

Dissertation Title

**TO EXAMINE THE INFLUENCE OF WORK-LIFE
BALANCE POLICIES ON IMPACTING EMPLOYEE
WELL-BEING IN THE UK HOSPITALITY INDUSTRY**

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Declaration

I declare that the dissertation has been composed by me and that the work has not been submitted for any other degree or professional qualification. I confirm that the work submitted is my own, except where work which has formed part of jointly-authored publications has been included. Also, all piece of information that has been derived in this work is duly acknowledged and a list of references has been provided.

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Glossary of abbreviations

List of keywords

Hospitality sector

SPSS

Work life balance

Employee productivity

Abstract

The introduction section has presented the background of the study with explaining rationale and structure of the research. The section has also highlighted the aim and objectives of the study with developing hypotheses. The literature review section has presented past researchers' literary articles and tried to explain work-life balance and its relation with the employee wellbeing process in the UK hospitality sector. The methodology section has interpreted philosophy as well as strategies that have aligned with the study. The section has shed light on ethical considerations, as well as limitations with the methodological aspects that has decreased the validation of the research among the future researchers by quite some margin. The findings section has highlighted the analytical results for the research using the SPSS tool. The discussion section has also enhanced the ideas related to work life balance policies which can help the UK hospitality sector to boost employee wellbeing. Lastly, the conclusion section has summarised all the information from the study with special emphasis on recommending solutions for the employees to maintain work life balance within the UK hospitality sector.

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Chapter 1: Introduction

Chapter Introduction

This chapter lays the foundation for exploring the complex relationship between work-life balance policies and employee well-being inside the dynamic context of the UK hospitality sectors. With the industry's unique demands and challenges, understanding how organisational approaches affect worker welfare is of foremost significance. This presentation explains the centrality of examining this nexus, highlighting the significance of work-life adjustment activities in cultivating a concordant and profitable workforce. By contextualising inquiries about the issue, depicting its scope, and outlining the goals, this chapter sets the arrangement for a comprehensive examination of the topic's suggestions for both theory and practice.

1.2. Background

The concept of work-life balance is not new. Work-life balance and the principles that go along with it have become increasingly popular in a variety of organisations that work to ensure the long-term viability of their workforce. The idea is regarding the balance between serious and fun activities inside the labour force, independent of its geological limits as well as culture. There has been a rising need in the accommodation area concerning a feasible labour force for reliably further developing help conveyance, efficiency, and representative maintenance fulfilment on work as well as being of the workers at work (Chandran and Abukhalifeh, 2021). The balance between serious and fun activities that have been embraced by current organisations has been founded on the rule that the business can have gifted and qualified contenders for the gig jobs and diminish work-life clashes that will work on the presentation of the association.

The organisation's performance is also impacted by work-life balance in the workplace through improved social exchange procedures, higher cost savings, lower employee turnover, and increased productivity. In addition, providing a work-life balance improves employee loyalty, commitment to the organisation, and job satisfaction. The organisation gains a competitive advantage by increasing the retention of highly skilled and talented employees and decreasing

turnover as a result of work-life practices. The cordiality area has been referred to for long and eccentric working hours, which has resulted in unfortunate results regarding representatives. Employees in the hospitality industry have had a significant impact on both their internal and external experiences and attitudes as a result of their ability to set and maintain consistent working hours. It has been apparent that the absence of compelling command over the balance between serious and fun activities coming about because of erratic working hours in the friendliness business added to the most elevated occurrence of work-life clashes. The ongoing administration rehearses in the neighbourliness area have zeroed in on the improvement of worker prosperity to acquire authoritative achievement (Krishna and Manoharan, 2022). With regard to employee well-being, businesses have been taking a variety of objective measures, including those related to leisure, health, the economy, and social life.

Abstract ways to deal with prosperity will incorporate further experiences regarding the mental viewpoints that incorporate work fulfilment, authoritative recognisable proof, as well as full of feeling responsibility. In any case, present-day organist particles have zeroed in on worker prosperity in conditions of personal satisfaction. Because of the high rates of odd shift hours, people-contact hours, and overtime that cause employees to experience high levels of burnout, fatigue, and cynicism regarding their work, employee well-being has been crucial in the hospitality industry. Because technological advancement, influences on social norms, and demographic shifts have affected people's desires, it has been difficult for workers to find a balance between work and personal life. Labourers in advanced associations need to manage specialist-related calls as well as messages outside their functioning hours (Aufa et al., 2023). There have been workers in every industry who believe that working overtime can help meet market demand and improve their professional prospects. As a result, extended time in the office has become a common policy in many workplaces. As a result, promotion or work-life balance policies that place an emphasis on employee well-being will help alleviate this issue.

1.3. Research Problem

In the case of developing high-quality work in the hospitality sector, enhanced employee engagement is necessary for improving the standards of hospitality services. The fast-paced working environment in the hospitality sector in the UK creates demands for workers to maintain flexibility in working hours (Piso, 2022). Therefore, the negative impacts of high work pressure can affect job performance and burnout of employees due to a lack of work-life balance. The stakeholders of the sector are required to evaluate the connection between effective work-life balance policies and employee well-being. The recognition has been effective in increasing the motivation to enhance employees' commitment in the hospitality sector, but it has not provided work-life balance to employees by creating an impact on their job satisfaction level.

Acknowledging the work culture of the hospitality sector in the UK, employee well-being is required to be the priority of the managers to increase the alignment of optimum work-life balance policies for creating a win-win situation by keeping the willingness of the employees as well as fulfilling the organisational objectives. The understanding of the implication of work-life balances of the employees to their workplace productivity as well as the employee retention rate of the hospitality sector has impacts on the stakeholders to take care of the organisational policies as per the needs of the employees by aligning the goals of the organisation in the sector (Al-Omari et al. 2020). Therefore, the research aims to determine the suitability of the workforce's well-being with a positive environment in the hospitality sector, creating awareness among the stakeholders to take initiatives to reduce the burnout of those employees in the workplace.

1.4. Research Aim and Objectives

The aim of the research paper is to analyse the relationship between work-life balance policies in the hospitality sector in the UK and its major impact on employee wellbeing.

The objectives of the study include:

- To assess the impact of existing work-life balance policies based on perceptions of the employees from the UK hospitality sector

- To scrutinise the influence of the work-life balance policies on employee satisfaction, mental and physical health, and effective communication facilities for ensuring overall well-being in the UK hospitality sector
- To measure the influence of organisational leadership, culture, and communication mediums for maintaining and improving work-life balance policies in the UK hospitality sector
- To craft proactive initiatives and recommendations for improving work-life balance practices and policies across organisations and for employees in the UK hospitality industry

1.5. Research Hypothesis

- Implementation of inclusive work-life balance policies positively influences physical and mental health of the employees in the UK hospitality sector.
- Flexible work hours reduce job-related stress.
- Work-life balance influences organisational culture.
- In the UK hospitality business, work-life balance policies positively affect employee well-being.

1.6. Research Rationale

In the research context, the relationship between employee well-being and work-life balance is the key aspect of the study to evaluate the impacts of various challenges faced by the hospitality sector stakeholders. Increasing stress and fatigue are the possible effects of high work pressure on the employees in the sectors during the peak seasons (Salama et al. 2022). The acknowledgment of those factors in the study has impacted the stakeholders' decision to take initiatives to foster the key aspects of work-life balance policies in the sector to create a positive work environment entailing job satisfaction and high productivity to maintain sustainability in the quality of hospitality services. The ways employee well-being affects the productivity of the

hospitality employees create responsibilities to the stakeholders to manage the working hours and to create a positive working environment through following strategies to effectively delegate the tasks as per the timings and the capabilities of the hospitality staff.

Evaluating the factors affected by the imbalances of personal and professional lives of the hospitality staff, the stakeholders gain insights into the strategies to overcome the challenges during the peak seasons to provide the best possible hospitality services through maintaining the shifting of workers as per the flexibility of duty hours. Therefore, the alignment of the organisational goals with creating proper work-life balances requires optimum organisational structure to empower the effectiveness of implementing the work-life balance policies in the hospitality sector. The ways of communicating with the employees in the hospitality sector provide benefits through increasing mental wellness as well as the commitment to providing optimum quality of services to the visitors even in the peak seasons without being mentally and physically exhausted.

1.7. Dissertation Structure

The dissertation structure shall include the format that shall be used to structure the research study.

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Research Findings

Chapter 5: Discussions

Chapter 6: Conclusion

1.8. Hypotheses

Hypothesis 1 (H1): Implementation of inclusive work-life balance policies positively influences the physical and mental health of the employees in the UK hospitality sector

Explanation: This idea says that the level of employee happiness is closely linked to the existence of well-thought-out policies that encourage a good balance amid work and personal life. The main idea behind this is that workers will be happier and healthier if they think their company values the balance between work and personal life.

A worker's level of work-life balance is related to their overall health and happiness, which means that laws that promote work-life balance are good for workers' physical and mental health. By looking at how these limits affect the health and happiness of hotel workers in the UK, it can be seen how important it is to make the workplace welcoming for everyone. People who work in the UK hotel business and keep a healthy work-life balance, which includes things like hours worked, working conditions, location, and atmosphere, have better economic, social, health, and leisure well-being. Work-life balance policies that are well thought out are good for workers' physical and mental health, which makes them happier and more productive.

Hypothesis 2 (H2): Flexible work hours reduce job-related stress

Explanation: This idea says that giving workers flexibility at work gives them more freedom at work, like working from home that can help reduce stress related to their job. This means that workers good at changing their work plans to fit their personal needs are less likely to get stressed out when their work and personal lives don't go together.

Hypothesis 3 (H3): Work-life balance influences organisational culture

Explanation: The idea explains that work life balance influences organisational culture in both positive and negative aspect.

A business that cares about its employees' work-life balance is more likely to keep them as employees. This means that the costs of hiring and training new employees go down.

Hypothesis 4 (H4): In the UK hospitality business, work-life balance policies positively affect employee well-being.

Explanation: This idea says that how much help employees feel from their company for work-life balance affects the link between formal rules and their health and happiness. In addition to

affecting workers' health, rules also have a big effect on how they feel about their company's support for work-life balance.

1.9. Chapter Summary

This chapter includes the background of the study, which shows that there has been both a positive and negative relationship between work-life balance, and it may positively or negatively affect employee wellbeing. Work-life balance has been an important factor for measuring organisational performance as it enables the organisation to retain staff and attract highly talented candidates. In modern-day organisations, work-life balance policies are not adhered to properly by both employers and employees, which gives rise to various incidents in the organisation as well as reducing organisation performance. Therefore, the current study is necessary to enable organisations in the hospitality sector to develop a culture and policies that shall enable effective adherence to work-life policy, giving rise to employee wellbeing.

2. Literature Review

2.1 Introduction

This chapter will provide a review of literature from previous research papers and articles that have been found in various academic databases. This literature review will provide insight regarding the previous research studies and their findings relevant to the topic of the current study. The literature review will be based on the key concepts that have been found in the topic area. This includes defining the concepts of work-life balance as well as employee wellbeing. The majority of the literature will be reviewed in terms of the objectives of the study. It shall enable in finding arguments in favour or against the topic.

2.2 Definitions

Employee Well-being

Ponting (2020) states that a worker's well-being includes their physical, mental, and social health, all of which affect how good their work experience is as a whole. Part of it is being happy with the job, finding a good mix between work and life, and learning how to deal with stress well. Along with social factors like having good relationships with coworkers and bosses,

economic factors like fair pay and job security are also very important for general well-being (Tuzovic and Kabadayi, 2021). The presence of wellness programmes, safe working conditions, and help for mental health are all health aspects. Having enough free time for personal hobbies and relaxation is part of leisure. Employee well-being is a broad term that includes more than just physical health. It also includes making sure that workers have fun and satisfying experiences at work and outside of work. Companies that want to have a motivated, engaged, and healthy staff know how important it is for their workers to be healthy. It is linked to higher output, fewer absences, and an easier time keeping employees. (Wong et al. 2021). Employee satisfaction has been related to the organisational dimensions (Hayat and Afshari, 2022). The organisational culture towards work performance also satisfies the employees and enhances the wellbeing towards employees (Hayat and Afshari, 2022).

Work-Life balance policies

The tactics that companies use to help their workers find a good balance between their work and personal lives are called "work-life balance policies." Chandran and Abukhalifeh (2021), states these rules are meant to make the workplace better by recognising how important workers' personal lives are outside of work. To encourage a good work-life balance, strategies include things like giving people more scheduling freedom and combining work and personal life. These tactics also include things like paid parental leave, wellness programmes, help paying for child care, and different kinds of flexible work arrangements (Krishna and Manoharan, 2022). In the end, these rules should create a strong workplace by lowering stress, making people happier with their jobs, and preventing employees from leaving. Piso (2022) states companies can show that they care about their employees' happiness and well-being by giving them the tools they need to balance their work and personal obligations. In turn, this leads to a staff that is more engaged and productive. Well-thought-out rules that encourage a good balance between work and life can boost employee happiness, enthusiasm, and productivity (Chaudhuri et al. 2020).

Employee satisfaction

The amount of happiness and contentment that people feel about their jobs and the workplace as a whole is called employee satisfaction. Application of balanced working conditions, pay,

relationships with bosses and coworkers, chances for job growth, and making sure that personal values and the company's values are the same in organisational context (Gorenak et al. 2020). Positive work environments and low turnover rates are caused by workers who are highly satisfied, motivated, productive, and loyal to their employers (Kurdi et al. 2020).

Organisational culture

A company's culture—its members' commonalities in thought, behaviour, and norms—determines the emotional and social atmosphere within. It encompasses the customs, norms, and expectations of conduct that influence the way employees collaborate and reach choices within the organisation. Modern-day company's culture has a big effect on the thoughts, feelings, and actions of its workers, which in turn shapes the organisation's character (Yue et al. 2021). To be successful and last for a long time, organisations need to create cultures that encourage teamwork, new ideas, and being able to change (Szydło and Grześ-Bukłaho, 2020).

Communication approaches for overall well-being

For businesses to be healthier generally, they need to have good communication systems. Making it easy for information to move freely between management and staff through clear channels of communication builds trust, cooperation, and a sense of belonging. Active listening, ways for people to give feedback, and regular updates on changes at work can all help reduce worry and anxiety. These things help people understand better and make things clearer. Creating a culture of open communication where workers feel comfortable talking about their concerns, sharing their ideas, and asking for help when they need it can help create a workplace that is good for their mental and emotional health. Clear communication about the organisation's goals, expectations, and tools gives people the power to do their best work. This leads to better health and success overall (Du Plessis, 2023).

Leadership

The definition of a leader is the one who can motivate and inspire others to work towards a shared goal while also showing them the way to success. Good leaders not only show their followers the way, but they also encourage teamwork, give their followers power, and make the workplace a good place to be. It is very important to be able to communicate clearly, understand

others, and be honest in order to make good choices. Different situations and organisations need different types of leadership. There is a wide range of leadership styles, from authoritarian to democratic. To put it simply, great leadership means making the workplace welcoming and helpful for everyone, so that everyone can do their best work and contribute to the organisational success and growth (Singh et al. 2023).

Flexible Work Hours

Maintaining a flexible work hour can be an effective solution in the UK hospitality sector to maintain employee work life balance. As per the views of Chung et al. (2020), applying flexible working hours in the modern work culture with relation to employee needs can be helpful for organisations to ensure maximum positive outcome. Promotion of work from home and different shift jobs can ensure retaining maximum positive work culture in the hospitality sector.

2.3 Implementation of inclusive work-life balance policies positively influences physical and mental health of the employees in the UK hospitality sector.

Implementing policies that encourage a healthy balance between work and personal life is an important part of making sure that workers are happy and healthy in today's fast-paced and constantly changing workplace (Abdirahman et al. 2022). How satisfied and loyal employees are with their companies is strongly connected to the way of easiness and beneficial these rules are to understand and follow (Stojanovic et al. 2020). It is also measured that high rate of satisfaction level increases loyal employees' rates, resulting in positive work culture and strong bond between employees and employers.

A study by McRayah and Zakariya (2023) looks at the link between the health and happiness of hotel workers in the UK and the adoption of policies that support a good work-life balance. When workers think their bosses value and encourage a good balance between work and personal life, job happiness, stress levels, and physical and mental health all go down by a lot. McRayah and Zakariya (2023) used numbers to find a strong link between how workers felt about their company's support for work-life balance and their health and happiness in general. The regression study showed a strong link between how workers felt about policies that

supported work-life balance and their own health outcomes. This finding shows how important workers' feelings of support are in shaping their experiences.

McDowall's (2023) research on setting guidelines for work-life balance also shows how important it is to take into account the different needs and experiences of workers. They are more likely to make a healthy workplace that is good for both the workers and the business if they stress being open and flexible in how they follow their rules. According to McCowan (2023), this mixed-methods study looked at what hotel workers knew about work-life balance rules and how they felt about them. People who work in the field had a lot of different thoughts on how helpful the current rules are and what changes should be made to make them more open and freer for everyone. People who took part stressed how important it is to be honest and follow the rules. According to McDowal (2023), this means that how a company runs and talks to its workers affects how those workers see how its rules are being followed.

According to Kim et al. (2023), companies that adjust their approaches to fit the changing demands of their staff can create physical and mental health, creates positive work culture into organisations. People will find it simple to stay fascinated and participate in more of them as a result. Kim et al. (2023) found a direct correlation between an employee's perception of their financial situation and the advantages of juggling work and personal life. Studying survey data, they discovered that employees who were informed about initiatives that could support them were content in their jobs and less likely to desire to leave. This study demonstrates the need of considering how laws might be used to improve things.

It makes logical sense that regulations be established by the UK hotel industry to assist all its employees in striking a healthy balance between work and personal life. Following these actions improves one's physical and mental health and makes one happier, more dedicated, and more prolific at work. There's a chance that companies will be more successful in the long run if they care about their workers' health and happiness and make the workplace a healthy place to be.

A study by Stankevičienė et al. (2021) sought to determine how work-life balance modifies the relationship between workplace culture and health. Helping employees strike a balance between work and personal life is one crucial way that businesses may enhance the health of their

employees, claims their research. Stankevičienė et al. (2021) findings state that strong work cultures enable employees to achieve a better work-life balance, which is beneficial for their health generally, as they demonstrated using structural equation models. This demonstrates how employees' health may suffer as a result of the difficulties a company's policies and practices present in juggling work and personal life.

Bhende et al. (2020) looked into how work-life balance and the quality of work life can make workers healthier and happier. There was a lot of study and reading that showed that job satisfaction, work environment, and flexibility in work arrangements were all good for both work-life balance and quality of work life (Ali et al. 2022). Bhende et al. (2020) showed that employee happiness is not simple and is made up of many factors. Companies should care about both the work and personal lives of their employees if they want them to be happier and more effective.

Wong et al. (2021) studied how socio ecological factors affected workers' and employees' work-life balance by focusing on their health, both subjectively and objectively. They looked at things from a socioecological point of view, which helped them understand how work-life balance is affected by people, businesses, and society. Company rules and social support networks in this case were imperative to look at as subjected by Wong et al. (2021).

These studies show that employees are happier when they can balance their work and home lives well. To improve employee health and help them find a good work-life balance, companies should focus on making the workplace more helpful, giving employees flexible schedules, and taking on bigger socio ecological issues. These things are connected, and companies that want to give their employees a great place to work need to know how they work together.

