CHAPTER 6
CONCLUSIONS AND SUGGESTION

This chapter consists of the brief summarization of findings and put forwards some suggestions to address the concerns of WLB and future scope of study on the area. It includes the following subsections

6.1 Summary of findings
6.2 Recommendations and suggestions
6.3 Conclusion
6.4 Limitations of the study
6.5 Scope for future research

6.1 Summary of findings

The data was collected from 500 hotel employees from hotels located at western suburbs of Mumbai. The brief result of the findings in chapter 4 and 5 which are related to analysing the data and testing the hypothesis are mentioned in this section. The demographic features of respondents when analysed by the researcher and the outcome is as follows

- Nature of work in hotel industry being strenuous it has maximum respondents as male.
- Half of the respondents belonged to age group of 30 to 39 and younger generations are found more in the industry.
- 63.6% respondents were married respondents.
- Respondents with experience of 6 to 10 years were more as compared to other experience groups
- Though a nuclear families trend is increasing still the data shows 67.2% respondents belonging to joint family.
- Maximum respondents are having 2 to 3 dependents to take care.
- More responses were collected from two star and three star hotels.
The findings of first hypothesis which studies the organizational factors and personal factors affecting WLB is stated below. The organization factors and personal factors were studies with demographic variables gender, age, marital status, and type of family, number of respondents, designation and type of hotel. Pearson Chi-square test was applied to find out the relation between them. The level of significance considered was 0.05. The organizational factors which show the L.O.S less than 0.05 were associated with each of demographic variables. The strong relation between the two states that organizational factors and demographic variables are interrelated and the change in one will affect the other. Hence if there is higher association between them it can be said that organizational factor does affect the WLB.

- Organizational factor fixed work timings have shown high significance with gender, type of family, no. of dependents, designation and type of hotel. Only age is not relevant with fixed work timings hence it can be said that fixed work timings does affect the WLB across various demographic factors except age.

- Spending more time at work also influence the WLB as it shows significant association with major demographic variables except age and type of hotel.

- Work deadlines can influence WLB because it increases the work stress. The data so collected reveals a different picture which shows that deadlines of work do not show significant relevance with demographic factors.

- Performing well defined task is only related with designation and type of hotel and hence the influence well defined task on WLB is not much but it can depend upon the designation and type of hotel.

- Organizational factor support and guidance from superior has a high influence on WLB as it shows a very high association with all the demographic variables except age.

- Support and help from peers/colleagues shows a relation with marital status, years of experience and designation but are not related with other factors. Hence it can be concluded that support from peers will have an impact on WLB but not always.
• Autonomy in doing work and decision making surely influences the WLB of employees as it shows a strong association with all demographic factors except gender. Autonomy in work obviously does not depend on whether a person is male or female but on age, years of experience, designations etc.

The Personal factors which show the L.O.S less than 0.05 were associated with each of demographic variables. The strong relation between the two states that Personal factors and demographic variables are interrelated and that personal factors influence the WLB.

• Interacting with family members on a daily basis can help manage WLB and hence is an influential factor as it shows a very strong relation with all the demographic factors.
• Carrying work at home or attending work responsibilities on phone/computer when at home disturbs family life and hence it shows a high significance with gender, marital status, and years of experience, number of dependents, designation and type of hotel.
• Socializing is an important tool helps to relax and rejuvenate which can help to balance work and life. But the result of our findings does not consider socializing as a major factor as it shows an insignificant relation with all demographic variables except type of hotel.
• Personal and family responsibility can disturb the work life and hence we see strong relation with factors such as marital type, type of family, number of dependents, designation and type of hotel. Marital status and number of depends being more significant factors as married person and persons with larger number of dependents will have more family responsibilities.
• Attending family calls at work can interfere into work and hence a strong relation is there with five of the demographic variables.
• Family conflict affects works and hence it shows a high significance with marital status, number of dependents, designation, type of family and type of hotel.
• Being late at work due to family responsibilities also influence WLB as a significant association is shown with major factors except gender and type of family.

To test the second hypothesis multinomial Logistic regression was used. The second hypothesis was framed to know the relation between WLB and work performance of employees working in the hotel industry. To understand the relation between WLB and performance various work performance factors were studies in relation with organizational factors. The work environment or organizational factors have a great influence on WLB as proved in first hypothesis; hence organizational factors were studies with respect of work performance factors.

• Employee doing work on time by meeting all deadlines of work is an important indicator of work performance which shows a very strong relation with all the organizational factors except support from peers.

