From the above table, the average employee perception of jobs in the industry is 55.70 per cent for workers in between the Rs. 40,001–Rs. 50, 000 and 54.62 per cent for employees in the less than Rs. 20,000 monthly. This implies that employees' perceptions of jobs in the hospitality sector are more prominent than those of workers in other monthly income groups between the Rs. 40,001–Rs. 50,000 income range. The statistical significance of the association between the monthly wage of workers and their perceptions of their occupations in the hotel business is not hold up by the F-value of 1.171.

Employees fulfillment in hospitality industry

Sl. No.	Job Satisfaction	Mean	Standard Deviation
1.	Salary	3.36	0.96
2.	Working environment	3.72	0.80
3.	Professional growth	3.40	0.94

4	Assistance and direction	3.93	1.00
5.	Job security	3.33	0.75
6.	Appreciation	3.82	0.97
7.	Workload	3.29	0.97
8.	Relation with co-workers	3.79	0.94
9.	Communication with colleagues	3.88	0.95
10.	Training facilities	3.70	0.85

Workers are happy with their working environment, mentorship and support, recognition, relationships with co-workers, communication with others, and training resources; yet, it is not sure about their satisfaction with their pay, professional development, job security, and workload.

Sl. No.	Gender	Number	Mean	Standard Deviation	t-Value	Significance
1.	Male	375	32.55	2.53	0.210NS	.834
2.	Female	259	32.51	2.45		

In the hotel industry, the mean work satisfaction score for male employees is 32.55, whereas the score for women workers is 32.51. This implies that male workers in the sector are more sophisticated with their jobs than female workers.

The statistical significance of the relationship between employee gender and work satisfaction in the hotel sector is not held by the t-value of 0.210.

Sl. No.	Age	Number	Mean	Standard Deviation	F-Value	Significance
1.	< 20	40	32.85	2.05	3.541**	.007
2.	21 – 30	173	32.76	2.59		
3.	31– 40	206	32.69	2.53		
4.	41 – 50	130	32.49	2.39		
5.	> 50	85	31.64	2.38		

For employees below 20, the mean fulfillment of job score in the hospitality sector is 32.85; for those over 50, it is 31.64. It indicates that compared to workers in other age groups, those in the below-age group are more sophisticated with their jobs in the industry. In the hotel industry, between employee age groups, there is a statistically significant difference and work satisfaction, as indicated by the F-value of 3.541.

Sl. No.	Education	Number	Mean	Standard Deviation	F-Value	Significance
1.	Higher Secondary	164	32.66	2.15	1.676NS	.171
2.	Diploma	143	32.50	2.61		
3.	Under Graduation	190	32.83	3.03		
4.	Post Graduation	137	32.24	2.22		

The hotel industry's average job satisfaction score varies from 32.83 for workers with less education to 32.24 for individuals with a higher degree, indicating that people who have minimal qualifications are more comfortable in their jobs than those with higher levels of education.

The F-value of 1.676 suggests that, in the hotel industry, there is no change in employee education and job fulfillment according to significance.

Sl. No.	Job Position	Number	Mean	Standard Deviation	F-Value	Significance
1.	Manager	121	32.02	2.34	9.262**	.000

2.	Supervisor	184	33.16	2.89		
3.	Workers	329	32.38	2.23		

From the above table, the hospitality industry indicates that managers and supervisors had mean work satisfaction scores of 32.02 and 33.16, respectively. This implies that, compared to other employment roles, supervisors are happier in their jobs in the industry.

The F-value of 9.262 suggests that job satisfaction and employee job positions in the hotel industry differ significantly.

Sl. No.	Monthly Income	Number	Mean	Standard Deviation	F-Value	Significance
1.	Less than Rs.20,000	141	31.93	1.96	7.433**	.000
2.	Rs.20,001 – Rs.30,000	158	32.27	2.24		
3.	Rs.30,001 – Rs.40,000	126	32.71	2.68		
4.	Rs.40,001 – Rs.50,000	110	33.54	2.76		
5.	More than Rs.50,000	99	32.50	2.67		

Employees in the Rs. 40,001–Rs. 50,000 between this group have an average job satisfaction level of 33.54, while those in the Rs. 20, 000 monthly income group have an average job satisfaction level of 31.93. This implies that employees in the sector who earn between Rs. 40,001 and Rs. 50,000 per month are more sophisticated than the other groups.

The F-value of 7.433 shows that, in the hotel industry, a significant discrepancy between the employees' monthly pay and job fulfillment.

DISCUSSION

Findings

Employee Perceptions in the Hospitality Industry

Employees generally view hospitality jobs as promising and prestigious, with strong agreement that the sector offers good career opportunities. Most recognize that working in hospitality allows for social interaction and professional networking. However, there are consistent concerns about salaries being inadequate and job security being unstable. Despite these financial concerns, employees find the industry enjoyable and appreciate its opportunities for skill development, travel experiences, and personal growth. The work environment is widely regarded as pleasant and inclusive, with most employees reporting minimal gender discrimination in hiring practices.