2.4 Flexible work hours reduce job-related stress.

Adebayo and Ibrahim (2023) looked at how open work schedules affect how happy hotel workers are with their jobs. Flexible working hours and job related is directly co-related to each other. For instance, lack of flexible working hours can develop more job-related stress among the employees, which further increases work-life balance issues. By choosing own hours and work more flexible hours, UK restaurant workers were content with their careers (Adebayo and

Ibrahim, 2023). To articulate the data regarding the lack of flexible work hours in the work places and how it is impacting on employee wellbeing, the study has collaborated with quantitative data collection method to ensure maximum results.

In order to lower stress levels and increase productivity at work, Davidescu et al. (2020) conducted a study in Romania. To obtain both kinds of data, the researchers so spoke with employees and posed questions to them. More control over when and how they worked made employees happy, according to Davidescu et al. (2020). Their scores demonstrated their greater independence and improved work-life balance. According to this study, when workers can choose their own hours, they are stress-free and content with their careers.

Karsili et al. (2021) investigated the relationship between employee contentment and freedom-allowing office occupations in the North Cyprus aviation sector. The happiness and joy they experienced at work were questioned of flight attendants, who in turn reported feeling less stressed. Two types of data analysis and personal notes were used to show how important job control and work-life balance are. Therefore, based on the theory of **Maslow's hierarchy of needs** towards self-fulfilment, there has been an adequate commitment as well as the involvement of work-life balance in enhancing employee wellbeing. They also showed how having flexible hours can make people happy with their jobs. The authors looked at different types of study methods that let them look at the complicated parts of job satisfaction in a certain field to learn more about how flexible work hours might improve the health and happiness of workers.

The studies show that the UK hospitality business needs to offer flexible work schedules to make workers happier with their jobs and lower their stress levels. Quantitative surveys, regression analysis, and in-depth conversations were used to do a lot of study on the link between flexible work arrangements and employee happiness.

2.5 Work-life balance influences organisational culture

The intricate relationship between work-life balance and organisational dynamics in the hospitality sector, work-life balance significantly influences the effectiveness of leaders in their roles, the communication between staff members, and the overall operation of the business,

overall influencing organisational culture (Chandran and Abukhalifeh, 2021). In addition, effective leadership in the hospitality sector can reduce the stress level of employees, by promoting different policies such as remote working, flexible shifts and smooth communication across different sections.

Zimmerman's (2021) phenomenological study focused on the actual experiences of millennial workers, shedding light on the difficult balancing act between work and personal life. By doing in-depth interviews and assessing qualitative data, Zimmerman (2021) demonstrated how people's opinions on work-life balance impacted their relationships at job.. By making rules and standards for the hotel business, this study showed how important it is to have a good work-life balance.

Xueyun et al. (2023) also looked at how Gen Z workers in a developing country felt about the habit of "quiet quitting," which can be affected by things like the workplace. The researchers did not specifically look into the UK hotel business, but their results show that there is a link between work-life balance and the culture of an organisation. The theory related to role balance states that the work-life balance mitigates stress as well as training employees. ***The social justice theory*** highlights that the work-life balance influences legitimate expectations as well as different benefits. To keep employees and keep the company culture, it is important to create a workplace that values and supports a good work-life balance.

Mosyani and Riyanto (2020) investigated how work-life balance perceptions impact organisational loyalty in the hospitality industry. Application of positive work place culture can positively impact on employee wellbeing, resulting in highly productive work force capabilities. Promotion of positive work force culture can sure maximum productivity rates form the employees, resting in positive revenue for organisations. Stronger and more unified corporate culture can result from beneficial impacts on employees' attitudes and behaviours brought about by organisational initiatives to enhance work-life balance.

In conclusion, employees are more loyal to their companies when they think that their bosses understand and respect their need for a good work-life balance. A lot of research has been done on the link between how employees in the hospitality business see their work-life balance and

their loyalty, as shown by the above studies. When employees can successfully balance their personal and work lives, they are more engaged and satisfied with their jobs. An environment that helps each other builds a culture of good communication, mutual respect, and trust, all of which lead to a dedicated and committed workforce.

2.6 In the UK hospitality business, work-life balance policies positively affect employee well-being.

More and more research shows that rules about work-life balance are very important for improving employee health, especially when workers feel like their bosses are helpful. This review brings together important research on work-life balance policies, the health and happiness of employees, and the help given by companies in different settings.

Kurnia and Widigdo (2021) did a study at PT Jaya Lautan Global to look at how work-life balance, job standards, and job security affect and influence employee wellbeing. The result of the study shows that employees get highly motivated when the organisations values employee wellbeing, and ensure job security. The study looked at staff happiness as a mediating variable in particular. Also, McDowall's (2023) research on making rules for work-life balance shows how important it is to think about how workers' wants and experiences are different. If they stress being open and creative in how they follow their rules, they are more likely to create a healthy workplace that is good for both the workers and the company. The study by McCowan (2023) used a mix of ways to find out what hotel workers knew and how they felt about the rules for work-life balance. A lot of people who work in the field had different ideas about what changes should be made to the rules to make them more open and freer for everyone. It was emphasised how important it is to be truthful and follow the rules. McDowal (2023) says this means that the way a company runs and talks to its employees affects how those employees see its rules being followed. The results indicate that organisations need to support work-life balance policies for workers' health, chiefly when employees have a lot of responsibilities towards their respective organisations.

In addition, Susanto et al. (2023) conducted a brief study that examined the relationships between psychological structure, resilience, organisational commitment, and employee well-

being. They used studies from the past to show that work-life balance rules are good for employee morale, commitment, and health at work. Important dimension of employee wellbeing such as employee morale, commitment, and health at work can help both organisations to produce positive working culture and ensures employees to maintain positive work-life satisfaction rates.

According to research, companies that put a lot of effort into work-life balance programmes create a good mental setting for their employees. This is good for both the employees and the company as a whole.

There is evidence that putting in place work-life balance rules that are supported by employers can improve the health and happiness of their workers. Research shows over and over that for work-life balance projects to have the most positive effect on employees' health, they need to be backed by the company. When employers put employees first and make rules that help them, along with making the workplace a nice place to be, employees are happier, more resilient, and enjoy their jobs more.

2.7 Literature Gap

Research on work-life balance and employee health has given a lot of useful information about how helpful policies and company culture can make a difference. However, there does not seem to be a lot of research into specific interventions and approaches that can help close the gap between making work-life balance policies and putting them into practice in different workplaces. Researchers have shown that these rules are good for workers' health and happiness. On the other hand, they have not looked into the real problems that companies face when they try to help their workers find a good work-life balance. More research needs to be done on how businesses can successfully turn policy goals into real support systems that will improve the health and happiness of workers across all industries and demographics.

3. Methodology

3.0 Introduction

Work life balance and employee wellbeing is connected to each other that ensures effective working culture in the UK hospitality industry. Methodology section underpinnings the processes that have been aligned with research to get potential results. Thus, this section of the research has elaborated the philosophical outputs, as well as the approach that this study has aligned with. This has also developed ideas about the strategies, data collection and analysis process that this research has collaborated with in order to get an effective result for the study. Lastly this section has also delivered an idea about ethical considerations that the study has gone through and the limitations regarding the methodology.

3.1 Research Philosophy

Application of effective research philosophy has been one of the impactful factors which can help a study to give expected results. As per the views of Amin et al. (2020), using a proper philosophical integration in research can help a study to deliver its authentic outcomes, as well as increase its reliability among the readers. There are mainly four types of research philosophy that collaborate with research topics and benefit a researcher to enhance reliability of the research such as **Positivism**, **Realism**, **Interpretivism** and **Pragmatism**. The following study has been aligned with **Positivism research philosophy** to get explicit results about the influence of work life balance and its impact on employee wellbeing in the UK hospitality sector. Positivism research philosophy helps a researcher to conduct a wide variety of research topics within a short time, that can ensure maximum reliable resources collected for the study (Gannon et al. 2022). Based on the annotations of Park et al. (2020), application of positivist research paradigm helps with identifying hypothetical factors in a research and deliver results with creative explanation. On the other hand, the study has also avoided using interpretivism and pragmatism research philosophy due to reducing the act of biases in the study. Thus, implementation of positivism research philosophy within the study has helped the research to gain its ultimate results and help the researcher to develop the findings section.

3.2 Research Approach

Implementation of an effective research approach can help a researcher to align with proper factors of conducting a study and make results based on findings. As per the views of Mohajan (2020), adding an authentic research approach to a study can help research to deliver strategic outcomes and develop reliable output. Thus, the study has aligned with the “deductive research approach” to deliver best suited outcomes for the researcher. In addition, the study has not included the included “Inductive research approach” as it can decrease the valuation that the study can develop in alignment with the aim of the research. Influenced by the ideas of Casula et al. (2021), inclusion of deductive research within a study can help with developing hypotheses and create results filling the tests with data collection process. In addition, the avoidance of inductive measures has also helped the researcher to neglect data displacement and lack of statistical analysis in the study. Thus, the inclusion of the aforementioned research approach has helped the study to achieve its aim by following the objectives.

3.3 Research Strategy

The strategy of a research exemplifies the main factors that the study has aligned with in order to aim the results. As per the views of Johnson et al. (2020), application of effective research strategy within a study can help research to enhance its validity among the readers by collecting appropriate data. Mainly two types of research strategy has been used by the researchers to gain an ultimate result for a study such as Qualitative and Quantitative. The following study has aligned with quantitative research strategy which has further helped with conducting a survey among the UK hospitality sector employees. As stated by Lemon and Hayes (2020), application of quantitative strategy within a study helped with developing statistical analysis, resulting in enhancing the reliability of the research among the future researchers. On the other hand, the study has not included a qualitative strategy to avoid random deliverables within the research. Thus, the implementation of quantitative research strategy has helped the research to gain its ultimate result based on the aim of the study.

3.4 Research Design

The implementation of an effective design factor in a result can help a researcher to enhance its information gathering based on the objectives. As per the views of Casula et al. (2021), exploratory research design can help a study to develop its formative views based on the problem that are not defined in the objectives. The study has included ***Exploratory research design*** within the research to develop an ultimate destination to reach the aim of the study. Application of Exploratory research design defines ideas related to align with a research problem when there are less studies refer to the following topic and maximise its relevancies through conducting research (Casula et al. 2021). On the other hand, the avoidance of other designs such as descriptive and explanatory has been evaluated as a positive aspect that reduces the chances of biases in the study.

3.5 Method of Data Collection

The data collection method in a study remains one of the effective factors that can help research to gain its significant results. As per the views of Maida et al. (2022), application of adequate data collection method in a study can help with developing an impactful result section. The two most common data collection methods such as Primary and Secondary have been followed by the researchers to develop a strategic research paper. However, the following study has combined with Primary data collection method to forecast an outcome related to the study. The study has collected data through analysis with SPSS software and developed an overview of work life balance and its impact on employee wellbeing in the UK hospitality sector. Primary data collection process defines as taking a strong sample size and ensure maximum results through it via first hand sources directly (Kumari, 2022). Based on the assessment of Ali and Xie (2021), SPSS helps with creating statistical analysis and delivering effective results on behalf of the industry output. However, the study has avoided secondary data collection methods to gain actual statistical output based on the research topic. Thus, the application of the primary data collection method has been helpful towards reaching the main aim of the study and enhancing its reliability among the future readers.

3.6 Sample size and Sampling technique

In the research method, the criteria for choosing the population to gather data about the research include the quality of the results (Patten, 2016). In the research, the primary quantitative data with survey questions have been aligned with the choice of *simple random sampling*. The data have been collected from 80 employees in the hospitality sector in the UK to support equal opportunities and get unbiased results. The unbiased representation of data about the employees' experience in work-life balance and well-being can create a proper understanding of the data with the support of quantitative data. The randomisation property of the sampling method has created equal chances for the employees of the hospitality sector to express their opinions regarding the factors impacting their resilience in job scenarios. The sample has also been large as per the number of research objectives, which has maintained the quality of the research by creating diversified opinions of hospitality employees in the UK. The ways of collecting the different opinions can help the analysis of the data with proper approaches, as the differences can increase the benefits of the researchers in demonstrating the variables in the quantitative research.

3.7 Data Analysis

Analysing the data with a focus on the research aim and objectives creates the optimum quality of the research as per the suitability of the research method (Nagaiah and Ayyanar, 2016). In this case, *a statistical analysis* was performed by the researchers using SPSS software as per the primary quantitative data. The structuration of the data has increased the growth of the research to enhance the quantitative research data. The numerical value of the variables associated with the research on the work-life balance policies and their impacts on employees' well-being can provide the patterns of the data evaluating the impacts of work-life balance policies on employee well-being in the hospitality sector in the UK. The numerical data, as the findings of the quantitative research, have created assumptions about the employee's behaviours when comprehending the Responses to the survey questionnaires. The Likert Scale has been used to demonstrate the quantitative data based on the relations between the variables chosen for the analysis. The summarisation of the data can help the researcher to increase the ability in

decision-making by analysing the numbers. The ways of analysing the data have increased the research quality by evaluating employee satisfaction with the key factors of work-life balance impacting employee well-being in the hospitality sector.

3.8 Ethical Considerations

The collected data requires ethical ways to be handled by the researchers, and the anonymity of the participants in the survey creates confidentiality. The collected data have supported academic purposes only, and it has not been used for any other purposes. The ways of storing the data have provided safeguarding the data from risks like data breaches and hacks. The personal information of the employees has been kept confidential and safe to maintain anonymity in terms of increasing the quality of the data collection. The *Data Protection Act 2018* has been followed to safeguard the collected data and the anonymity of the participants (Gov.uk, 2015). The questionnaires have provided benefits to support the ethics of the employees in the hospitality industry in the UK by avoiding any contradictory or misleading questions. The ways of ensuring ethics have created the quality of the research by aligning the overall perspectives of the researcher to follow optimum qualities in the researched data and methods (Nii Laryeafio and Ogbewe, 2023). Therefore, the quality of ethical behaviour of the researchers has increased the suitability of the research by following the methodological approaches that cater to the needs of collecting data and analysing them.

3.9 Validity and Reliability

The relevance of the asked questions in structured ways has covered related topics regarding work-life balance and their impact on the employees' well-being. Therefore, the experience of the employees has supported the answers to the close-ended questions. The analysis of the data has been done based on the objectives of the research, and the variables were chosen according to the research topic. The reliability of the research data supports the flexibility of the research with the qualities to evaluate the impacts of the data in the future scope of the research (O'Connor and Joffe, 2020). The maximisation of research quality with effective usage of time and costs for primary data collection has increased the alignment with the research objectives in

answering the research questions. Thus, the research has supported the ways of collecting data due to the quantitative research method, which is needed for reliable research methods. The methodological validity and reliability make other research aspects more suitable for the objectives and aim.

3.10 Methodological limitations

The acknowledgement of research limitations helps researchers to increase their proficiency for estimating costs and times for further cases of the research (Akanle et al. 2020). In the case of the primary research, the huge time and costs of collecting data from hospitality employees have made the research less effective. The limits in the context of the research have reduced the future scope as per the needs for the growth of the research. On the other hand, the secondary research approach has effects on maintaining cost and time effectiveness to create effective resource allocation for the research and make it more efficient. Potential biases among the participants can be challenges for researchers to calculate the percentage of biases for aiming the overall quality of the research. In this case any of the employees may not be aware of choosing the correct answers as per their experiences to make the researcher applicable to real-life scenarios. Personal issues with any managers or colleagues can create the answers of the participants with biased forms regarding their negative opinions of all the questions.

3.11 Chapter Summary

The chapter provides research methodologies based on the needs of the data collection and analysis. Primary data collection with survey questionnaires has consisted of close-ended questions regarding the opinions of the employees regarding work-life balances. Simple random sampling has created efficiency in the research by choosing the sample with random selection to avoid any biases in the research. The ethical considerations have also been mentioned in the chapter regarding ensuring the anonymity of the participants and the confidentiality of the personal information.

Chapter 4: Research Findings

4.0 Introduction

Work-life balance has been one of the important measures that concentrates on employee wellbeing and productivity through policies. Work-life balance policies make a significant impact in maintaining employee productivity, as well as developing growth in the workforce in the UK hospitality industry. The findings chapter of the research has analysed the impacts of work-life balance policies in the UK hospitality industry with statistical analysis process. The section has developed through the implementation of SPSS that has increased the reliability of the research paper. Thus, application of statistical data has been important for the study to gain knowledge about employee wellbeing policies and its relation to work life balance in the UK hospitality sector.

4.1 Findings

Question 1. What is your age?

“Options”	“Percentage”	“Response”	“Total Participants”
“21-31”	30	24	80
“32-41”	30	24	80
“42-51”	22.5	18	80
“52-61”	17.5	14	80

“Table 4.1.1: Survey question 1”

(Source: The researcher)

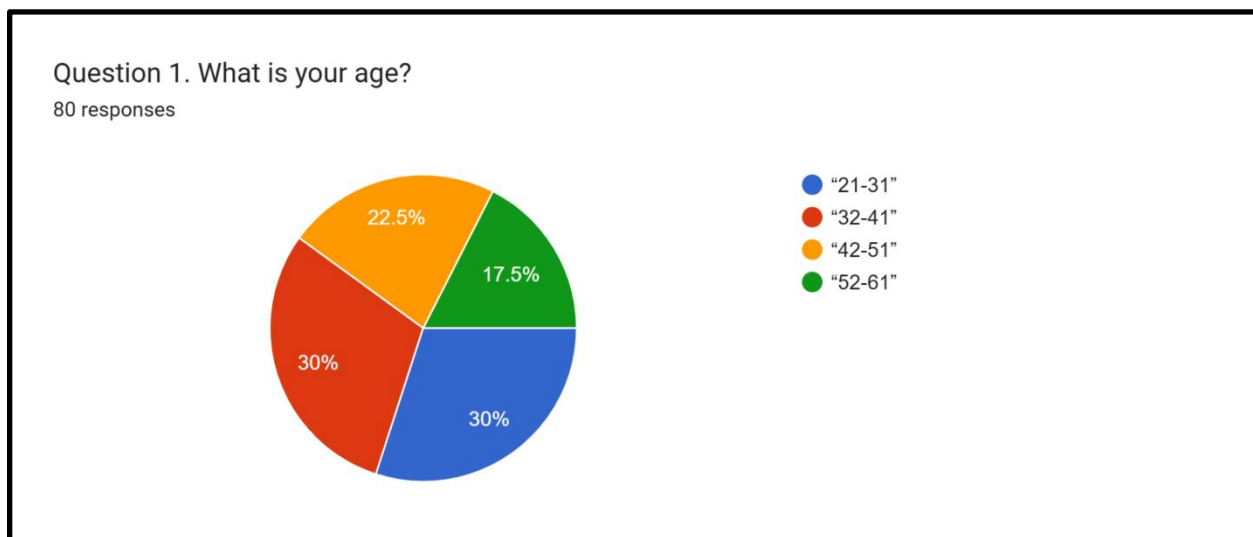


Figure 4.1.1: “Graphical representation of survey question 1”

(Source: The researcher)

Comments

The above-mentioned figure shows that 30% of the participants that participate in the survey are from age 21 to 31. On the other hand, 22.5% of the participants in the survey are between 42 to 51. Thus, the survey has encountered mixed opinions of youths, as well as older generations of workers that helped with gaining utmost knowledge about employee work life balance policies and its impact on employee wellbeing.