• Punctuality at work shows a positive work attitude but it may not always increase the work performance as revealed through the study as there is insignificant association between punctuality at work and organizational factors.

• Cordial relation with peers is not associated with organizational factors hence it can be stated that maintaining good relation with peers is more influenced by individual’s personal behavior rather than organizational factors.

• Initiative taken at work shows high commitment toward work and hence impacts the work performance this is visible as it shows a high association with organizational factors.

• Better work performance receives appreciation from superior and hence is a performance indicator which shows close relation with organizational factors.

• Multitasking is an important ability which can help an individual not only to perform better but also manage WLB. Carrying out multiple tasks without much pressure is very strongly related with assistance from
peers and autonomy in doing work as both this aspects favor multitasking.

- An employee performing well will get opportunities for career growth. All organizational factors are positively related with opportunities with career growth and hence WLB affects career growth.

The third hypothesis was tested by using Multinomial logistic regression. The relation between WLB and its effects on employee’s family and health was tested. The factors of family and health were studies with respect to work performance factors, as performance at work affects family and health of an individual.

- The most prevalent effect of work is on conflict with spouse. The association of conflict with spouse with each work performance factor is having p-value 0.000 which means they are very strongly related. Dedication at work some time makes an individual neglect the responsibilities towards spouse which leads to conflict with spouse.
- As spouse in neglected, so also there can be neglecting of responsibilities towards children and parents due to work. This is evident as conflict with parents/children shows high significance with work performance factors.
- Work performance factors when considered individually show disassociation with the aspect of socializing. Many people who are workaholics may not be affected with work and its responsibilities. But the overall relation when all work performance factors are taken together has a strong association with socializing.
- Work affects an individual desires to develop his/her hobbies. Though when some of individual work performance factors when related with time to develop hobbies were not significant, but overall all work performance factors are highly related with time to develop hobbies.
- Work commitments may affect the time he/she takes off as a break for vacations. The work performance factors show a close relation with vacationing aspect of an individual personal life.
• The highest impact of Work on health is on taking meals on proper time. Because of involvement in work employee may tend to eat meals on irregular timings which can affect their health. A very high relation between work performance indicators and taking meals on time indicate that health is most affected by work.

• Changing sleep pattern can affect an individual’s health. When work performance factors were related with ability to sleep properly it shows a high relation between the two.

• The only health factor which did not show relation with work performance factors was weather exercise or yoga/meditation etc. is performed. This can be so because exercising is the least personal priority activity for most of the people. The advantages of exercising are not experienced in short run and hence it’s neglected for work. The impact of not exercising/practicing yoga/meditation is also visible in long term.

• If a person is not taking meals on time, not having proper sleep nor exercising this can ultimately lead to some kind of illness. Suffering from illness is highly related with all work performance factors.

• Frequency visiting a doctor is also a sign of bad health and hence when it was related to work performance factors it showed a disassociation between the two.

As the study is focused on employees of hotel industry the specific reason that leads to WLC in the industry were studies. The type of conflict more evident among the respondents i.e. weather it is more of work interference into personal life or personal life interference into work was analysed in relation with various demographic variables using chi-square value.

• Type of conflict is highly related to Gender. The reason can be that still the society is under the influence that male is bread earner whereas females are responsible for household responsibility. More female feel work interferes more into family life while is reverse with males.

• Type of conflict does not relate with the age factor. Hence it can be stated that age does not influence the type of conflict.
• Marital status is also disassociated with type of conflict though it is a strange outcome as married people have dual responsibilities as compared to unmarried one and this can lead to conflict.
• Years of work experience shows some association with type of conflict. This can be because as the person grows more senior by experience he has to handle important and pressurizing tasks which can impact his family and personal life.
• The extent of conflict is related with whether a person belongs to joint or nuclear family. When it comes to nuclear family, more of work interference in personal life is experienced. When it comes to joint family, more of personal life interference into work is experienced.
• The work pressure is changes according to the designation of family. Hence we can see close relation of type of conflict with designations.
• Depending upon which type of hotel a person is employed with, will determine the work and its pressure. We can see close relation between type of conflict and type of hotel.

The respondents when inquired about the major reasons for conflict in hotel industry have given following opinion:

• Shortage of manpower was considered as major reason for conflict followed by 24X7 services.
• Seasonal business and strenuous job requiring lot of physical and mental strain was also favored by many respondents.
• Work timing though favored by few respondents, but can proved to be a major factor leading to conflict as already proved in hypothesis 1.
• Performing multiple and varying roles received 90 responses and hence we can conclude multi-tasking in not a major reason for conflict in the industries.