Job Satisfaction in Hospitality

Workers express the highest satisfaction levels with workplace support systems, team communication, and recognition from management. Relationships with coworkers and training opportunities also score positively in satisfaction surveys. In contrast, compensation packages, career advancement prospects, and workload management emerge as key areas of dissatisfaction. Job security remains a significant concern across all employee groups surveyed.

Demographic Variations in Perceptions and Satisfaction

Male employees tend to hold slightly more positive views of hospitality careers than their female counterparts. Younger workers, particularly those in their 20s, demonstrate the most optimistic perceptions about industry opportunities, while older employees above 50 show more reserved attitudes. Educational background appears to influence perceptions, with undergraduate-educated staff reporting more favorable views than those with vocational diplomas.

In terms of job satisfaction, early-career employees under 20 report the highest contentment levels, whereas more experienced workers above 50 express the least satisfaction. Middle-income earners in the Rs. 40,001–50,000 range show peak satisfaction levels, significantly higher than those in entry-level wage brackets. Supervisory staff report greater job satisfaction compared to both managerial positions and frontline workers, suggesting a satisfaction curve across organizational hierarchies.

Suggestions

Employees in the hotel business are at the core of delivering excellent service experiences, and their performance directly effects customer happiness and corporate success. High standards in this fast-paced and demanding industry are maintained only if staff members constantly improve their knowledge and abilities. Employers should work proactively to offer development programs addressing current trends and issues in hospitality, access to contemporary tools, and continuous training. Organisations may guarantee that staff members stay competent, driven, and confident in managing a variety of duties by promoting a culture of learning and professional development. Management's encouragement and support are very important in boosting staff productivity. A good work environment, acknowledgement of effort, and positive reinforcement not only boost morale but also foster a feeling of belonging and loyalty among workers. At the same time, just and open pay is basic. Both in terms of pay and other incentives, employees have to be sufficiently rewarded for the labour they do. Financial stability creates job happiness, lowers turnover rates, and improves the image of hospitality as a realistic career choice.

Society also has to acknowledge and value the major contributions of hospitality workers. To offer comfort and excellent experiences to visitors, these experts frequently put in long hours, including weekends and holidays. Campaigns that increase public knowledge and improve the image of hospitality employment can serve to promote social respect and pride in these positions. The hospitality sector has to likewise follow values of fairness and inclusiveness. Employers have to provide fair chances for every worker and make sure there is no discrimination depending on gender, age, or background. Providing well-deserved accolades, varied career routes, and timely advancements helps to increase confidence and improve staff retention.

Moreover, companies ought to use a reasonable and sensible division of tasks. Many times, workers are expected to juggle several duties and operate in different settings. A suitable workload, customised to personal capacity, can improve general performance and help to avoid burnout. The sector has to likewise emphasise financial stability if it is to develop sustainably. Modernising infrastructure, putting creative ideas into effect, and improving employee well-being all depend on sufficient funding from government agencies, private investors, and other stakeholders. Businesses, meantime, should maximise operating expenses by means of effective planning and technological integration. Ultimately, the long-term viability and sustainability of the hospitality sector depend on improved employee support by means of skill development, equitable pay, inclusiveness, career advancement, and financial support.

CONCLUSIONS

Currently, the hospitality sector in India is experiencing fast and extraordinary expansion, so significantly supporting the economic growth of the country by creating jobs, raising income, and drawing foreign investment. Rising demand for tourism and related services drives on the possibilities of this industry, which is a mainstay for both national and regional development. The intrinsic labour-intensive character of hospitality work, which calls for staff members to carry out a great variety of tasks across several degrees of expertise and competence, belies this. Long working hours, customer-centric obligations, and high service demands make this a difficult yet rewarding job.

In such a dynamic workplace, the psychological and emotional well-being—or state of mind—of employees plays a significant part in determining their total job performance. Employees that feel better about their professions tend to be more dedicated, effective, and efficient. Employees' views of their responsibilities and their performance in their roles have a clear and significant link. Employees that have good attitudes about their jobs are more likely to be motivated, involved, and in line with the company objectives.

Many elements draw people to the hotel industry, including the availability of jobs, material and immaterial rewards, professional goals, and general work happiness. These factors affect not just employee appeal but also their choice to stay in the sector long-term. Cultivating a sense of contentment among employees depends on job-related qualities including professional development prospects, fair pay, appreciation, autonomy, and a supportive work environment. Adequately satisfying these requirements makes employees more likely to stay in the hotel industry, hence lowering turnover and strengthening organisational stability.

Moreover, occupational happiness does not operate in isolation; it directly and positively influences workers' long-term dedication and career aspirations. Employees that are happy in their jobs tend to work more, stay loyal to their companies, and more actively support customer happiness and service excellence. Essentially, in the hotel sector, job happiness is both a retention tool and a motivation. Thus, for Tamil Nadu's hospitality sector to maintain its upward path and reach long-term expansion, it is crucial to emphasise enhancing both job performance and job happiness among its workers. This means guaranteeing competitive pay and benefits, creating inclusive and supportive HR policies, supporting good working conditions, and funding employee development programs. The sector can create a strong and driven workforce by putting people at the core of strategic planning and organisational growth, therefore enabling them to drive innovation, improve service delivery, and keep Tamil Nadu's status as a top hospitality destination in India and beyond.

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