Question 2. What is your gender?

“Options”	“Percentage”	“Response”	“Total Participants”
“Male”	45	36	80
“Female”	38.8	31	80
“Others”	16.2	13	80

“Table 4.1.2: Survey question 2”

(Source: The researcher)

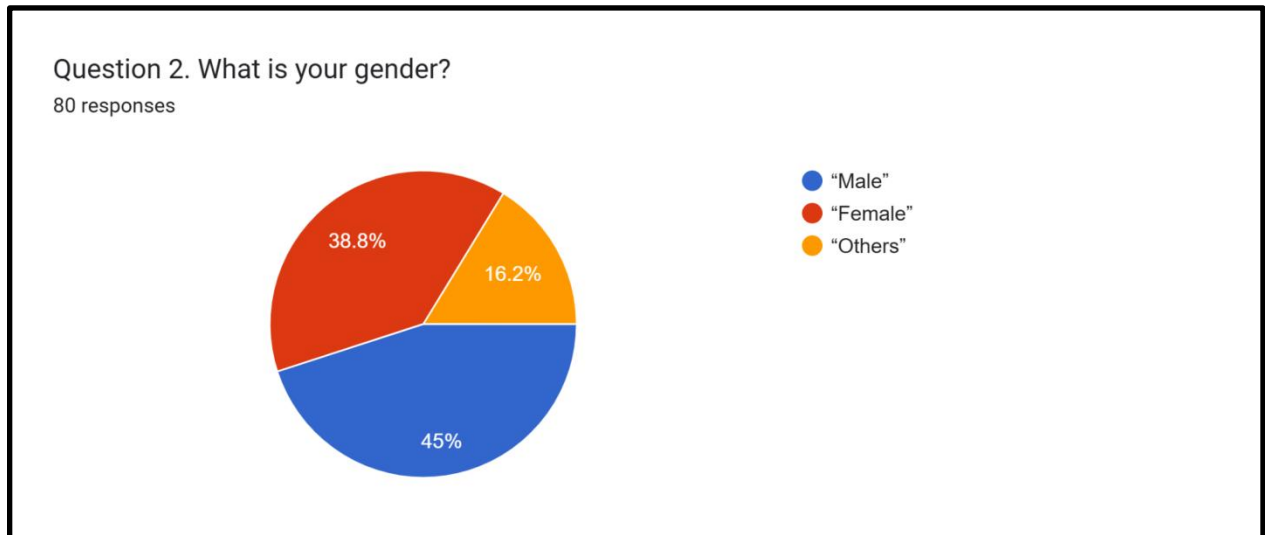


Figure 4.1.2: “Graphical representation of survey question 2”

(Source: The researcher)

Comments

As per the above figure, 45% of the participants in the survey are male, whereas 38.8% are female. Thus, the study has encountered both male and female views to gain knowledge about work life balance policies and employee wellbeing in the UK hospitality sector.

Question 3. Do you think that Work-Life Balance (WLB) impacts your mental health?

“Options”	“Percentage”	“Response”	“Total Participants”
“Yes”	56.3	45	80
“No”	36.3	29	80
“Neutral”	7.5	6	80

“Table 4.1.3: Survey question 3”

(Source: The researcher)

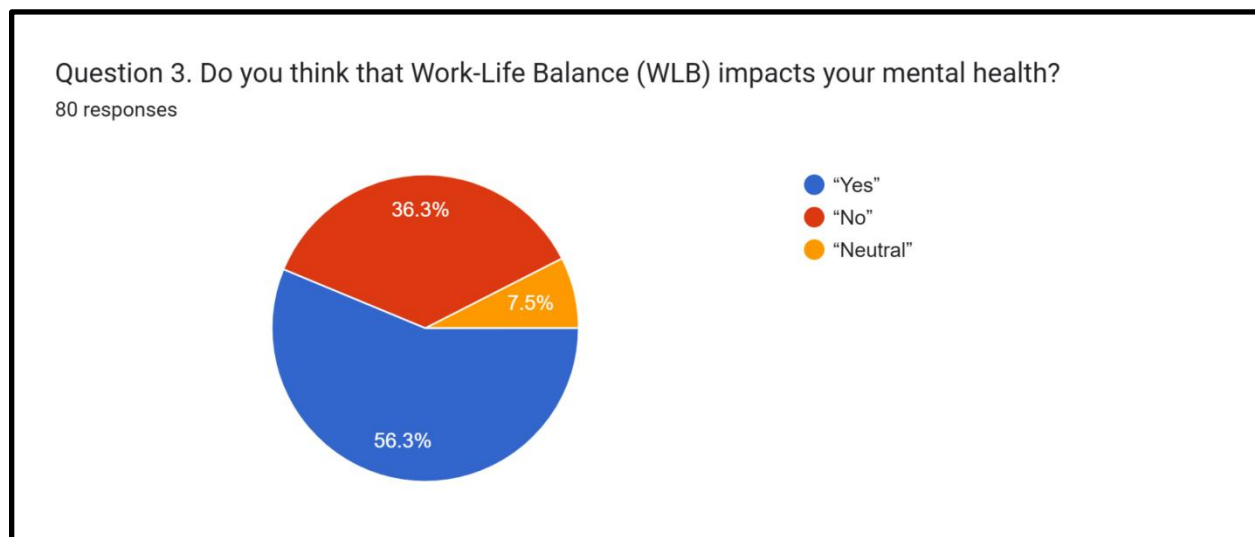


Figure 4.1.3: “Graphical representation of survey question 3”

(Source: The researcher)

Comments

56.3% of the employees think that Work-Life Balance (WLB) impacts directly on mental health. On the other hand, 36.3% of the employees have denied the fact regarding the same. Thus, as per the majority view, it can be stated that work life balance is impacting on the mental health of the employees.

Question 4. Do you acknowledge the fact that WLB improves the performance of employees in the hospitality sector?

“Options”	“Percentage”	“Response”	“Total Participants”
“Yes”	48.7	39	80
“No”	36.3	29	80
“Neutral”	15	12	80

“Table 4.1.4: Survey question 4”

(Source: The researcher)

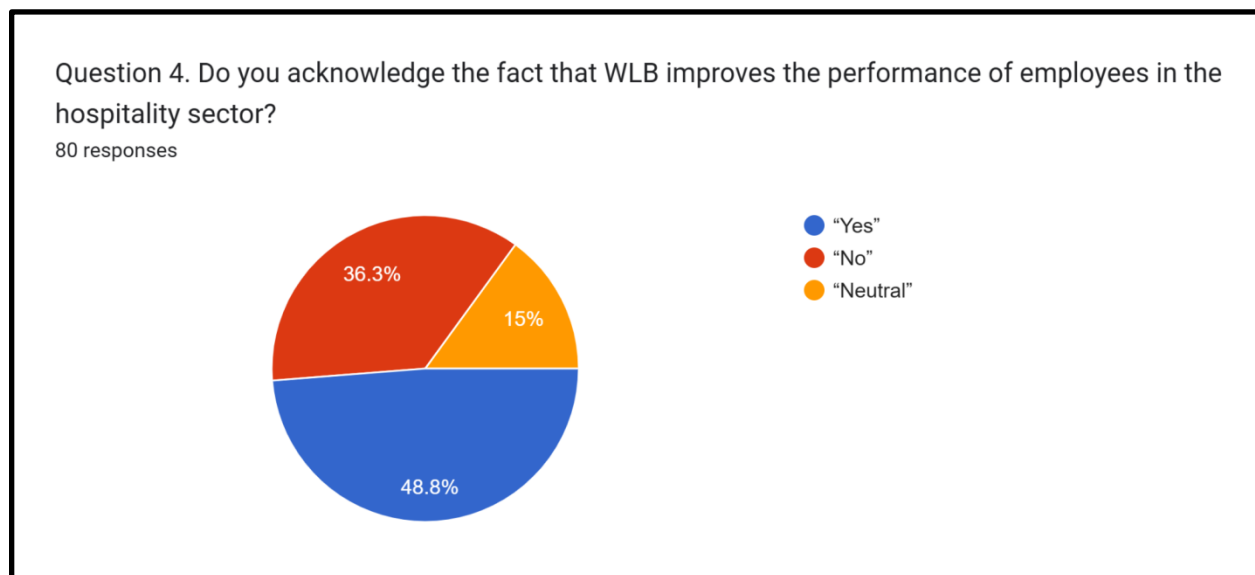


Figure 4.1.4: “Graphical representation of survey question 4”

(Source: The researcher)

Comments

48.7% argued that WLB improves the performance of employees in the hospitality sector of the UK. However, 36.3% of the respondents stated the opposite of the statement. It can be stated that work life balance enhances the performance level of the employees in the UK hospitality sector.

Question 5. Do you agree that an employee satisfaction survey plays a pivotal role in enhancing employees’ resilience?

“Options”	“Percentage”	“Response”	“Total Participants”
“Yes”	50	40	80
“No”	36.3	29	80
“Neutral”	13.7	11	80

“Table 4.1.5: Survey question 5”

(Source: The researcher)

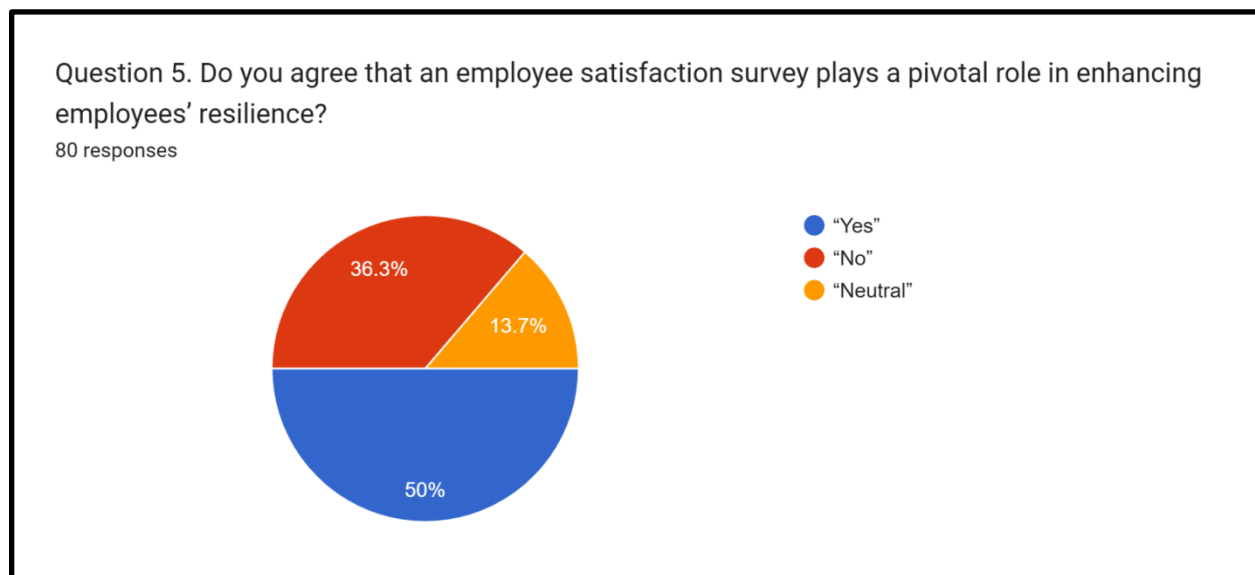


Figure 4.1.5: "Graphical representation of survey question 5"

(Source: The researcher)

Comments

As per the above table, 50% of the respondents stated that an employee satisfaction survey plays a pivotal role in enhancing employees' resilience. On the other hand, 36.3% of respondents denied the fact. Thus, as per the majority responses, surveys related to employee wellbeing are crucial in terms of gaining knowledge in employment programmes and enhancing employee resilience in the UK hospitality sector.

Question 6. Do you believe that a lack of work-life balance increases the dysfunctional turnover rate in the hospitality sector?

"Options"	"Percentage"	"Response"	"Total Participants"
"Yes"	46.3	37	80
"No"	42.2	34	80
"Neutral"	11.3	9	80

“Table 4.1.6: Survey question 6”

(Source: The researcher)

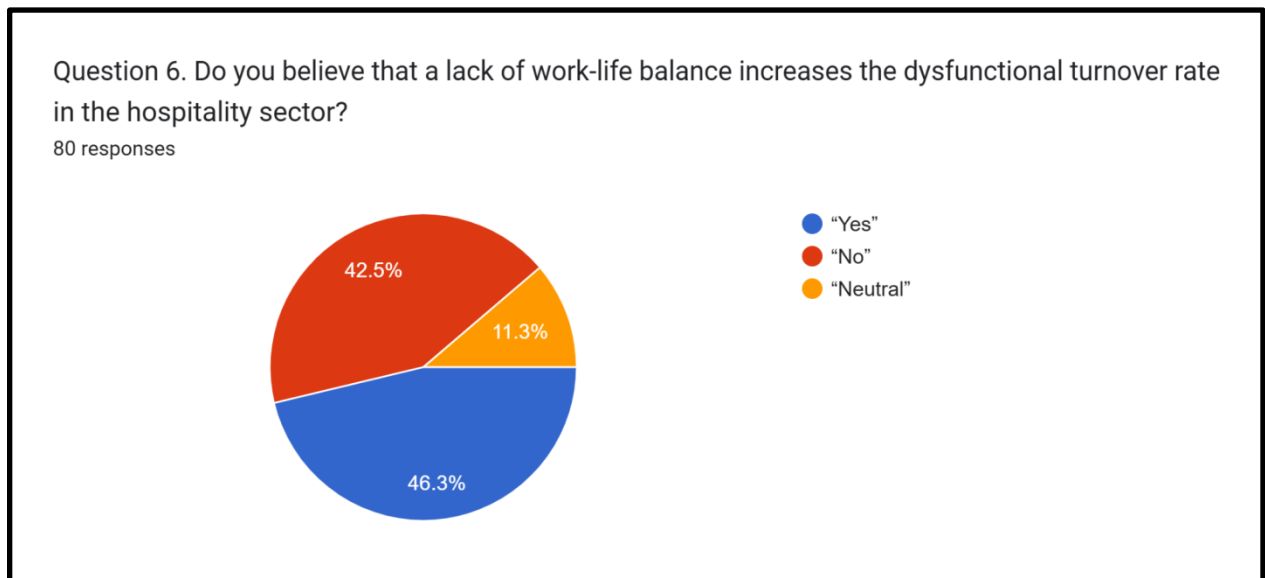


Figure 4.1.6: “Graphical representation of survey question 6”

(Source: The researcher)

Comments

46.3% of the respondents stated that a lack of work-life balance increases the dysfunctional turnover rate in the hospitality sector. However, 42.2% of respondents opposed the same. Thus, lack of work life balance decreases employee wellbeing and negatively impacts the turnover rates of the UK hospitality sector.

Question 7. Do you think that managers are required to increase their focus on maintaining work-life balance with the aim of employees’ wellbeing?

“Options”	“Percentage”	“Response”	“Total Participants”
“Yes”	52.5	42	80
“No”	35	28	80
“Neutral”	12.5	10	80

“Table 4.1.7: Survey question 7”

(Source: The researcher)

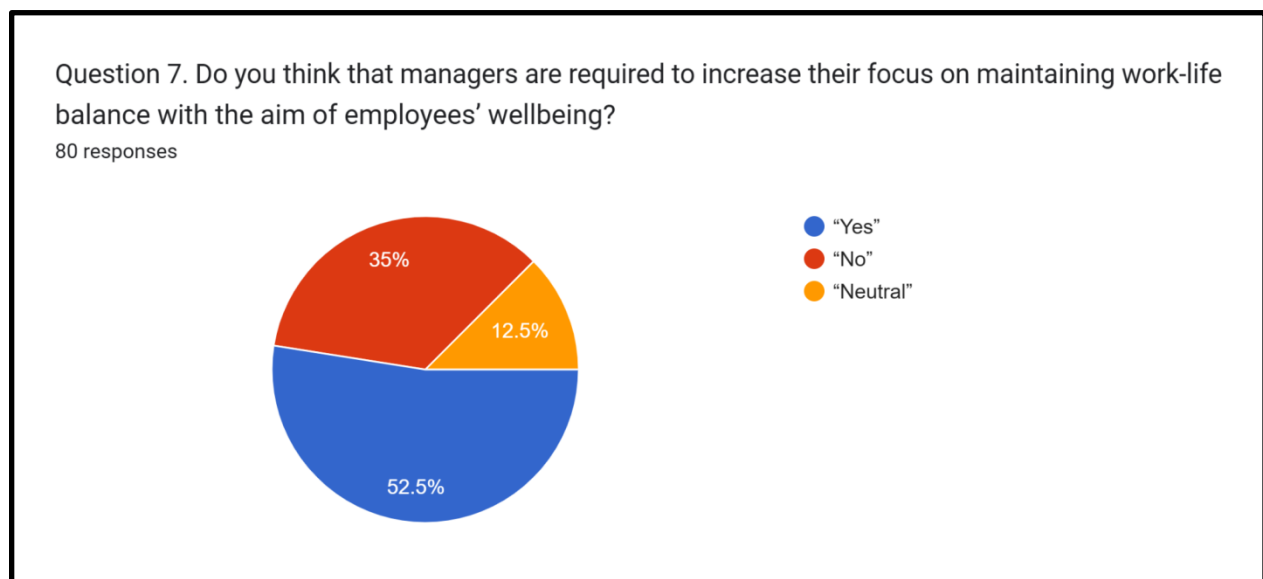


Figure 4.1.7: “Graphical representation of survey question 7”

(Source: The researcher)

Comments

More than half of the respondents stated that managers are required to increase their focus on maintaining work-life balance with the aim of employees’ wellbeing. On the contrary note, 28 respondents differ on the same. Thus, it can be stated that increasing focus on developing work-life balance of the employees needs to be one of the major responsibilities of managers in the UK hospitality sector.

Question 8. Do you think that working overtime for extra income is one of the major issues for reducing work life balance in the UK hospitality sector?