The respondents were provided with a list of measures to minimize the WLC to study the fifth hypothesis. This hypothesis was studies on the basis of descriptive responses given by the respondents.
Measures undertaken at organizational level

1. Policies of HR such as flexible working hours, telecommuting, job sharing, family trips etc are the most favored measures by the respondents
2. Support from superior also plays an important role in WLC as it has 180 responses out of 500 respondents
3. Provision of appropriate manpower, leave arrangement during slack season and providing good incentive during peak seasons is also popular measure favored by respondents
4. As timing was not consider as a major reason for conflict so also it is not favor as a measure to minimized WLC. Only 129 respondents have vouch for fixed working hour.

All above mentioned measures are at the employer’s level and hence HR policies need to be framed in the industry which can support the measures favoured by the respondents.

Measures undertaken at personal level

1. Taking a break from work in form of vacations or leaves just for relaxation is considered as the most important way to manage WLC at individual level. This is also evident from hypothesis 3 where the relation of vacationing is with work is seen.
2. Social get together is another popular way to manage the WLC. A person who is actively interacting with friends and family members will be more satisfied with his life and will be able to cope with work stress easily.
3. Time management and planning also proves helpful in managing conflict. Everybody has limited time resource available. This has to be utilized in doing multiple activities at work as well as at personal level. Planning time for different activities in advance will help in using it effectively.
4. A life partner who supports and understands an individual will also be motivating sources to lead a satisfied life. Supportive spouse who can understand the work demands and hence can adjust personal life accordingly can be helpful in reducing WLC.
5. Many respondents have also opted for change in profession as a measure to reduce WLC. Those industries or work which enables to manage work and personal life, where the timing of work are fixed, sufficient manpower is available and normal working shifts prevail is favored against the abnormal working conditions in hotel industry.

6. Mediation/exercise /yoga can help a person be physically and mentally fit, active and alert. A positive energy can be seen in a fit person, which will enable him/her to meet the challenges of life in a more effective manner.
6.2 Recommendations and suggestions

Recommendations for employees

- Employee need to regularly interact with family and friends. This can enable to share their feeling, thoughts as well as stress at work. Sharing of work stress helps to reduce stress.
- It is necessary to set aside some time for family members. This will help the person to do his/her work in a proper manner as he/she won’t be worrying about family when at work.
- It is advisable to leave the office work in office. Though work from home is favored as a policy to enhance WLB, it can sometime be a cause for imbalance in life. Only carry the work at home in exceptional circumstances.
- It is suggested that for some time in the entire day one should cut off from technology such as phone internet, social media etc. While spending time with family such as during family meals, at bed time or while enjoying a movie one can disconnect with technology as well as work.
- Important family and social functions should be attended without fail. This will keep oneself in touch with family, friends and society which are very crucial to have a satisfied social life. If possible a list of social events to be attended without fail should be made.
- During work time it is necessary for the employees to minimize or if possible avoid family calls as they can interfere into work and may affect the concentration at work.
- Employees should learn to segment their work and personal life so that the stress and strain in one does not affect the other. Tough this is very difficult meditation and yoga can help.
- To meet deadlines at work keep a proper list of deadlines, communicate it to the team members and decide clear outcomes. The scary deadlines can hence be accomplished giving a sense of work fulfillment.
- Employees can co-operate and collaborate with other co-workers. If employees can depend on one another for support, they can have
someone on whom they can rely on when they are overworked or stressed.

- Multitasking is good but may sometimes be counter-productive. All employees may not be good at multi-tasking. Employees should raise their concerns if they are feeling unsafe with multiple tasks assigned to them.

- Employees should be careful while choosing the jobs. The profession which they enjoy should be given due priority as they are able to get more satisfaction in the work even though it may be demanding.

- The relationship with family members especially with spouse should be cordial. If at all there is some conflicts with spouse it is necessary to sort it either through mutual understanding or by consulting some professional. The guidance from any senior family member can also be useful to resolve the conflict.

- Demanding jobs can take over other aspects of life. Take up a hobby to engage in to some me time and develop personal skill is very necessary to derive personal satisfaction.

- Man is not a machine and hence employees need to take a break from work at regular intervals. Going for vacation with family or an adventure trip or any other form of break is very important as it will not only be helpful to perform work better but also helps to achieve individual satisfaction.