“Options”	“Percentage”	“Response”	“Total Participants”
“Yes”	43.8	35	80
“No”	37.5	30	80
“Neutral”	18.8	15	80

“Table 4.1.8: Survey question 8”

(Source: The researcher)

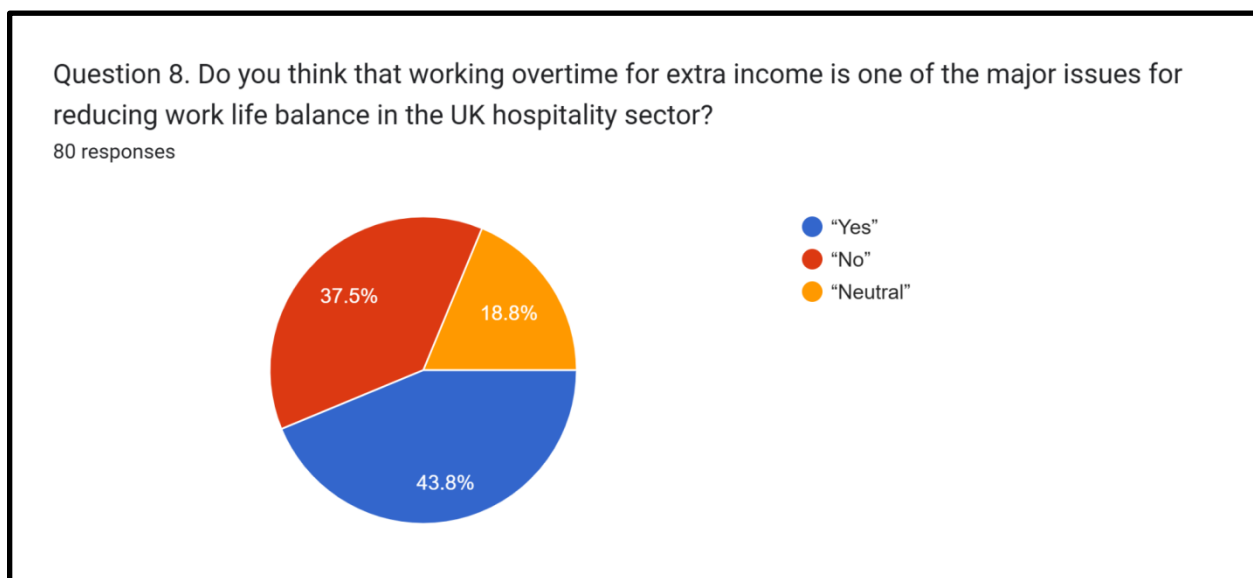


Figure 4.1.8: “Graphical representation of survey question 8”

(Source: The researcher)

Comments

Nearly 43.8% of the respondents think that working overtime for extra income is one of the major issues for reducing work life balance in the UK hospitality sector. However, 37.5% of respondents disagreed on the same. Thus, the results show that overtime working facilities for

incoming extras can be a significant issue in terms of lowering the work life balance of employees in the UK hospitality sector.

Question 9. Do you acknowledge the fact that lack of planning in everyday life has been the reason for employees to reduce their work life balance?

“Options”	“Percentage”	“Response”	“Total Participants”
“Yes”	45	36	80
“No”	36.3	29	80
“Neutral”	18.8	15	80

“Table 4.1.9: Survey question 9”

(Source: The researcher)

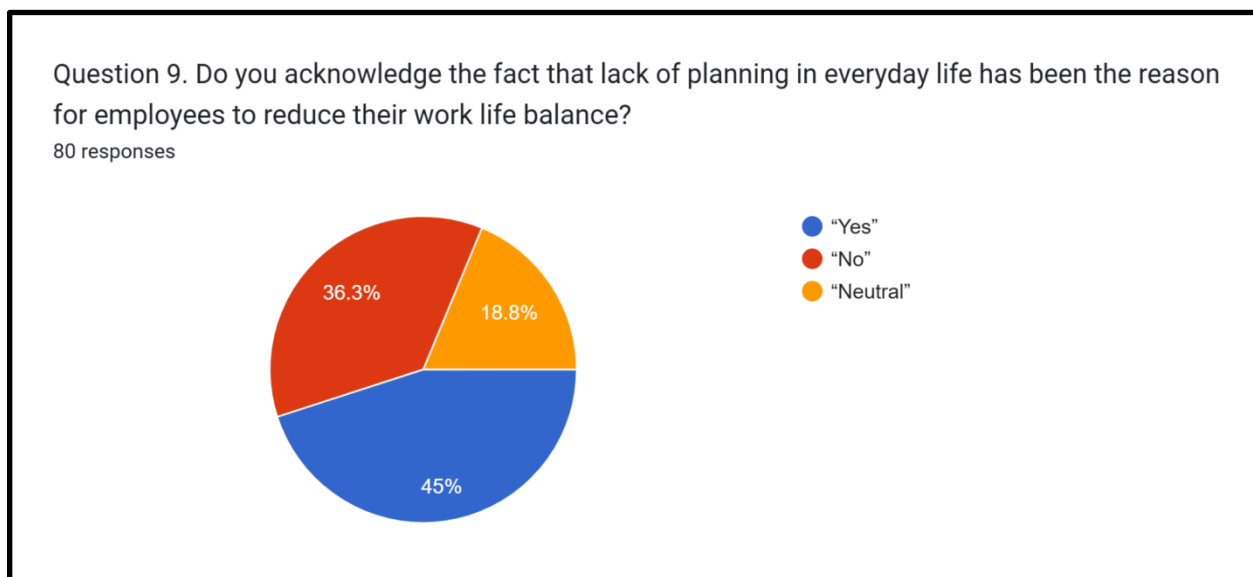


Figure 4.1.9: “Graphical representation of survey question 9”

(Source: The researcher)

Comments

Majority of the respondents agreed on the fact that lack of planning in everyday life has been the reason for employees to reduce their work life balance. However, 36.3% of respondents oppose the factor. Due to high respondents' rates, it can be denoted that lack of playing in maintaining work-personal life can be a major reason for reducing the work life balance among the UK hospitality sector employees.

Question 10. Do you feel that high levels of stress is one of the major reasons for the employees to not balance work and life in the UK hospitality sector?

"Options"	"Percentage"	"Response"	"Total Participants"
"Yes"	41.3	33	80
"No"	31.3	25	80
"Neutral"	27.5	22	80

"Table 4.1.10: Survey question 10"

(Source: The researcher)

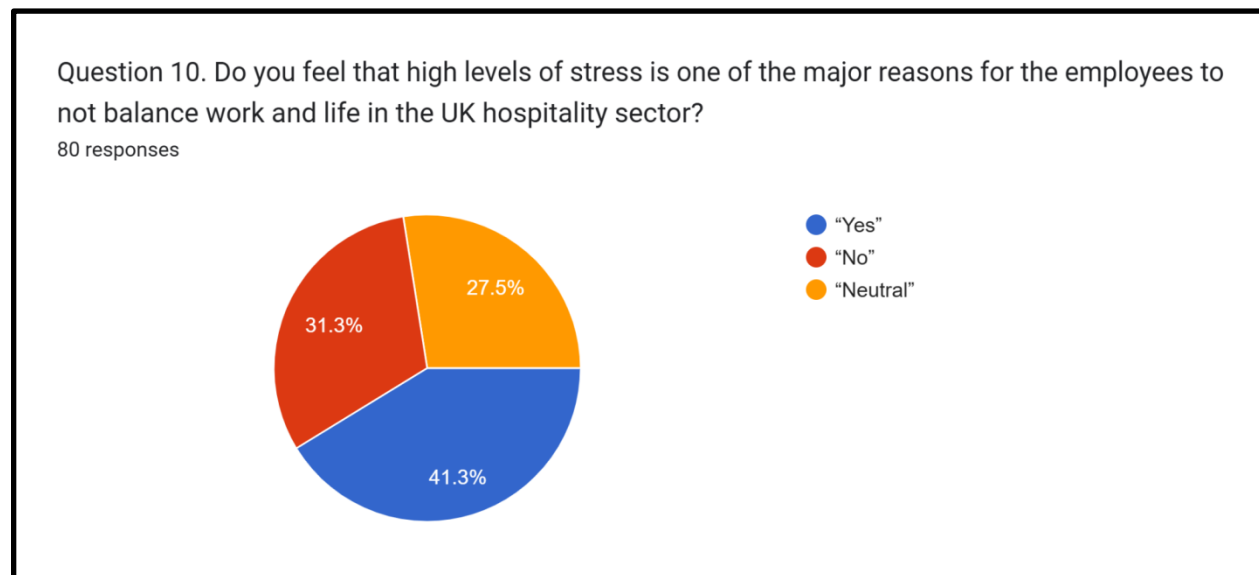


Figure 4.1.10: "Graphical representation of survey question 10"

(Source: The researcher)

Comments

41.3% of participants stated that high levels of stress is one of the major reasons for the employees to not balance work and life in the UK hospitality sector. Whereas, 31.3% of the respondents disagreed on the same. Thus, it can be formulated that a high rate of work-related stress levels is one of the major issues for not balancing the work-life balance among UK hospitality sector employees.

Question 11. Do you think that implementation of scheduling facilities can help the employees of the UK hospitality sector to influence work life balance?

“Options”	“Percentage”	“Response”	“Total Participants”
“Yes”	41.3	33	80
“No”	33.8	27	80
“Neutral”	25	20	80

“Table 4.1.11: Survey question 11”

(Source: The researcher)

Question 11. Do you think that implementation of scheduling facilities can help the employees of the UK hospitality sector to influence work life balance?

80 responses

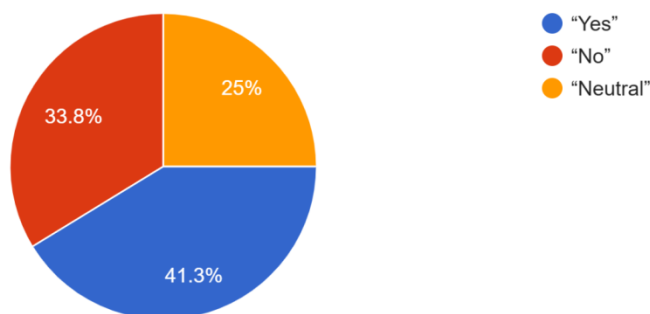


Figure 4.1.11: “Graphical representation of survey question 11”

(Source: The researcher)

Comments

Majority of the respondents stated that implementation of scheduling facilities can help the employees of the UK hospitality sector to influence work life balance. Similarly, 33.8% of participants disagreed on the same. Thus, working scheduling facilities in the UK hospitality sector can help the employees to improve their work life balance.

Question 12. Do you agree that remote work opportunities can help in maintaining work life balance in the UK hospitality sectors?

“Options”	“Percentage”	“Response”	“Total Participants”
“Yes”	41.3	33	80
“No”	23.7	19	80
“Neutral”	35	28	80

“Table 4.1.12: Survey question 12”

(Source: The researcher)

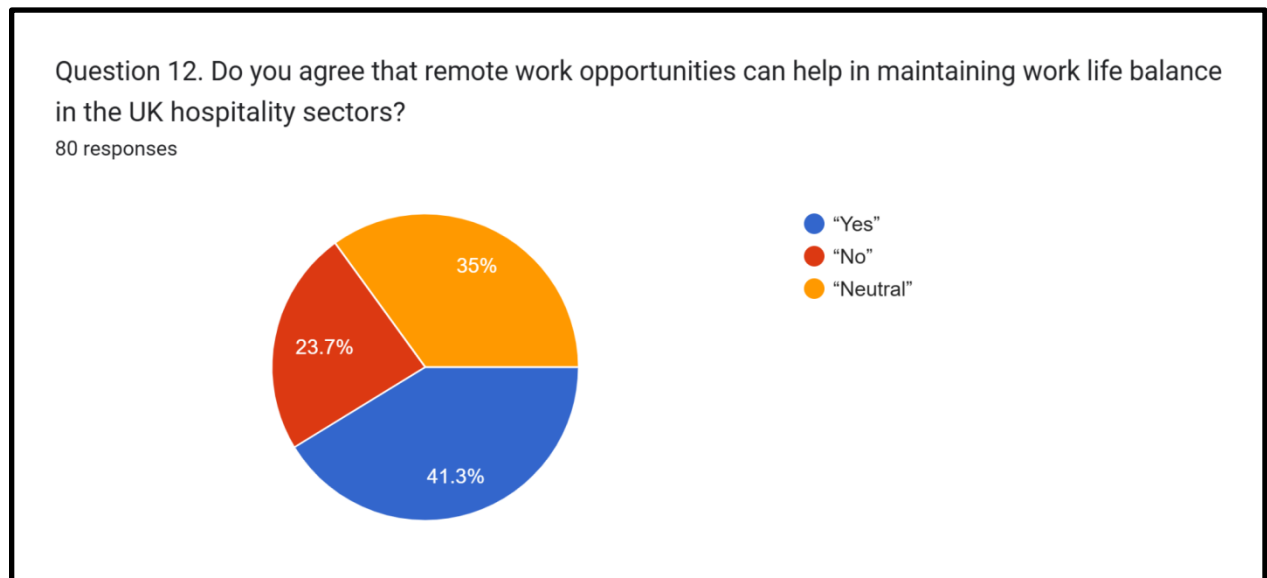


Figure 4.1.12: “Graphical representation of survey question 12”

(Source: The researcher)

Comments

33 respondents out of 80 agreed on the fact that remote work opportunities can help in maintaining work life balance in the UK hospitality sectors. On the contrary note, 19 participants opposed the same fact. Thus, in order to maintain work life balance, employees of the UK hospitality sector can deploy remote working facilities to enhance work life balance in the future.

Question 13. Do you acknowledge the fact that flexible leave opportunities can help in maintaining work life balance in the UK hospitality sector?

“Options”	“Percentage”	“Response”	“Total Participants”
“Yes”	40	32	80
“No”	23.7	19	80
“Neutral”	36.3	29	80

“Table 4.1.13: Survey question 13”

(Source: The researcher)

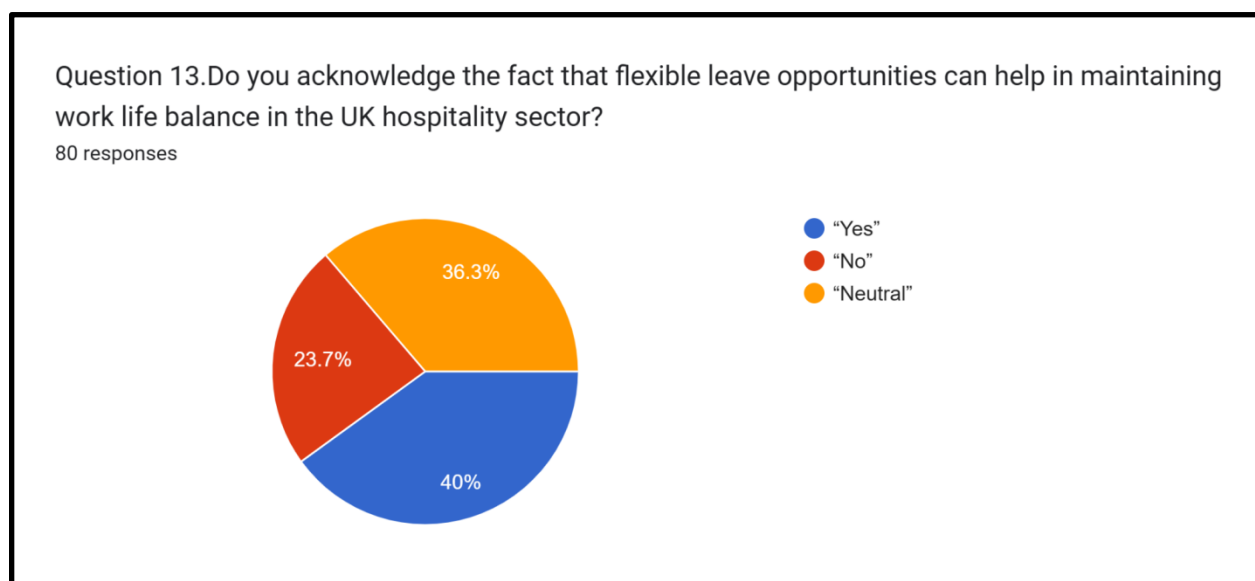


Figure 4.1.13: “Graphical representation of survey question 13”

(Source: The researcher)

Comments

40% among the 80 participants stated that flexible leave opportunities can help in maintaining work life balance in the UK hospitality sector. However, 23.7% of respondents opposed the same fact. Thus, applying flexible leave in the workplace can help the employees of the UK hospitality sector to maintain work life balance and enhance working capacities accordingly.

Question 14. Do you think that promoting time management skills can help in maintaining work life balance in the long run?

“Options”	“Percentage”	“Response”	“Total Participants”
“Yes”	42.5	34	80
“No”	26.3	21	80
“Neutral”	31.3	25	80

“Table 4.1.14: Survey question 14”

(Source: The researcher)

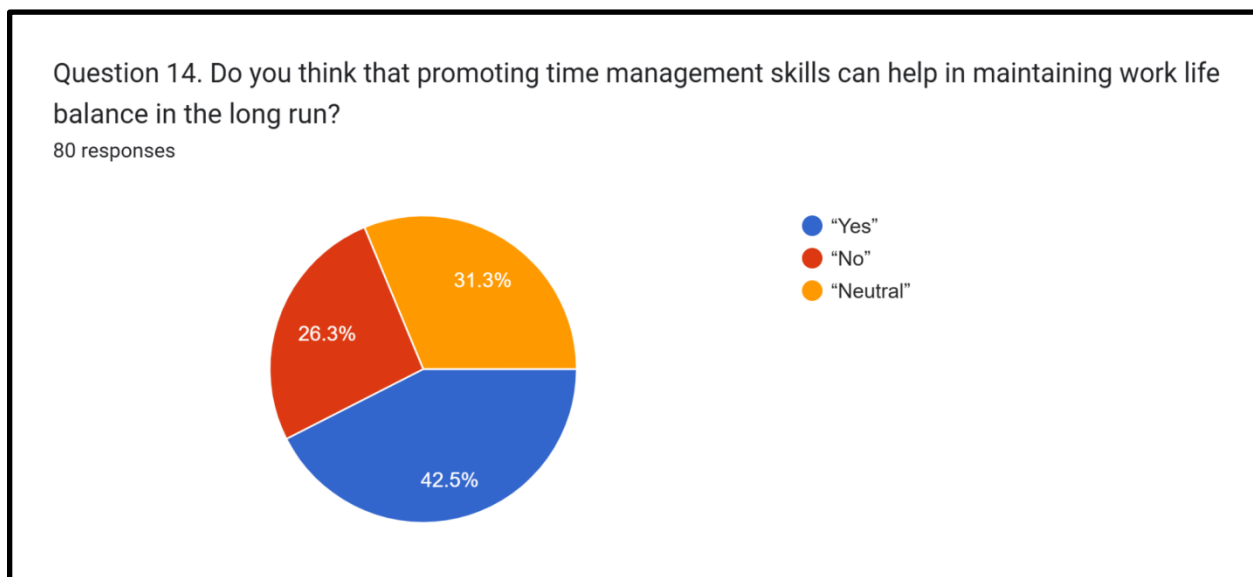


Figure 4.1.14: “Graphical representation of survey question 14”

(Source: The researcher)

Comments

Majority of the respondents agreed on the fact that promoting time management skills can help in maintaining work life balance in the long run. On the other hand, 26.3% of the participants

opposed the same. Thus, it can be stated that time management skills within the working environment can help the hospitality sector employees of the UK to maintain work life balance.

4.2 Analysis

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
WLB_Mental_Health	80	1.5125	.63632	.07114
WLB_improves_performance	80	1.6625	.72816	.08141
Employee_Satisfaction_Resilience	80	1.6375	.71589	.08004
WLB_Turnover	80	1.6500	.67693	.07568
Focus_WLB_Wellbeing	80	1.6000	.70442	.07876
WLB_Overtime	80	1.7500	.75473	.08438
Planning_WLB_Deduction	80	1.7375	.75881	.08484
WLB_Stress	80	1.8625	.82283	.09200
Scheduling_facilities	80	1.8375	.80259	.08973
Remote_work_opportunities	80	1.9375	.87647	.09799
Flexible_leave_opportunities	80	1.9625	.87791	.09815
Time_management_skills	80	1.8875	.85675	.09579

Figure 4.2.1: One-Sample Statistics

(Source: Self-developed using SPSS)

The above-mentioned figure denotes one sample statistics test, conducted through SPSS tool. The test exemplifies mean and median values in the research that ensures average numbers of the sums collected through the survey and highly relevant to ensure maximum results for the study.

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
WLB_Mental_Health	21.260	79	.000	1.51250	1.3709	1.6541
WLB_improves_performance	20.421	79	.000	1.66250	1.5005	1.8245
Employee_Satisfaction_Resilience	20.459	79	.000	1.63750	1.4782	1.7968
WLB_Turnover	21.802	79	.000	1.65000	1.4994	1.8006
Focus_WLB_Wellbeing	20.316	79	.000	1.60000	1.4432	1.7568
WLB_Overtime	20.739	79	.000	1.75000	1.5820	1.9180
Planning_WLB_Deduction	20.480	79	.000	1.73750	1.5686	1.9064
WLB_Stress	20.246	79	.000	1.86250	1.6794	2.0456
Scheduling_facilities	20.478	79	.000	1.83750	1.6589	2.0161
Remote_work_opportunities	19.772	79	.000	1.93750	1.7425	2.1325
Flexible_leave_opportunities	19.994	79	.000	1.96250	1.7671	2.1579
Time_management_skills	19.705	79	.000	1.88750	1.6968	2.0782

Figure 4.2.2: One-Sample Test

(Source: Self-developed using SPSS)

The above figure denotes One-Sample Test that encounters lower and upper difference of the collected data. The figure is relevant to encounter confidence encounter level of the study via statistical hypothesis test and address if the unknown population is different from a specific value.

Correlations

		WLB_Mental_Health	WLB_improves_performance	Employee_Satisfaction_Resilience
WLB_Mental_Health	Pearson Correlation	1	.870**	.885**
	Sig. (2-tailed)		.000	.000
	N	80	80	80
WLB_improves_performance	Pearson Correlation	.870**	1	.976**
	Sig. (2-tailed)	.000		.000
	N	80	80	80
Employee_Satisfaction_Resilience	Pearson Correlation	.885**	.976**	1
	Sig. (2-tailed)	.000	.000	
	N	80	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 4.2.3: Correlation

(Source: Self-developed using SPSS)

The above figure denotes Correlation figure addressing an association among three variables. The figure is important to collect data about whether the three-variable used are related to each other and what are the percentage of link.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.154	.080		1.928	.058
	WLB_improves_performance	-.009	.216	-.011	-.044	.965
	Employee_Satisfaction_Resilience	-.040	.241	-.045	-.167	.868
	WLB_Turnover	.057	.149	.061	.383	.703
	Focus_WLB_Wellbeing	.704	.163	.779	4.305	.000
	WLB_Overtime	-.140	.284	-.166	-.493	.624
	Planning_WLB_Deduction	.073	.290	.088	.253	.801
	WLB_Stress	-.028	.231	-.036	-.121	.904
	Scheduling_facilities	-.045	.212	-.056	-.211	.834
	Remote_work_opportunities	.064	.231	.089	.278	.782
	Flexible_leave_opportunities	.123	.189	.170	.652	.517
	Time_management_skills	.056	.172	.075	.326	.745

a. Dependent Variable: WLB_Mental_Health

Figure 4.2.4: Coefficients

(Source: Self-developed using SPSS)

The Coefficient figure that is important to address constant value which is multiplied by different variables. The figure is important to acquire knowledge about relation of dependable and independent variable.

Descriptive Statistics

	Mean	Std. Deviation	N
WLB_Mental_Health	1.5125	.63632	80
WLB_improves_performance	1.6625	.72816	80
Employee_Satisfaction_Resilience	1.6375	.71589	80
WLB_Turnover	1.6500	.67693	80
Focus_WLB_Wellbeing	1.6000	.70442	80
WLB_Overtime	1.7500	.75473	80
Planning_WLB_Deduction	1.7375	.75881	80
WLB_Stress	1.8625	.82283	80
Scheduling_facilities	1.8375	.80259	80
Remote_work_opportunities	1.9375	.87647	80
Flexible_leave_opportunities	1.9625	.87791	80
Time_management_skills	1.8875	.85675	80

Figure 4.2.5: Descriptive Statistics

(Source: Self-developed using SPSS)

The above figure addresses descriptive statistics that elaborated mean and standard deviation values. The statistical data provided an overview of used data and linked with hypothesis test.

Correlations													
		WLB_Mental_Health	WLB_improves_performance	Employee_Satisfaction_Resilience	WLB_Turnover	Focus_WLB_Wellbeing	WLB_Overtime	Planning_WLB_Deduction	WLB_Stress	Scheduling_facilities	Remote_work_opportunities	Flexible_leave_opportunities	Time_management_skills
Pearson Correlation	WLB_Mental_Health	1.000	.870	.885	.863	.915	.824	.833	.813	.810	.830	.828	.827
	WLB_improves_performance	.870	1.000	.976	.939	.943	.927	.937	.872	.880	.859	.851	.872
	Employee_Satisfaction_Resilience	.885	.976	1.000	.936	.964	.908	.918	.860	.866	.851	.844	.861
	WLB_Turnover	.863	.939	.936	1.000	.924	.917	.928	.867	.873	.859	.851	.870
	Focus_WLB_Wellbeing	.915	.943	.964	.924	1.000	.881	.890	.843	.846	.841	.835	.847
	WLB_Overtime	.824	.927	.908	.917	.881	1.000	.989	.922	.935	.895	.884	.915
	Planning_WLB_Deduction	.833	.937	.918	.928	.890	.989	1.000	.915	.927	.889	.878	.908
	WLB_Stress	.813	.872	.860	.867	.843	.922	.915	1.000	.982	.953	.939	.965
	Scheduling_facilities	.810	.880	.866	.873	.846	.935	.927	.982	1.000	.939	.925	.949
	Remote_work_opportunities	.830	.859	.851	.859	.841	.895	.889	.953	.939	1.000	.984	.968
	Flexible_leave_opportunities	.828	.851	.844	.851	.835	.884	.878	.939	.925	.984	1.000	.954
	Time_management_skills	.827	.872	.861	.870	.847	.915	.908	.965	.949	.968	.954	1.000
Sig. (1-tailed)	WLB_Mental_Health	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	WLB_improves_performance	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	Employee_Satisfaction_Resilience	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	WLB_Turnover	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	Focus_WLB_Wellbeing	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	WLB_Overtime	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	Planning_WLB_Deduction	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	WLB_Stress	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	Scheduling_facilities	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	Remote_work_opportunities	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	Flexible_leave_opportunities	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	Time_management_skills	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
N	WLB_Mental_Health	80	80	80	80	80	80	80	80	80	80	80	80
	WLB_improves_performance	80	80	80	80	80	80	80	80	80	80	80	80
	Employee_Satisfaction_Resilience	80	80	80	80	80	80	80	80	80	80	80	80
	WLB_Turnover	80	80	80	80	80	80	80	80	80	80	80	80
	Focus_WLB_Wellbeing	80	80	80	80	80	80	80	80	80	80	80	80
	WLB_Overtime	80	80	80	80	80	80	80	80	80	80	80	80
	Planning_WLB_Deduction	80	80	80	80	80	80	80	80	80	80	80	80
	WLB_Stress	80	80	80	80	80	80	80	80	80	80	80	80
	Scheduling_facilities	80	80	80	80	80	80	80	80	80	80	80	80
	Remote_work_opportunities	80	80	80	80	80	80	80	80	80	80	80	80
	Flexible_leave_opportunities	80	80	80	80	80	80	80	80	80	80	80	80
	Time_management_skills	80	80	80	80	80	80	80	80	80	80	80	80

Figure 4.2.6: Correlation table 2

(Source: Self-developed using SPSS)

The above figure denotes Correlation figure addressing an association among three variables. The figure is important to collect data about whether the three-variable such as Pearson Correlation, 1 Tailed test and N used are related to each other and what are the percentage of link. Work-life balance is directly impacted by employee wellbeing in modern day organisations. In addition, to remain in the high ranked scale in the UK hospitality industry, companies need to develop the infrastructure promoting the employee work life balance. Application of work life balance in the UK hospitality industry can have a positive impact in developing the sectoral growth and ensure maximum revenue for the companies. The SPSS analysis of the survey shows that the mean value of employee mental health is 1.51 whereas, mean value of employee

satisfaction is 1.63 (**Refer to figure 4.2.1**). In addition, the standard deviations values for both the parameters are .66 and .72. Thus, it can be acknowledged that employee satisfaction and mental health of the employees is proportional to each other as high satisfaction rates can enhance the mental health. Thus, it is important for the companies to maintain high employee satisfaction rates in order to achieve positive signs from employees.

Application of one sample T test has been important as this facilitates confidence interval differences. For instance, the t value of employee wellbeing in the workplace is 20.739 as compared to 19.994 of flexible leave opportunities provided by the UK hospitality sector (**Refer to figure 4.2.2**). Similarly, the higher mean difference of 1.65 of employee mental health is different to the high stress level of employees at 2.0456. Thus, it can be stated that positive mental health of the employees can reduce the stress level and enhance the working capacities in the UK hospitality sector. Additionally, remote working, as well as work scheduling facilities can also impact on the stress levels of employees, resulting in competitive working capacities from the employees of the UK healthcare sector. Thus, employee wellbeing is the key for the modern-day companies to remain in the development process and achieve competitive advantage.

Work life balance is considered to be one of the utmost important aspects in the modern-day organisational growth process for companies that develop employee centric conditions. As per the figure 4.2.3, positive mental health of the employees can directly impact on the work satisfaction levels. Similarly, Employee resilience in the workplace is correlated with the performance improvements of the employees. Thus, due to being directly proportional towards each other, it can be analysed that in order to improve performance of the employees, companies need to enhance employee satisfaction rates through impacting the mental health of them positively. The standard coefficient level of turnover rates and employee well being addressed that companies need to evaluate factors related to employee wellbeing in the UK hospitality sector in order to enhance work life balance of employees, developing organisational structure for the future.

Enhancing employee mental health with work life balance can be one of the important aspects for the modern-day companies to develop its future growth process. The correlation table 2 shows that scheduling facilities address .810 on the scale of 1, whereas turnover rates of the employee's state at .863. On the other hand, both the flexible leave opportunities and time management skills in developing employee wellbeing are encountered around .828 and .829 respectively. Thus, by making proportional collaboration with each other, it can be acknowledged that flexible leaves, as well as time management has been important for the employees in the UK hospitality sector to enhance their working capacities and develop employee wellbeing in the industry. In addition, making employee centric conditions in the organisations and providing regular surveys can help the employees to accommodate their gaps in the working structure and encourage changes in the industry working behaviours. Thus, implementation of work life balance policies in the UK hospitality sector can help the employees to maintain wellbeing and put positive results for the companies.

Work life balance and mental health is directly linked with each other as maintaining one can effect on another significantly. In addition, the implication of work life balance can affect the performance of the employees, as maintaining quality in each section improves performance level. As per the UK hospitality sector, the employees in the industry can optimise their work life balance by aligning with certain policies in the workplace. As per the figure 4.2.5, policies such as remote working, flexible leave opportunities and time management skills has been one of the best possible factors that can be used by the employees. The mean value of scheduling facilities is 1.84 compared to the mean value of time management skills of 1.88. In addition, the standard deviations values for aforementioned factors are .8026 and .8566. Therefore, both the parameters are interconnected as scheduled facilities, as well as application of time management can help the employees of UK hospitality sector to boost their productivity rates in the workplace and maintain work life balance.

High levels of stress are one of the major reasons for the employees to not balance work and life in the UK hospitality sector. In addition, lack of planning in everyday life has been the reason for employees to reduce their work life balance. The overtime facilities that the employees engage

with to calculate extra income also develops certain gaps in maintaining work life balance in the UK hospitality sector. As per the coefficients, the t value of lack of planning in the UK hospitality sector encounters .253. On the other hand, stress level value addressed .904 in contradiction to the lack of planning. It can be simplified that lack of planning in maintaining work life balance can have a negative impact on the stress level of the UK hospitality sector employees and degrade their productivity in the workplace. On the other hand, lack of productivity of the employees can directly impact on the organisation goals for the modern-day UK hospitality sector. For instance, lack of productivity from the employees can create a gap in treating the customers, resulting in consumer dissatisfaction. In addition, a low amount of engagement from the managers in maintaining the employee wellbeing can also develop gaps among the employees. As per the SPSS results, high employee resilience in the workplace can help the UK hospitality companies maintain the growth and develop work life balance. The correlation figure shows that employee resilience and performance development is directly proportional to each other. Maintaining work life balance through resilience can help the UK based hospitality sector to accommodate employee needs and ensure utmost productivity within the companies.

Employee wellbeing and mental health plays an important factor in balancing work life in the UK hospitality sector. In addition, maintaining a work life balance among the UK hospitality sector can help the employees to maintain high productivity rates, resulting in increase of revenue for the companies. As per the one sample T-Test, mean difference between performance level of employees and high turnover over rate is 0.12 (Refer to figure 4.2.2). On the other hand, the t value of both these two factors are 1.142. Thus, it can be stated that high performance levels in the UK hospitality sector can help the employees to maintain a strong revenue growth rate within the companies, resulting in growth and development. In addition, application of certain work life balance policies in the UK hospitality sector can play a major part in developing the employee wellbeing policies. For instance, policies such as flexible leave opportunities, adopting time management skills, options related to remote working and scheduling in works can help the modern-day organisations help the employees to regain their work life balance. Application of

these policies also enhance the working capacities for the employees and develop their productivity within the industry. Collaboration with frequent surveys and engagement of managers with the employees also create paths for the workers to maintain communication and enhance their working capacities. Thus, the results from the SPSS are significant in terms of maximising the ideas related to work life balance policies and wellbeing of employees in the UK hospitality sector.

4.3 Chapter Summary

Work life policies have been a major part of UK hospitality sector employees that helps them to enhance their daily life and develop an engaging working culture. Maintaining work life balance in the hospitality industry can help the employees to maintain strong productivity and enhance their working capabilities in the future. Inclusion of policies in the hospitality sector in the UK can help the employees to maintain their work life balance. Schedule working options, remote working, and time management in the workplace can be helpful for the employees to maintain their mental health and deliver growth in the workplace. The following chapter has discussed the main findings of the dissertation via maintaining compare contrast against past researchers and the results profiled in the findings section.

Chapter 5. Discussion

5.1 Chapter introduction

Work life balance is one of the important aspects in the modern-day work culture which helps in producing high employee resilience in the UK hospitality sector. In addition, implication of policies in the UK hospitality sector based on employee wellbeing is enhancing the rates of work life balance among the UK workers. Thus, the following section has elaborated the results from the previous section and engaged with theories and models. The section has also enhanced ideas about work life balance policies and its relation with employee wellbeing in the UK hospitality sector. The section has also addressed the past researchers' experiences aligned with the work life balance policies in the UK hospitality sector.

5.2 Discussion

Maintaining work life balance in the UK hospitality sector is one of the major issues that resolved positive mental health of the employees. In addition, maintaining workers' wellbeing while benefiting their mental, physical and social health is also considered a vital factor in modern day organisations. As per the views of Ponting (2020), maintenance of mental, physical and social structure of the workers can help the modern companies to enhance their work force strengths and ensure quality service towards the organisations. On the contrary note, lack of relationship with co-workers, managers with lack of fair pay and hike opportunities can lead towards employee dissatisfaction in the industry, leading towards stress and issues. Tuzovic and Kabadayi (2021) added that in order to develop employee wellbeing in the organisations, companies need to deliver routine leaves for the workers to deliver them free time, as well as relaxation. However, employee satisfaction is also related to the organisational goals that can reach high or low points based on the firm work culture. Based on the primary findings of Hayat and Afshari (2022), organisations need to enhance the working environment in the modern-day hospitality sector in order to attract employee centric development conditions within the industries. Implementation of *the theory of Maslow's hierarchy of needs* can be one of the impactful factors for the modern-day companies to enhance their working capacities based on employee development. It is important for the companies to fulfil the minimum need of an employee in order to gain their trust. Therefore, the companies registered in the UK hospitality sector can enhance their organisational workforce by benefiting them with employee wellbeing features. Addition of work life balance and its policies in the modern working culture can help the employees of the UK hospitality sector to enhance their productivity and ensure quality work within the industry.

Work life policies have been one of the major inclusions in the modern-day work culture that result in organisational benefits. As per the understanding of Chandran and Abukhalifeh (2021), balance between work life balance and employee wellbeing with positive rules and regulations can help the employees to consider quality personal time, resulting in growth in the workforce environment. However, lack of a flexible working environment, along with a smaller number of employee centric conditions in the workplace can lower the working capabilities of workers, that

directly impacts on the organisational structure. As per the understanding of Piso (2022), showing care about the employees can directly impact on the growth rate of the organisations, as high employee satisfaction rates positively impact on modern organisations. On the other hand, a balance in work and life within the employee segment can boost their happiness level, which directly impacts on productivity rates (Chaudhuri et al. 2020). Application of the ***social justice theory*** addresses that it is important to make fair relations between general society and individuals which can enhance the wealth segmentation by delivering equal privilege. Companies in the modern era can associate with the following theory to enhance employee satisfaction through equal distribution of wealth and prosperity in the UK hospitality sector. In addition, maintaining the employee wellbeing and satisfaction rates in the hospitality sector can also ensure the companies to gain maximum output from the employees. Employee satisfaction and development has been one of the major factors in the modern day hospitality sector that derives growth. Effective policies regarding work life balance and employee satisfaction can help the organisations to maintain a positive work culture. Building a healthy workplace can also reduce the negativity from the working environment, which can result on the behalf of both workers and organisations (Xueyun et al. 2023). Thus, maintaining work life balance along with positive policies from the organisations can help workers achieve greater heights in future.

Employee centric culture in the modern day organisations has been helpful towards gaining a feasible workforce and gaining significant outcomes. Strategic planning that represents growth and stability within the organisations can help the UK hospitality sector to enhance their workforce development through work life balance policies. As per the views of Szydło and Grześ-Bukłaho (2020), developing cultures that encourage team works, facilities and new ideas related to employee wellbeing and creativity within the workforce can help the companies to sustain in the competitive market. On the other hand, Du Plessis (2023), lack of clear communication and tools to enhance working capacities can be dangerous for the companies which can lead to breakdown of effective working mentality. Therefore, it is important for the companies to allow their workers to work with maximum productivity by facilitating work life balance policies within organisations. Application of ***Maslow's hierarchy of needs*** can be one of

the effective tools that can help the UK hospitality sector to develop their leadership, as well as strategies for employee wellbeing facilities. By using the aforementioned theory, organisations can ensure prioritising employee needs and facilitate them different work life balance policies such as remote working, time management skills and flexible leaves. Meeting the needs of workforce and engagement with labourers can help the leaders to effectively mitigate gaps of organisational culture and empower competitive working conditions within the companies (Karsili et al. 2021). Thus, by applying relevant policies within the industry, companies can facilitate employee wellbeing and enhance work satisfaction rates among the workers.