- However demanding the work may be the employees should see to it that they are having meals at appropriate time intervals. A fixed schedule of eating habits can enhance the health and overall wellbeing of an employee. Fresh fruits, vegetables and other nutritional foods should be consumed.

- People need 6 to 8 hours of sleep so the body can be fit to work for the next day. Employees should sleep for required hours and if so in a disciplined pattern.

- Some type of exercising or meditation or yoga should be done regularly without fail. This will not only keep the body fit but also help in getting a peaceful mind.
• Some type of spiritual or soul searching activities by going to some religious place where peace of mind can be achieved will also help in balancing the life.

• Female employees should never feel guilty in handling some of their domestic responsibility to their husbands or even in-laws. If they are not able to manage domestic responsibilities they can also take the help of maids or day care centers

• It is necessary some time do nothing. A bit of leisure and just relaxing, listening music, reading, playing games etc can prove to be very fruitful in balancing life.

Recommendations for employers/organizations

• The work timings, the extent to which they are flexible and over time affects the health and family life. The outcomes of over time have been disastrous and shift work is associated with various health problems. It is necessary to look into the time aspect of work and see to it that the work time is decided in a way that minimizes its harmful effects on WLB.

• To mitigate the ill effects of working in shift approaches such as restricting consecutive evening or night duties, restricting weekend work and having a participatory approach while designing the shift is necessary.

• The managers or superiors should be ready to understand the work life concerns of their subordinates. Work performance and efficiency is important together with a satisfied family and personal life. This aspect should be addressed and supported by the superiors.

• Appreciation and support of superior is a great source of work-life enrichment among the subordinates.

• Autonomy at work place can lead to better performance. Delegating authority at lower level will not only provide employees at lower level decision making power but a higher sense of work satisfaction and better control over the work.
• If job demands are very high appropriate manpower should be selected though a scientific selection process who is capable of handling the work. If right people are appointed at right place than work stress can be reduced.

• Organizations can take the feedback regarding WLB situation from employees in form of surveys.

• Effective WLB policies should be framed which are prevailing in the industry and are required by the employees.

• A supportive work culture should be encouraged which accommodates the personal and family needs of an employee.

• Team building exercises must be encouraged. This helps to create a supportive environment at work.

• Organization should value the employee’s family and personal needs and acknowledge that the life beyond work is also crucial.

• All the employees may not be able to cope up with the stress arising out of work and personal life. Counseling sessions or training programs can be organized for such employees.

• Organizations should discourage practices of overtime and restrict their employees in carrying the work home.

• Fixed timings for meals during office hours should be decided and followed strictly.

• Emphasis should be given to quality of a work delivered by an employee as compared to measuring quantity of time at work place.

• Socialization at work place when combined with other policies of WLB can help in reducing WLC.

• A proper communication of WLB policies to the employees is necessary. Many times employees are unaware about the policies and are not able to take advantage of the policies.

• Timely review and updating of policies should be done. Ineffective policies can be discarded and new policies can be framed.

• Organization can arrange for picnics, social get-to-gathers, family picnic etc. which can help in doing away with monotonous work.
Recommendation for the Hotel Industry

- An industry which operates 24 x 7 can design the work shift after proper consultation with its employees.
- The industry requires offering some incentives to attract and retain talented people as attrition rate is alarming in the industry. These incentives can be in form of better WLB policies, attractive pay scales, supportive work environment etc.
- As the industry job is very strenuous in nature, efforts should be taken to hire employees who are able to tackle the tiring job more effectively.
- As per the study women employees are found very minimal in this sector. Policies that favor women employees to manage their domestic work should be framed. This can help in managing the problem of shortage of manpower as more women employees will be interested in taking up the job.
- Scarcity of skilled workforce is the major concern of the industry. To do away with this problem industry interaction with institutions imparting education on hotel management is the must. Industry can suggest ways in which educational institutions can provide with job ready people.
- Various big groups of hotels can also start their own institution where manpower can be trained for the industry.
- Seasonal operations bring in additional work pressure for hotel employees. To handle this, work load during the peak season should be chalked out. Advance planning regarding how to cope up with addition work load will help to prepare the employees in advance, and employee will be mentally ready for the extra work. If unexpected additional shift are scheduled at last minute this can create problem for employees.
- Additional work load during peak season can also be managed by hiring temporary staff for limited time.
- Industry should recognize the business which successfully implements WLB policies. They can even review the best policies adopted throughout the world.
The statutory policies of WLB available in India are of very basic nature, which includes maternity leaves, day care centre and sexual harassments laws. WLB polices can be much wider and can extend beyond the above mentioned facilities. In many countries organizations and government conduct survey to understand Work-life situation in the country and hence come up with ways to manage it. Such type of reports and surveys are not conducted in India. Industries where WLB is a major concern can conduct such surveys at industry level. Government can provide with awards and apperceptions for organizations which frame innovative WLB policies and implement them successfully.
6.3 Conclusion