Effective leadership has also been helping the UK hospitality sector to demonstrate work life balance policies within the working community. Leaders that represent employee wellbeing facilities are highly appreciated within the organisations and creates infrastructure for workers wellbeing. As per the understanding of Singh et al. (2023), presentation of effective leadership programmes in the workplace that values employee needs and strategically empower growth can help the employees to maintain productivity rates higher than usual. In the results, hypothesis one, two and three have been excepted as tested results shows positive results according the hypothesis test. The other hypostasis that is number four has been rejected due to lack of relation with employee work life balance and data related to mental health. Managers that encourage the employees to maintain work life balance through effective policy implementation can help the hospitality industry to boom with a productive workforce. However, Abdirahman et al. (2022) argued that lack of healthy employee centric policies, as well as conditions can be one of the major factors for organisations to reduce chances to meet exponential growth in the future. Low amount of leadership practice such as lack of managing employees can decrease the chances to meet employee satisfaction in the long run. Implication of ***The social justice theory*** can be one of the effective measures which help the UK hospitality sector to ensure maximum suitable conditions for the employees. Providing equal justice towards the employees with maximum growth rate for all and maintaining employee sustainability within the industry can help the UK hospitality sector to secure the best spot for social goals and empower employee motivation for the long run (Szydło and Grześ-Bukłaho, 2020). Thus, supporting employee wellbeing and

providing effective policies to ensure work life balance can help the UK hospitality industry employees to maintain productivity within the workforce and maintain high growth rates for the companies.

Communication plays a vital role in managing employee wellbeing and productivity rates in the modern day hospitality sector. Conducting surveys related to employee needs and knowing their demands can be one of the specific factors which promotes positive work culture among the workers. As per the secondary findings of Abdirahman et al. (2022), due to today's fast working conditions, it's been important for the managers to review employee needs in order to gain knowledge about workers wellbeing. However, lack of effective leadership has been one of the major issues that decreased employee satisfaction rates in the UK hospitality sector, resulting in lack of work life balance among labourers. As per the opinion of McRayah and Zakariya (2023), lack of link between workers' life and newly promoted regulations in the hospitality sector can be considered to be a major challenge for the growth of the specific industry. In addition, managers that lack specialisation into employee wellbeing also develop challenges for the sector to imitate long term growth based on employee wellbeing. However, giving values towards every employee's needs can be one of the effective solutions for the modern day companies to ensure maximum employee retention. Application of **Maslow's hierarchy of needs** can be one of the practical solutions for the managers of the UK hospitality sector to embrace employee centric conditions in the companies. For instance, providing impactful policies towards employee work life balance to enhance wellbeing can be one of the best solutions to achieve strategic growth in the long term. Policies such as flexible leave and providing remote working options within the industry can attract employees to maintain productivity rates and ensure maximum benefit for the hospitality sector. Thus, application of policies can be helpful for the managers, as well as leaders to ensure leading employee satisfaction rates through work life balance policies within the UK based hospitality sector.

The quality of the study has been enhanced with addressing the research questions, as well as testing the hypothesis through a relevant statistical analysis process. However, the unexpected factor that comes from the results accompanying employee centric policies that has not properly

included the UK hospitality sector. In addition, it is also found that lack of leadership, as well as managers' initiative towards developing surveys, and engaging with workers to know their needs also came up with a big challenge for the sector. As per the views of Kim et al. (2023), modern day companies that want to adjust their approaches to enhance workforce strengths can develop their growth with strategic planning. It is also found that implementation of employee centric laws within the companies can also benefit the growth of work life balance policies within the UK hospitality sector, resulting in employee wellbeing in the long run. However, Stankevičienė et al. (2021) addressed that lack of work life balance can lead towards low workplace culture, resulting in reduction in employee numbers. Thus, in order to maintain a high valued workplace that promotes a positive work environment, managers of the UK hospitality sector need to initiate employee wellbeing related policies which can count growth in the industry.

Maintaining work life balance and focusing on employee well-being has become one of the major factors in the UK hospitality sector. Unstable working hours, irregular time-shifting, high-stressed atmosphere, leaving some major impacts on both mental and physical health of employees. On the contrary to literature review Bhende et al. (2020) stated that companies need to care about more personal and professional lives of the employees in order to adjust work life balance and enhance workforce productivity. For this reason, employees often are having attitude problems and hence creating a problematic atmosphere in the workspace. Changes in company policies can create a huge difference, especially in the hospitality industry. The findings also suggest that well-being programmes and activities like remote works, schedule leaves and time management skills manage workers stress and also create a strong bond between co-workers, thus creating a happy and healthy work space. Application of *The social justice theory* such as equal payment and justice towards hard work through work life balance policies can help the industry to boost its effectiveness and ensure maximum profits through hard working employees. Thus, getting monthly or annual feedback by doing some internal surveys between employees can also be helpful as it will give some heads up about their problems and necessities at work, especially in the large sectors like hospitality in the UK.

The findings of the study have been impactful in terms of meeting objectives of the research. Implicating statistical data with the help of SPSS has proven to be pivotal for the research to analyse the importance of work life balance policies within the UK hospitality sector to ensure employee wellbeing. However, excluding the secondary findings has been an important factor for the study as this could have influenced the research outcome. Including secondary resources within the research can positively impact on the main results by developing acts of biases towards one variable for the research topic. On the other hand, reduction of secondary qualitative data analysis method in the results section has also enhanced the relevancy of articulated data and empowered values of analytical information. In order to collaborate with accurate data, the study has only focused on the statistical analysis process that enhances its results statistically and addressed hypothesis accordingly.

5.3. Chapter Summary

Maintaining employee wellbeing within an organisation is one of the most important factors to reinforce high productivity rates and produce effective outcomes. Enhancing employee productivity rates also depend on providing work life balance policies towards the employees and maintain their personal and professional file accordingly. Policies such as scheduled working time, flexible leaves, remote working facilities and gaining time management skills can help the employees of the UK hospitality sector to improve their productivity rate and ensure maximum suitable work culture within the industry. Thus, the last chapter has provided the overall outcome of the research followed by specific recommendations that can be followed by the management of the UK hospitality sector to improve work life balance policies and enhance wellbeing of employees.

Chapter 6. Conclusion

6.0 Overall Conclusion

It can be concluded that work-life balance has been considered to be one of the important factors in the modern-day organisations to boost employee productivity. The principles of work life balance have become popular in the modern era due to positively impacting employee wellbeing

and enhancing satisfaction rates. In addition, the main fundamental factor imposing work life balance is to develop a feasible labour force which can engage with high productivity rate. The main factors can be the balance between serious and fun activities organisations in the UK hospitality sector can develop within the organisation, ensuring high profit, as well as positive performance ratio. Implementation of work life balance also benefits with social exchange procedures, higher cost savings, lower employee turnover, and increased productivity. The application of work life balance policies within the company also embraces employee loyalty, commitment to the organisation, and job satisfaction. Organisations that tend to provide work-life balance within the companies can assure high profiled employee retention, strategic growth, as well as delivering long term economic sustainability within the industry.

Employee wellbeing needs to be one of the important aspects for the modern day companies in the UK hospitality sector to develop a fruitful working environment. However, pressure from competitive companies, high income targets and lack of workers wellbeing practices has been the key issues that derive low work life balance among the employees. The research has also evaluated high rates of odd shift hours, people-contact hours, and overtime that cause employees to experience high levels of burnout, fatigue, and cynicism regarding their work. In addition, to develop a more strategic development process, employees also need to attend calls after the work hours that directly impact on their mental health. This has certainly attracted more pressure for the employees of the UK hospitality sector and reduced chances of maintaining work life balance within the industry. Thus, the application of policies regarding work life balance can play a crucial role in developing employee wellbeing and advance the satisfaction rates through impacting the mental health.

The study has also come to its main findings with a statistical analysis using SPSS. Application of SPSS has been one of the key aspects within the study that helped with gaining analytical overview regarding work life balance and its relation with employee wellbeing. The findings of the study shows that policies such as scheduled working culture and adopting time management skills within the employee section can help the workers of the UK hospitality sector to boost their work life balance. In addition, maintaining work-life balance can positively impact

organisations to develop employee centric conditions and attract high skilled labours within the companies. The results also show that providing facilities like remote working, as well as flexible leaves can also help the managers of the UK hospitality sector to help the employees to reduce work pressure. Additionally, reducing work pressure and spending time with self-healing after an extensive working environment can help the workers to regain confidence to showcase skills. The study has also developed hypotheses that are considered important to enhance reaching starting outcomes. By meeting the hypothesis for the particular study, the research has developed suitable examples for the future researchers to enhance commitment towards finding the work life balance and its relation with employee wellbeing. Since communication is important in the hospitality industry, a good management team can balance a healthy work load on employees so that they can connect freely and express their needs in a much more comforting way. Making sure that employees are getting enough personal time is not only beneficial to them, but it is also favourable to the industry owners, as a healthy employee is like a wealthy asset to business. Thus, the study has been impactful towards gaining ultimate knowledge regarding the UK hospitality sector and its employees that needs to implement work life balance policies within their working culture.

6.1 Linking with objectives

Objective 1: *“To assess the impact of existing work-life balance policies based on perceptions of the employees from the UK hospitality sector”*

The objective 1 of the study has partially been met in literature review as this section does not fully elaborate the impact of existing work-life balance policies based on perceptions of the employees from the UK hospitality sector. However, the objective has fully been met in the findings section as this section has provided the knowledge about impact of existing work-life balance policies of the UK hospitality sector employees through SPSS analysis.

Objective 2: *“To scrutinise the influence of the work-life balance policies on employee satisfaction, mental and physical health, and effective communication facilities for ensuring overall well-being in the UK hospitality sector”*

The following objective has partially been in the findings section as this section does not fully elaborate about work life balance policies on employee well being. Contrarily, this objective has fully been met in the literature review section as this portion has addressed the influence of the work-life balance policies on employee satisfaction, mental and physical health that ensures employee well being.

Objective 3: *“To measure the influence of organisational leadership, culture, and communication mediums for maintaining and improving work-life balance policies in the UK hospitality sector”*

Objective 3 of this study has partially been met in the literature review section as this part failed to fully elaborate the influence of organisational leadership, culture, and communication mediums for maintaining and improving work-life balance policies in the UK hospitality sector. However, this objective has fully been met through SPSS analysis in the findings section and addressed the influence of certain mediums for improving work life balance.

Objective 4: *“To craft proactive initiatives and recommendations for improving work-life balance practices and policies across organisations and for employees in the UK hospitality industry”*

The objective 4 has partially been met in the findings section as this section does not completely elaborate proactive initiatives and recommendations for improving work-life balance practices and policies across organisations and for employees in the UK hospitality industry. However, this objective has fully been met in the literature review where initiatives and recommendations have been provided for improving work life balance practices in the UK hospitality sector.

6.2 Recommendations

Recommendation 1: *Providing remote working facilities*

Remote work facilities can be one of the important factors which can help the employees to maintain mental stability and enhance work life balance. Implementation of remote working criterias within the organisational culture can create scope for employees to work with freedom and enhance productivity rate. As per the views of Chatterjee et al. (2022), providing remote working options to the employee can create a path for flexible working options that results in

effective results for organisations. Thus, the application of remote working can be one of the creative approaches the UK hospitality sector can provide towards the employees as a major policy to provide work life balance and employee wellbeing.

Recommendation 2: Developing time management skills among employees

Enhancing time management skills among the employees can boost employee wellbeing with balancing time between personal and professional fields. Developing time management skills within the working culture also enhance the productivity rates that can result in organisational growth in the long term. Influenced by the ideas of Brough et al. (2020), working employees can enhance their self development process by interacting with time management training classes from professionals to develop their work life balance. Interactive classes from professional time management trainers from YouTube and LinkedIn can develop the chances for the UK hospitality sector employees to balance work and professional life. Thus, UK hospitality sector managers need to promote such training for the employees to enhance work life balance and consider growth in mental stability of the workers.

Recommendation 3: Initiating flexible leave opportunities to create balance in work and social life

Promotion of flexible leave opportunities within an organisation certainly boost employee productivity and develop their well being. As per the views of Johnston et al. (2022), rotational leave facilities within a company helps employees to reduce work pressure and deliver relaxation towards their mental health. Policies like flexible working conditions also empower the organisations to develop suitable working conditions for their employees, resulting in long time organisational growth. Thus, the UK hospitality sector can ensure high productivity rates from the working employee by promoting flexible leave opportunities to enhance work life balance of the workers which develops a rise of productivity among workers.

6.3 Research Limitations

The following study has presented the impact of work life balance policies and its relation with the employee wellbeing process in the UK hospitality sector by including statistical analysis. The application of SPSS has proven to be important for the research to get analytical ideas regarding

employee wellbeing processes and reduced chances of colliding with inappropriate data. However, the research lacks past researchers' experiences regarding the aim of the study which has reduced the validity of the study to some extent. Lack of using secondary resources within the study has created certain gaps in the research and affected its reliability among the readers. Thus, not including secondary resources in the findings section has proven to be one of the important gaps that needs to be filled in the future.

6.4 Future Scope

Future researchers have a scope to enhance the validity of the study by including secondary resources. Application of secondary qualitative research approach within the study can help the researchers to enhance the objectives of the research and develop more structural output based on the following research topic. In addition, the main scope for the future researchers is also aligned with developing aim with both qualitative and quantitative methods within the study to develop more realistic outcomes in the subject matter. Thus, the future researchers can follow both the aforementioned factors within the subject and deliver more ideas about work life balance policies and its relation with the employee wellbeing process in the UK hospitality sector.

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Appendices

Appendix 1: SPSS Results

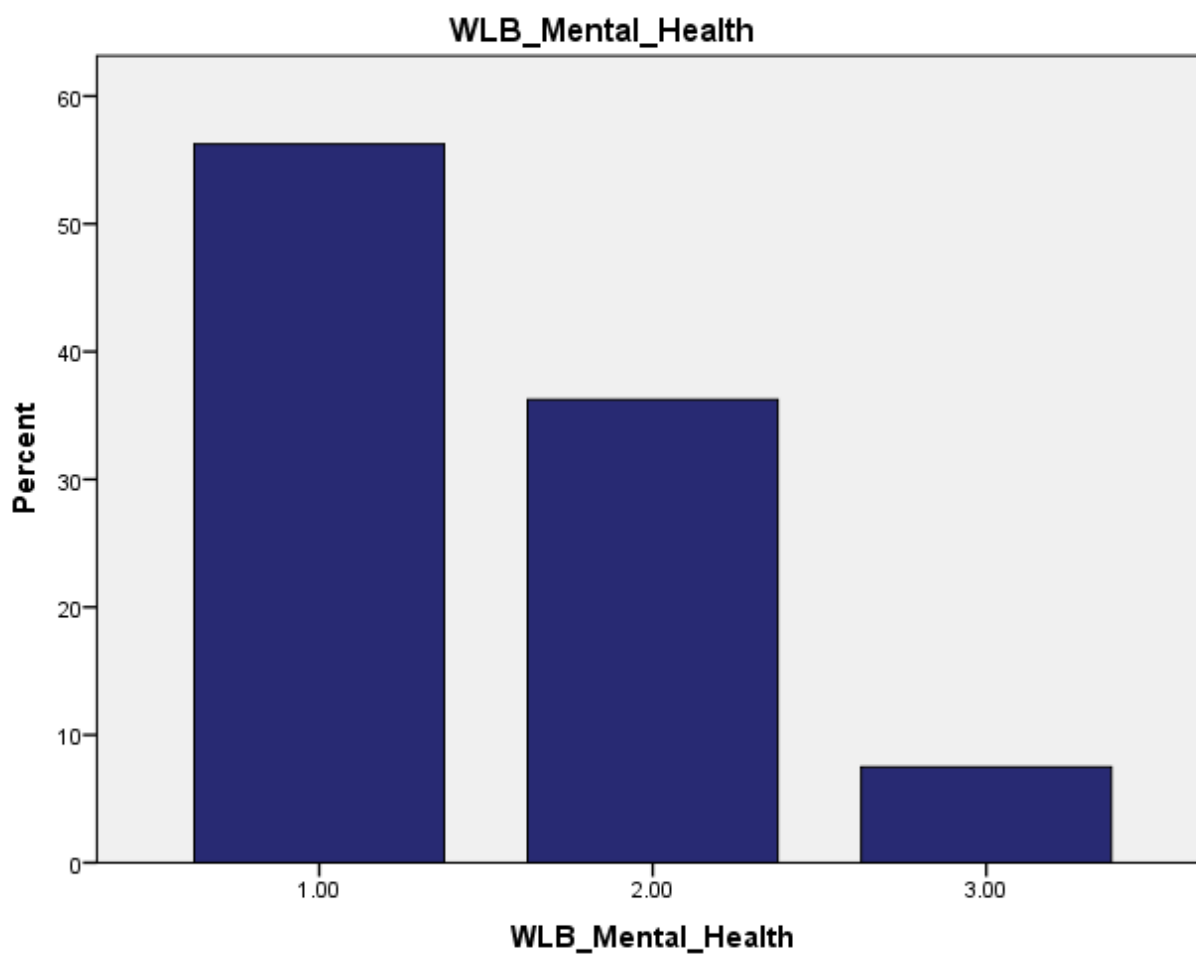


Figure 4.2.7: Relationship between WLB and Mental health

(Source: Self-developed using SPSS)

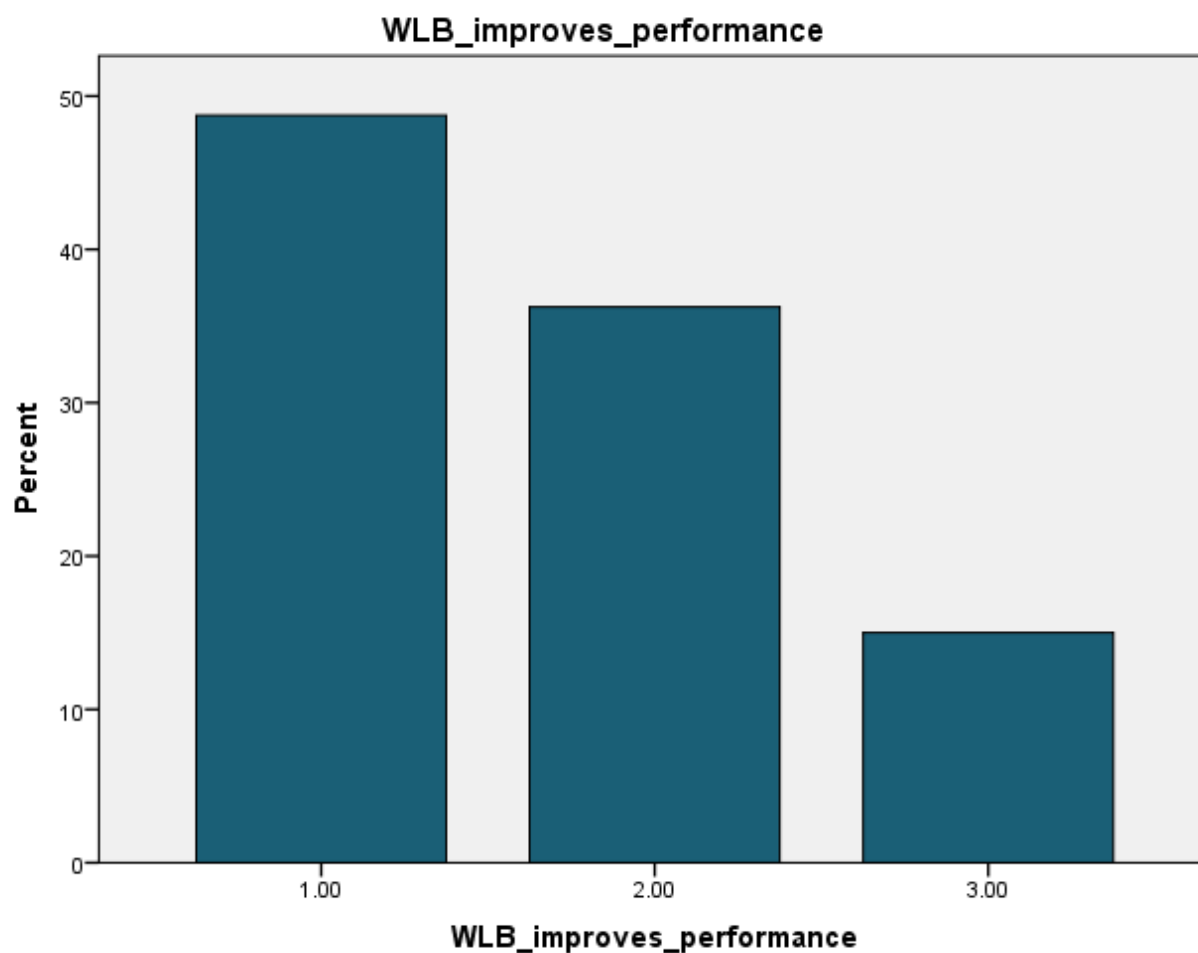


Figure 4.2.8: Relationship between WLB and employee performance improve
(Source: Self-developed using SPSS)