HR is considered as one of the important resource for the business organizations. With advent of globalization there have been drastic changes in the perceptions and demographic features of employees. Changes have taken place in business world also with technology advancement, customer centric approach and tough competition, business is facing challenges of labour turnover, downsizing, mergers, lack of motivation etc. In such a situation to acquire and retain skilled staff is biggest challenge for HR teams. Employees are struggling to manage their work, family and personal goals. When they are unable to manage it, an imbalance is experienced in work and in personal life activities which has ill effects on both personal and professional life.

An individual’s work and non-work activities are interrelated and interdependent. Various definitions and meaning are available in literature of WLB. Some term it as satisfaction in work as well as personal life some term it as having proper control over the two. WLB can also be called as harmonious integration of the domains or accomplishment of expectations from roles. Allocating appropriate time among various aspect of life or finding equilibrium in which demands of all aspects of life are met is also refereed as WLB. To achieve this balance is not easy as various factors at work and in personal life influences an individual. If a person is unable to fulfil the demands of job and family life due to the interference of work in family and family into work WFC arises. Earlier work and family were considered as two aspect of human life. Today an individual life is not only restricted to work and family but also includes other activities for personal satisfaction such as hobbies, reading, socializing, exercising, leisure etc. WLC arises when the demands of work and personal life are non-compatible in nature.

WLB is determined by various factors at work, some of the organizational factors studies are as follows

- Time devoted to work
- Nature of work
- Autonomy or control over work
• Support from superior and co-workers

Other than the above, factors such as WLB policies available, work culture, top managements approach to WLB and job satisfaction can also be crucial in determining WLB of an employee.

WLB is also influenced by personal factors. This can further be divided into demographic factors and family related factors. Demographic factors include

• Gender
• Age
• Marital status
• Type of family
• Number of dependents

Family related factors influencing WLB include

• Interaction with family members (Time spent with family)
• Relationship with family members
• Responsibilities and commitments of family
• Support from family members

Other than the above, personal factors such as different phase of life, personal aspirations, nature and ability of a person also will determine how well an individual can balance his/her life.

WLB effects employees work performance, relations with family members, relations at work and health. A higher imbalance in life can result into stress, lower productivity, conflicts at work, unengaged staff, low morale and lesser opportunities of career growth. The impact of imbalance on family can be in form of conflict with spouse, parents or children, inability to perform responsibilities of family, unavailability of time for family and social functions. At personal level WLB can impact a person’s ability to fulfil his hobbies, performing exercises, going for vacations, enjoyment with friends etc. Health consequences range from basic problems such as tiredness, headache, sleep disorders etc to sever physical and mental illness. Anxiety, Higher Blood pressure, heart problems, diabetes etc can be long term consequences for individuals who are unable to balance their work and personal life. Serious
psychological disorders, such as mood swings, stress, burnout, nerves breakdown and emotional exhaustion are some of the ill effects on employee’s mental health.

WLB concerns are required to be addressed in general and specifically in industries with unusual work characteristics. Industries such as BPO, Hospitals, Police, Travel and tourism, Hotel and ITES have some abnormal work characteristics which make WLB challenging for its employees. Hotel industry has been studied and certain work-life concerns of hotel industry have been analysed. WLC in the industry is basically due to two important reasons. First one being lack of skilled manpower and second reason is round the clock functioning of hotels. For long term sustainability of the industry it is necessary to provide skilled workforce. An interaction between industry and institutions imparting hotel management training is the need of the hours. In addition to this big hotel groups who can afford to establish their own training institutes can set up institutions or learning centres which provide trained workforce who are job ready once the training is over. The additional manpower requirement is a secondary need. The primary focus is to retain the already existing staff as intentions to leave the organizations are high.