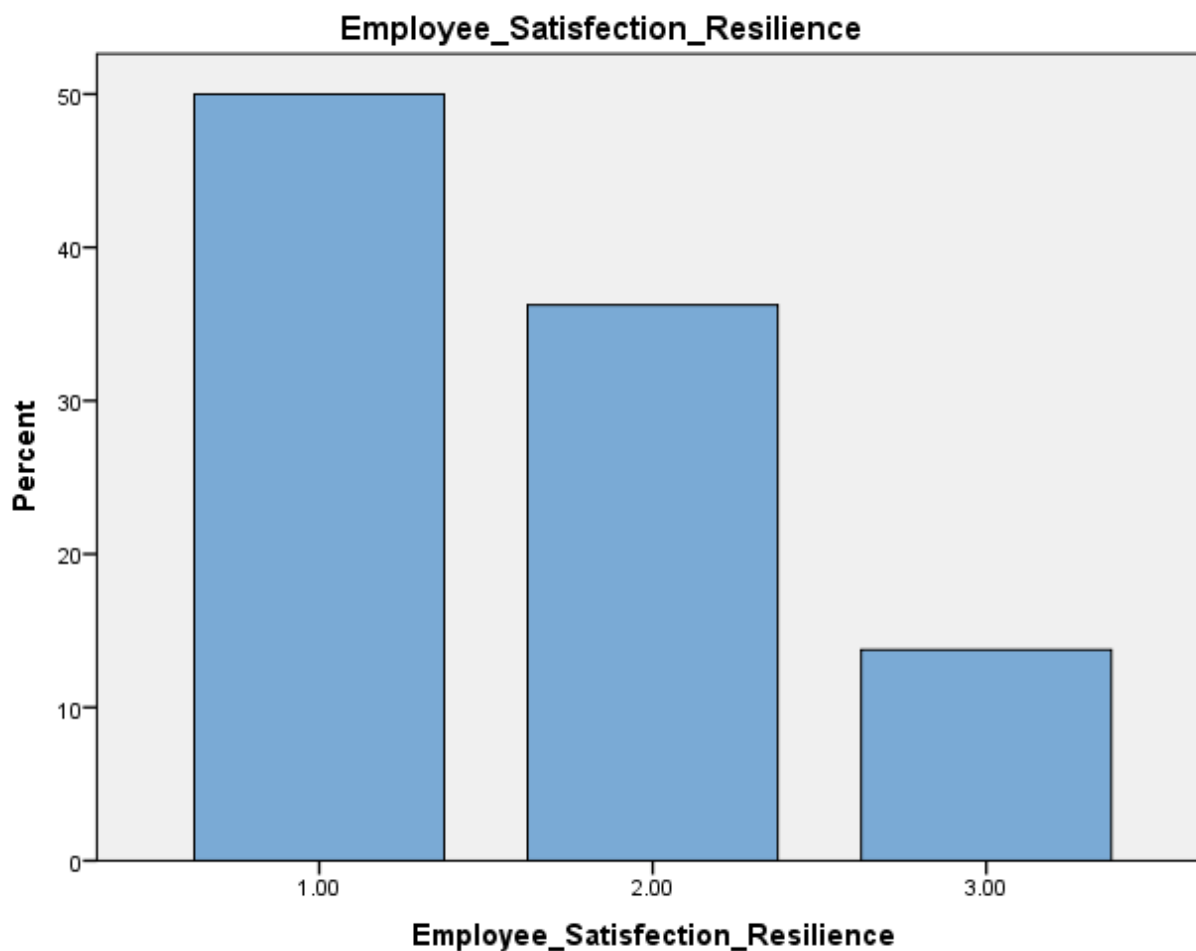


Figure 4.2.9: Relationship between WLB and Employee satisfaction

(Source: Self-developed using SPSS)

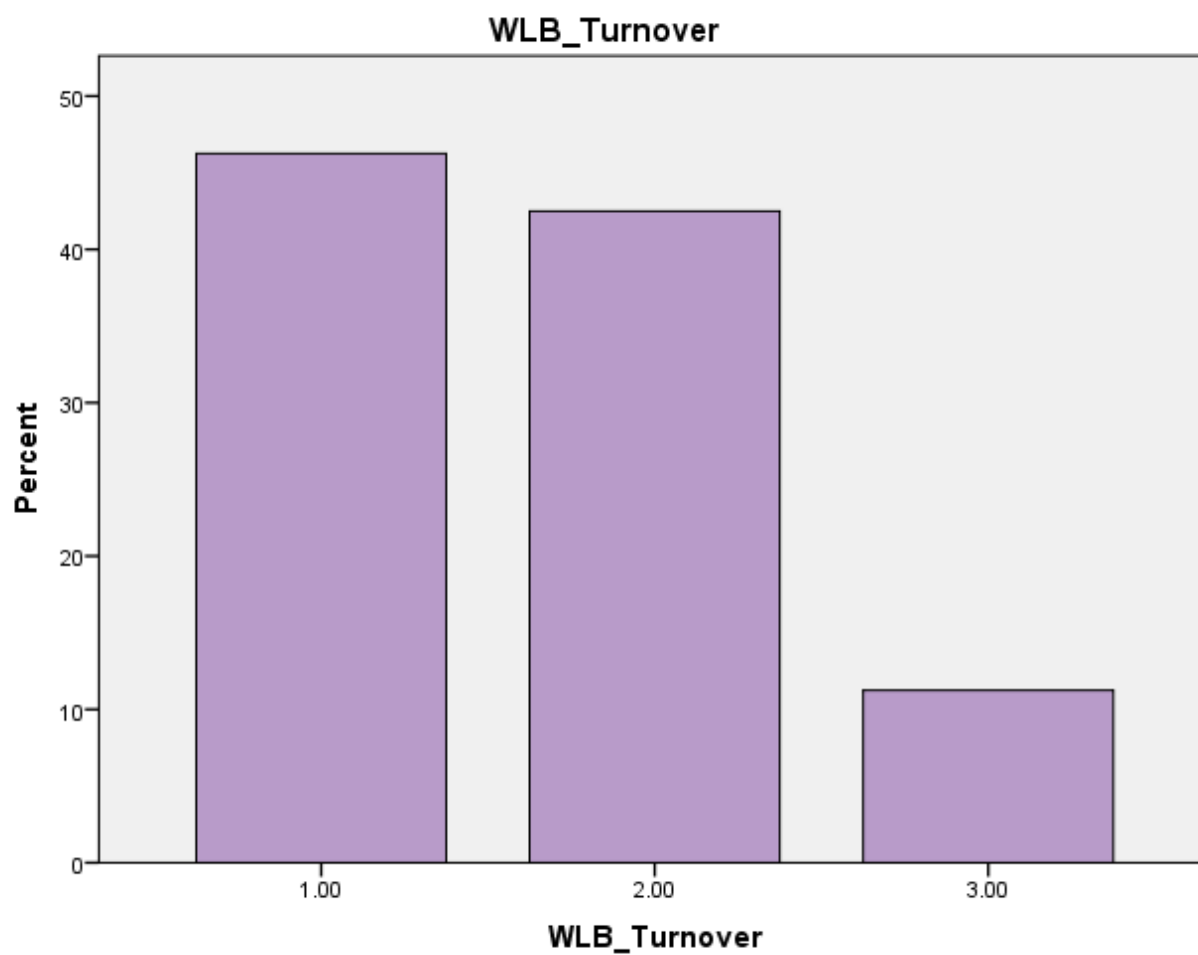


Figure 4.2.10: Relationship between WLB and workforce turnover

(Source: Self-developed using SPSS)

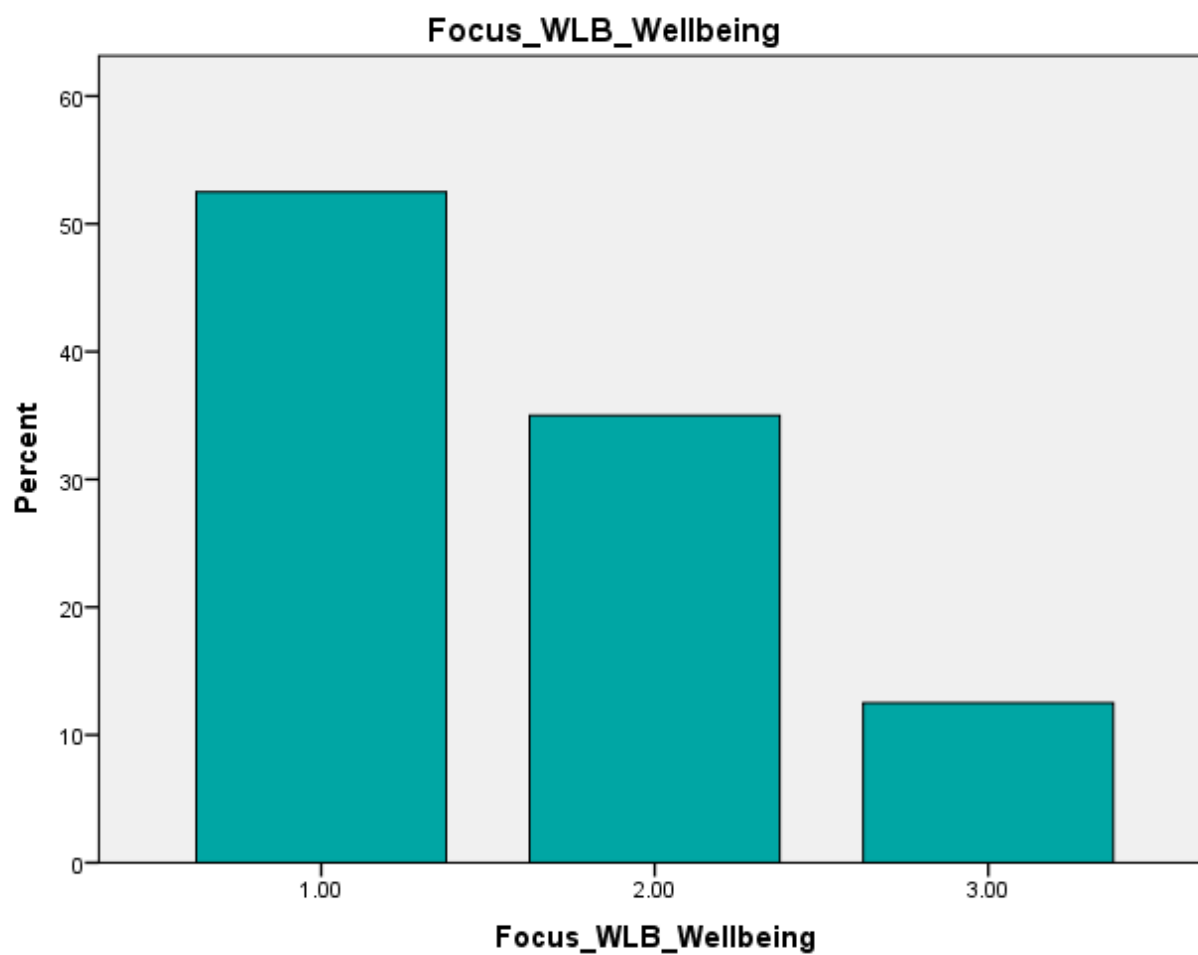


Figure 4.2.11: Relationship between WLB and mental wellbeing

(Source: Self-developed using SPSS)

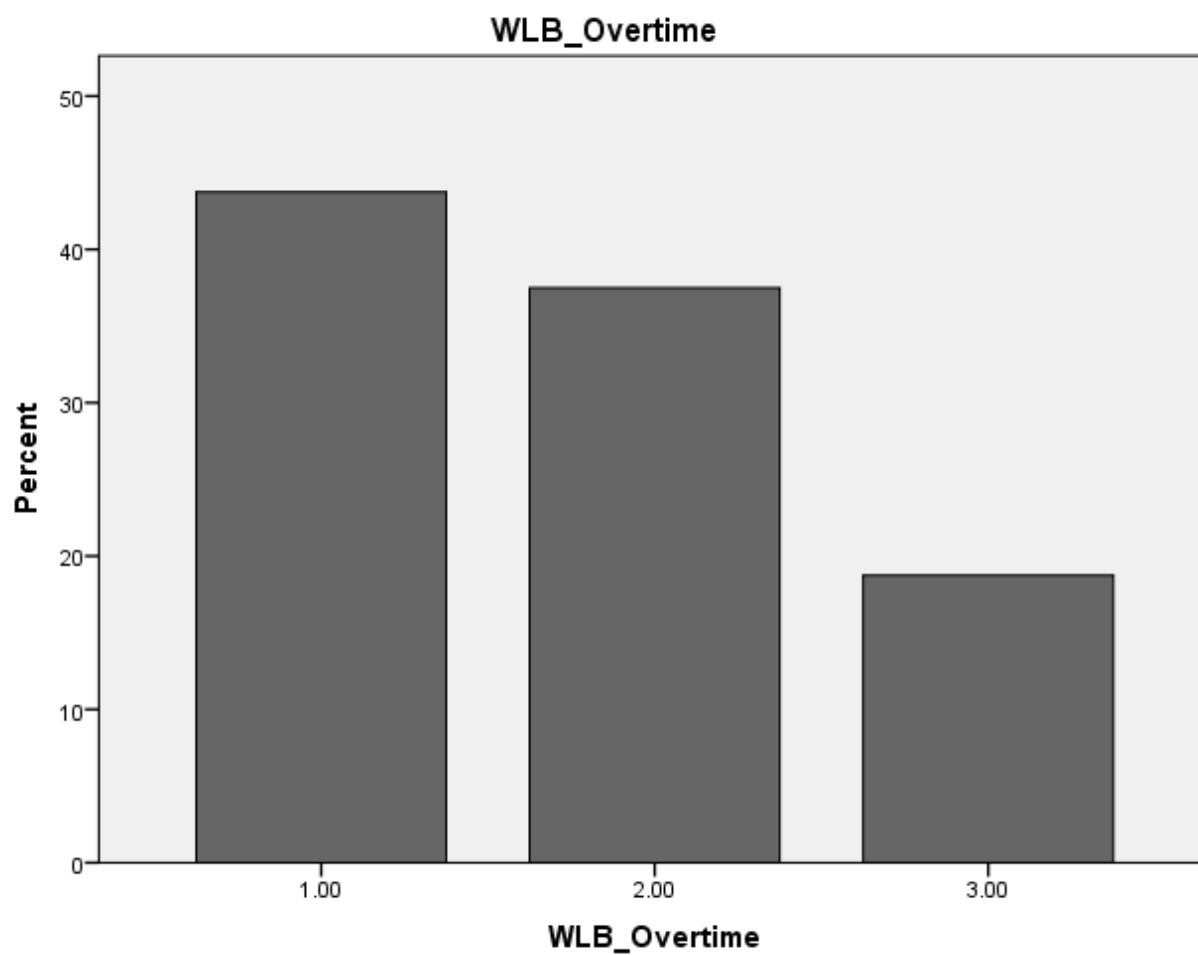


Figure 4.2.12: Relationship between WLB and working overtime

(Source: Self-developed using SPSS)

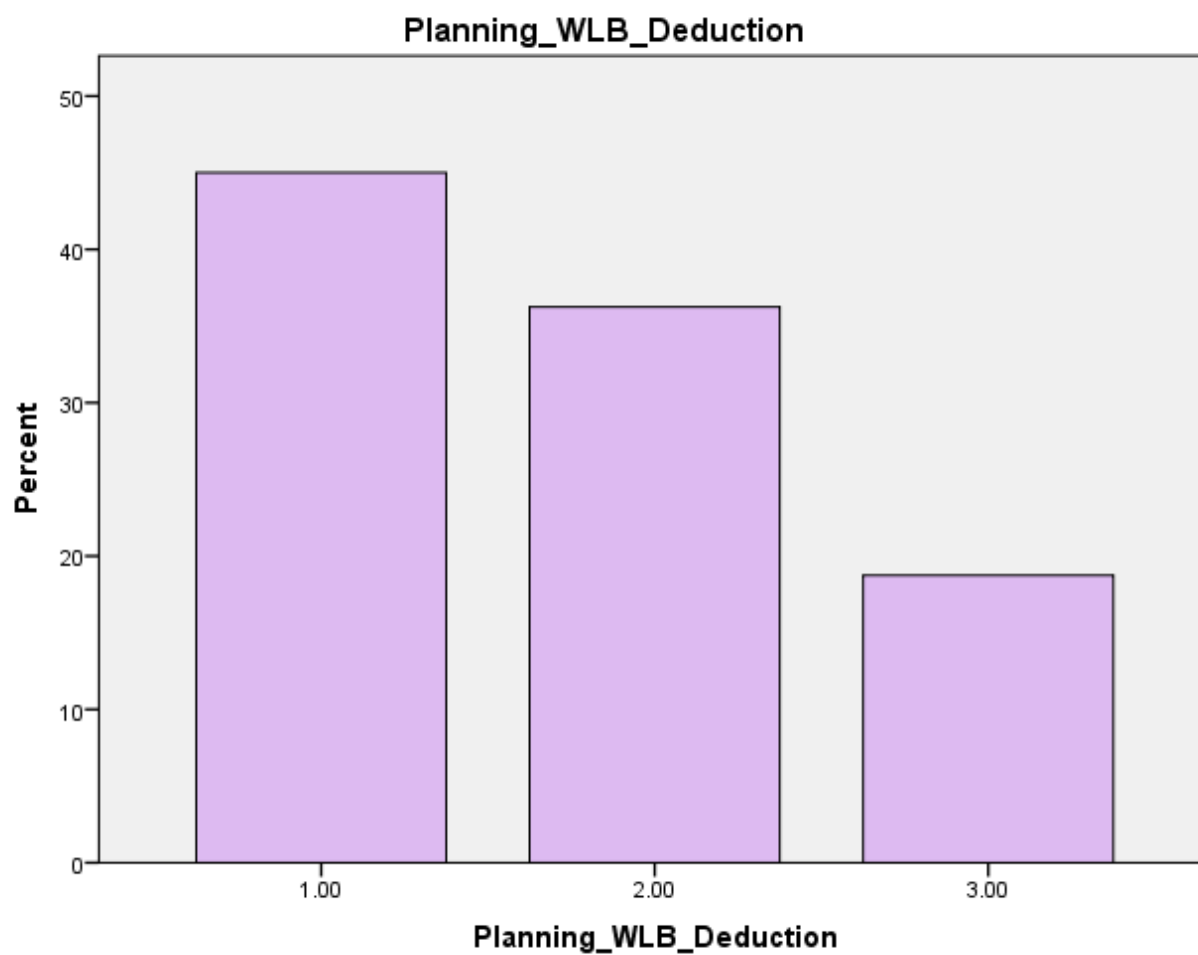


Figure 4.2.13: Relationship between WLB and planning in working condition

(Source: Self-developed using SPSS)