Effective WLB policies should be framed to help the employees to manage multiple work responsibilities as well as responsibilities towards family and personal life without much stress. Reduction in stress level increases the overall wellbeing of employees. Various businesses require their employees to accept multiple duties within a job. It may at times be preferred as a cost cutting activity as it does away with hiring additional manpower. It may appear beneficial for the organization in short run at it show lower cost of labour on paper. But it proves to be counterproductive because it reduces the efficiency which is brought by division of work. Technology can be used to get insights of work pattern of employees. This will enable organizations to get appropriate feedback on timely basis which will help bridge gap between actual and expected work. This can help employees to work in harmonious and efficient manner and enable WLB.

Juggling between multiple jobs can increase the stress levels of an employee.
The role of an employee should be focused. This begins with the aspect of job posting and continues with employee daily responsibilities. Activities such as job description, job function role responsibilities etc. if performed effectively by the HR team can help in reducing work stress as employees is able to perform better if he knows the defined work expected from him rather than juggling between different tasks. Interactions with co-workers help an employee to do his work more smoothly as well as garner the co-operation of co-workers which helps in managing the work more effectively. When effective WLB practices are followed in an organization the employees experience more job security as they feel that organization is willing to support and understand their family commitments. When work life concerns are addressed employees perform better as they are more engaged and committed towards the work.

An individual should learn time management so that he can allocate appropriate time different aspects of his/her life. This will enable to have a better control over the life and enhance WLB. An individual having a better control over his life will feel more focused motivated and experience satisfaction at work and in personal life as all commitments can be duly fulfilled.
6.4 Limitations of study

Every study has its own limitations and constraints. Research was conducted with due care and to the best of the researchers knowledge. However, influences that were beyond the control of researcher are mentioned below as the limitations of the research work.

- **Limitation of time**
  Research had a time boundary of completion within 2 to 3 years. The collection of primary data was hence kept restricted to hotels located in western suburbs of Mumbai. The data collection was done within 8 months period which is very limited to conduct research on large scale and hence sample size and area is predefined.

- **Limitations of money**
  The research is self-funded and the entire work from the inspection to preparing report is done by the researcher. Data was collected by researchers as it was not possible to engage enumerators to gather information from respondents.

- **Limitations of accessibility**
  At the time of collecting data from 5 star hotel accesses to the employees was restricted by majority of hotels after repeated requests. Only two of the 5 star hotels have cooperated that also after several requests. Some responses collected from budgets were not up to the mark and hence had to be collected from some other hotels.

- **Limitations of Respondents**
  The responses collected from employees can have some biased opinion of the respondents. It was difficult to explain some questions to low level employees who were not much educated; still the researcher has tried level best to get the most appropriate answers for the questions mentioned in questionnaire.

- **Limitations of Scope**
  There are various aspects of WLB which can be studies. The researcher has kept the scope restricted to study factors at work and in personal life influencing WLB. The overall impact on WLB on work...
performance, family and health was studies. The study was done from employee’s perceptions and employer’s perception is not included. The study was conducted for employees of hotels situated in Mumbai’s western suburbs the result may be different for hotels situated elsewhere.

- Limitations of Researcher

The study was conducted from the point of view of the researcher and the knowledge and understanding which the researcher possess of the topic of study. There may be different view point which can be studies but may not be included in the research.
6.5 Scope for future research

WLB is one of the important HR policies gaining more and more relevance currently. The study of WLB which was previously restricted to women is now open to employees in general. This study is based on WLB perception of Hotel employees and considers certain aspects only. The study on WLB has a much wider scope for exploration which is as follows

1. The research is carried out for employees working in hotel industry. WLB aspects of employees in other industries can also be carried out.

2. Restricted dimension of WLB are studies. They are many more approaches and dimensions which can be further studied in detail.

3. The study was conducted for employees working in Hotels in Western suburbs of Mumbai. Mumbai being the financial hub of the country experience an environment which keeps the industry busy 365 days. The WLB perception of employees in Mumbai may differ from WLB of Employee working in hotels located in other parts of the country.

4. Organizations and Government role in WLB policy making can be studied. Organizations perception on WLB when compared with employee’s perceptions can help to bridge the gap between them on WLB.

5. While doing the research the influence of type of hotel on various aspects of WLB showed high co-relation and hence studies intra industry comparison can also be carried out. For instance, comparisons can be carried out between Budget and Five star hotels.

6. Time was found as a major factor influencing WLB. Hence jobs where timings are quite fixed such as teaching industry can be compared with industries where there is no time bounding such as police services or hospitals.

7. Work from home is often referred as a WLB policy. Studies can be conducted of people who work from home in comparison with those who have to be physically present at work place and have no scope to work-from home.