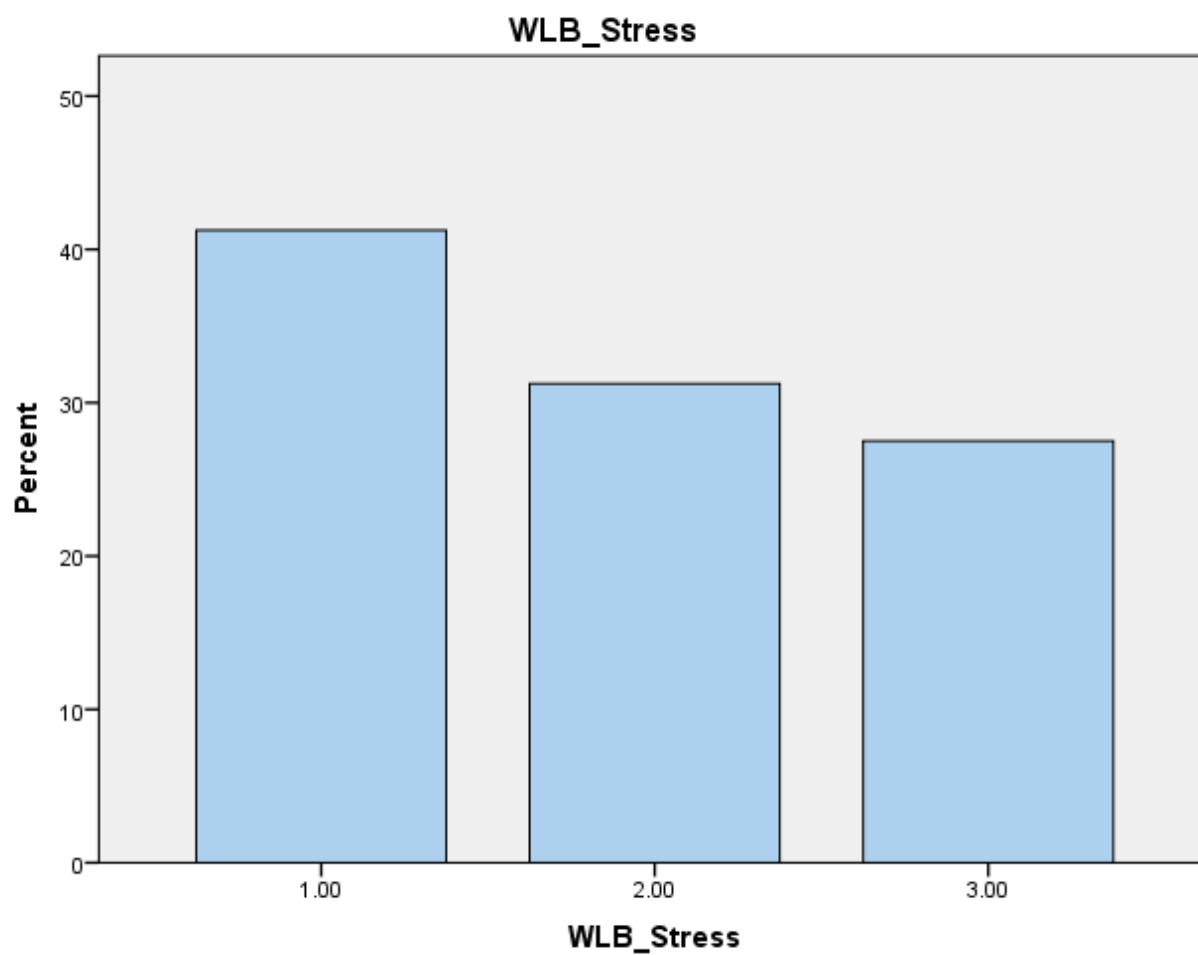


Figure 4.2.14: Relationship between WLB and stress level

(Source: Self-developed using SPSS)

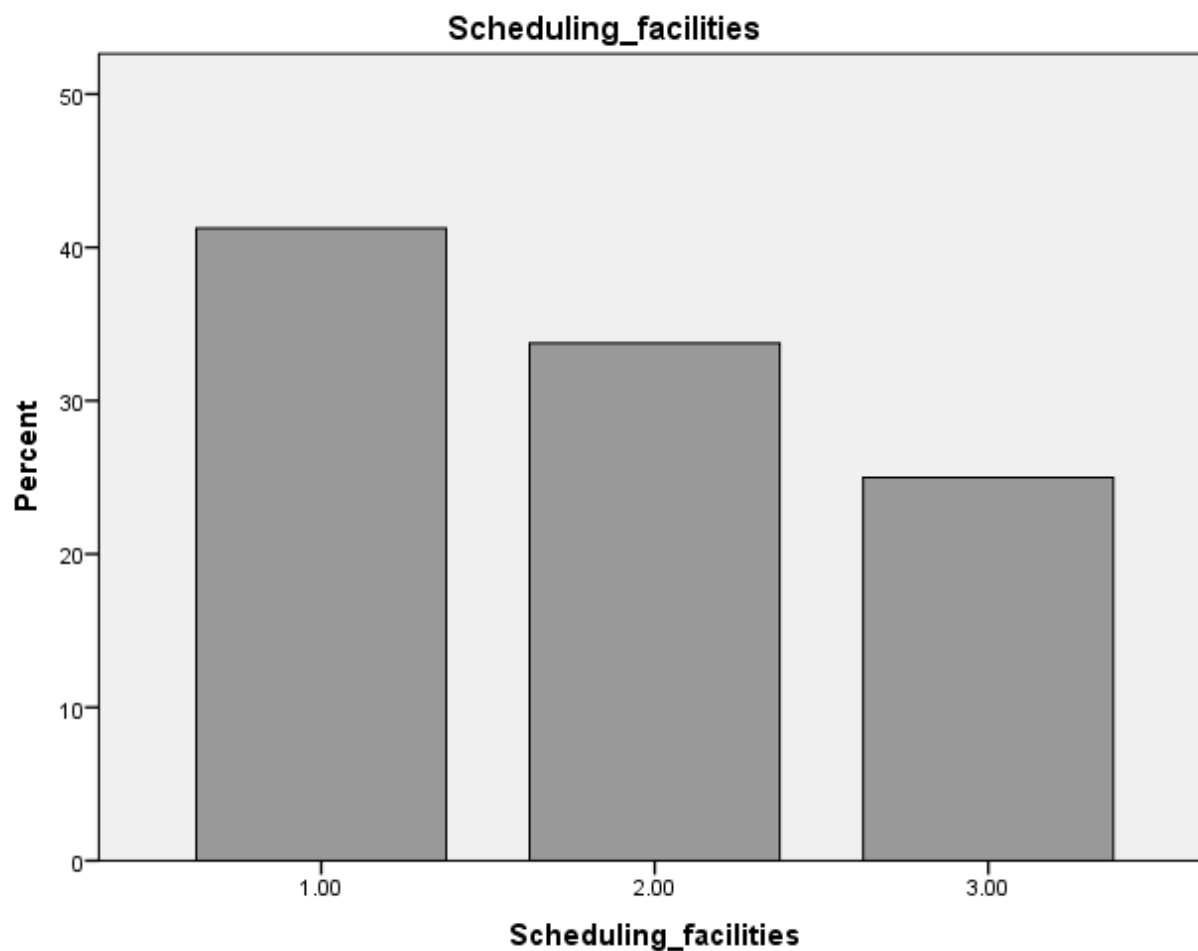


Figure 4.2.15: Relationship between WLB and work scheduling facilities

(Source: Self-developed using SPSS)

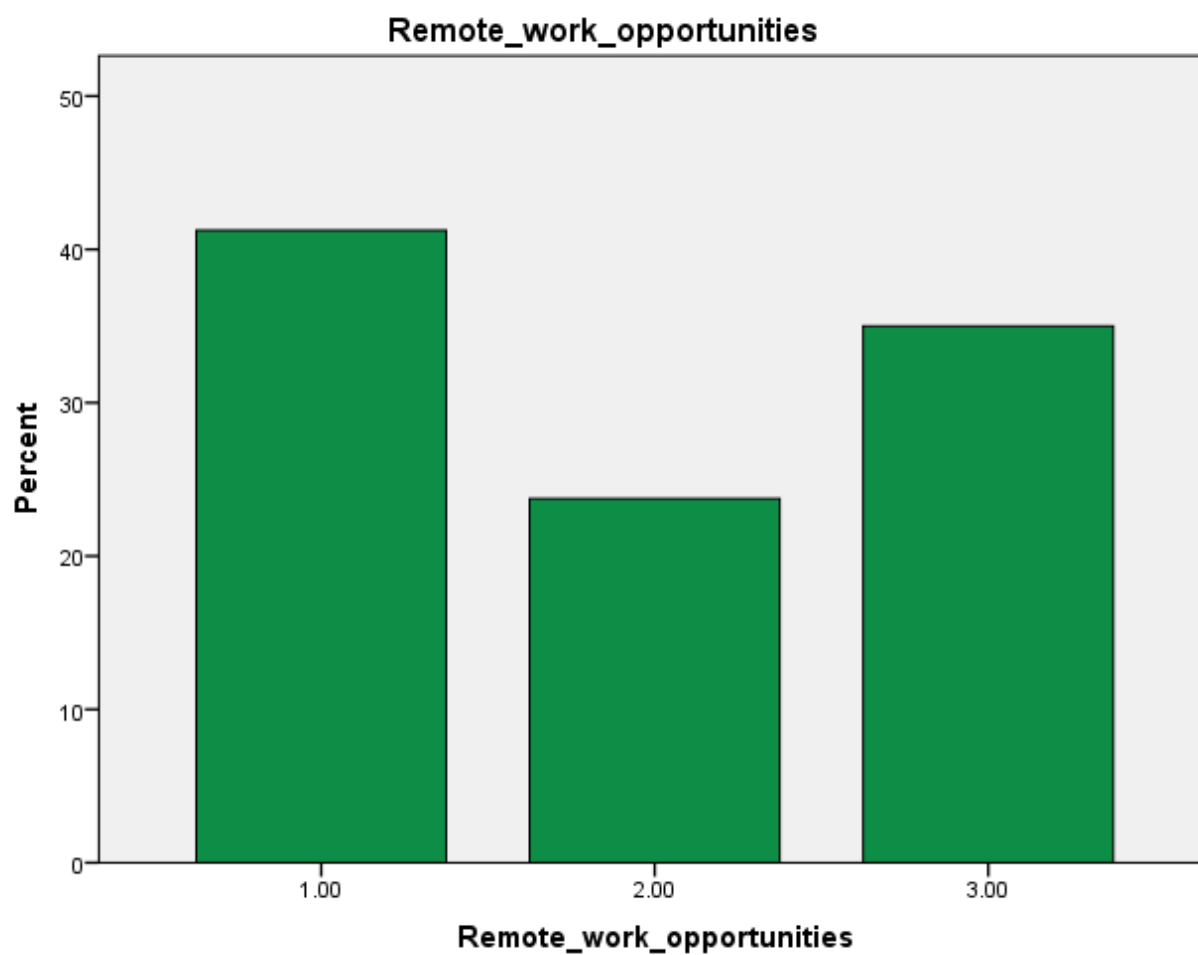


Figure 4.2.16: Relationship between WLB and remote working

(Source: Self-developed using SPSS)

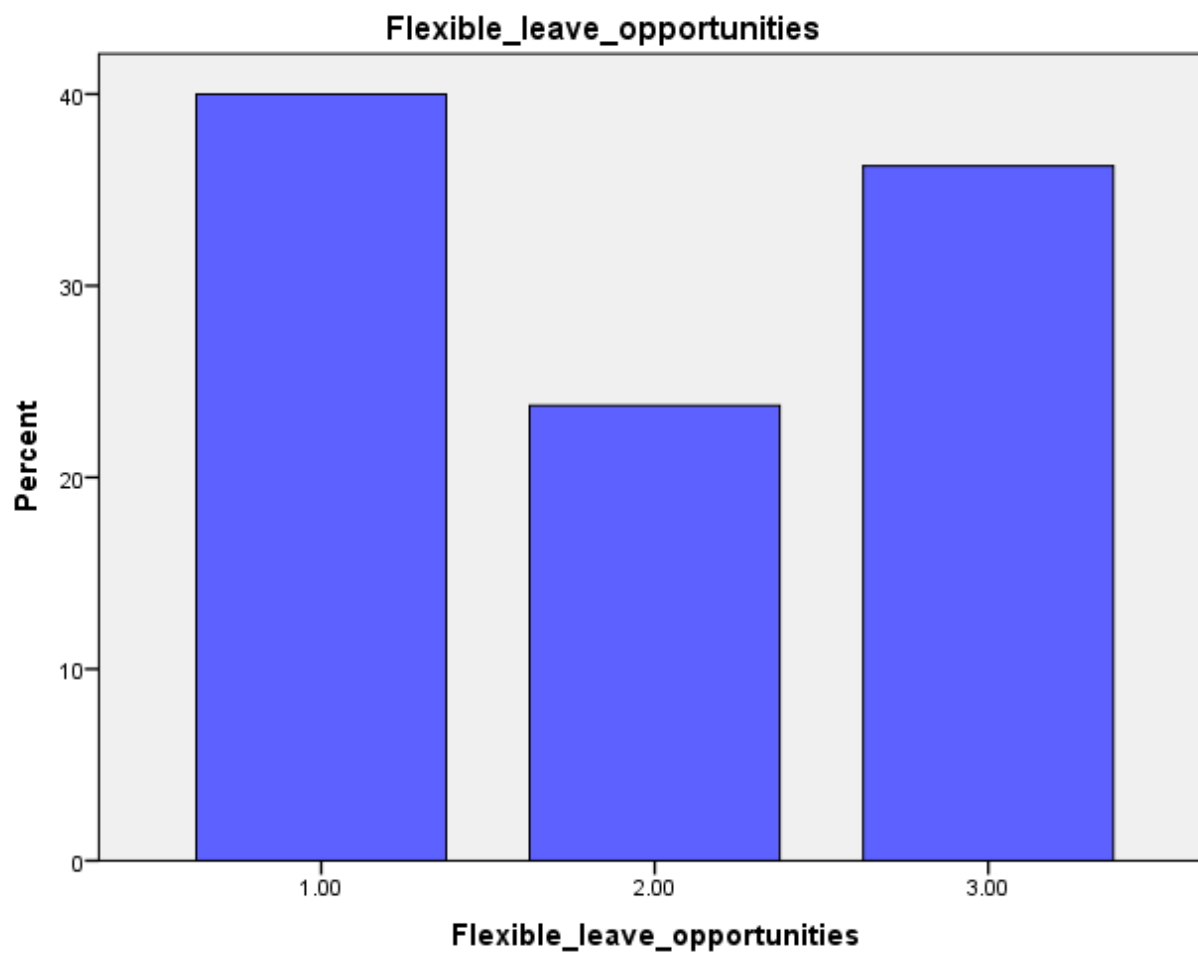


Figure 4.2.17: Relationship between WLB and flexible leave

(Source: Self-developed using SPSS)

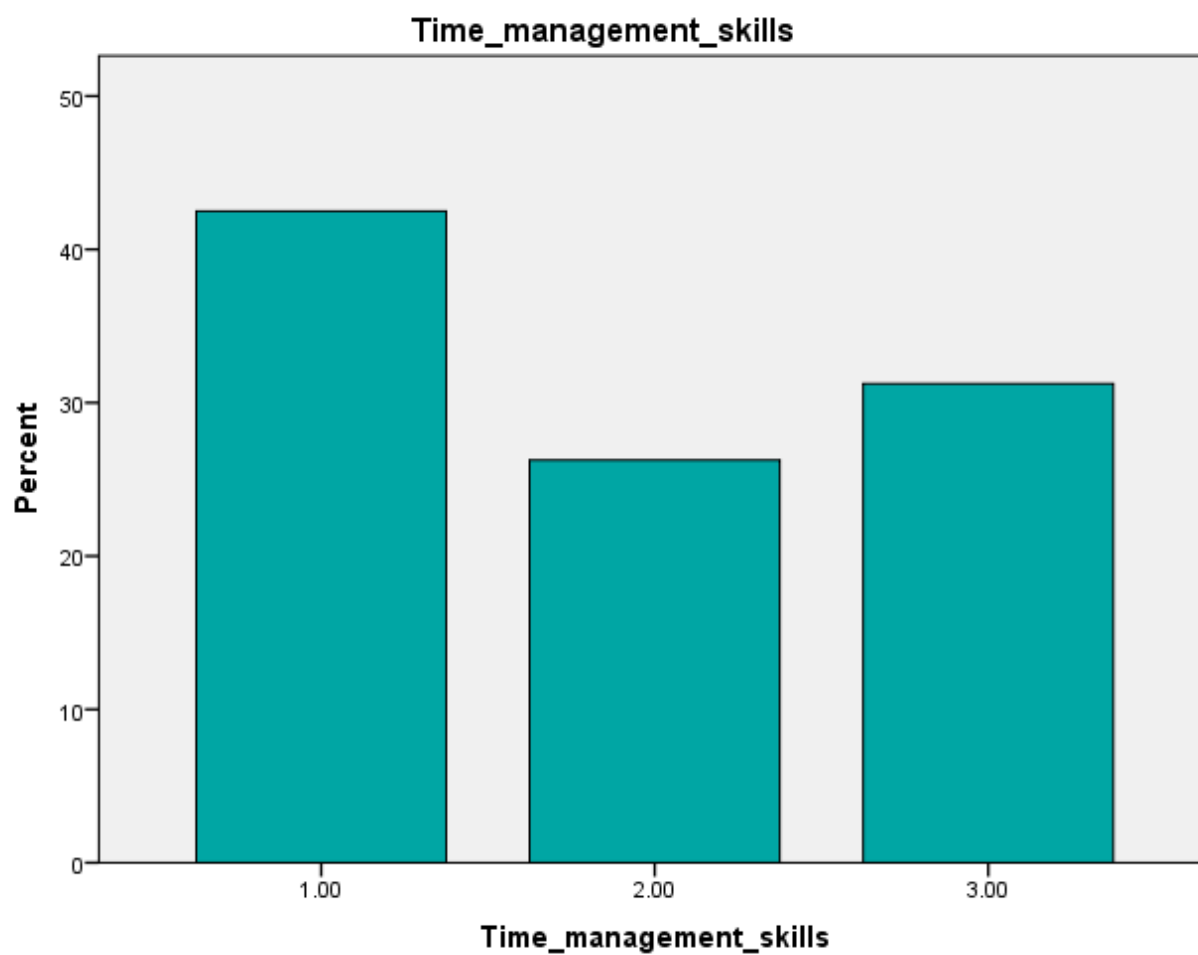


Figure 4.2.18: Relationship between WLB and time management skills

(Source: Self-developed using SPSS)

Appendix 2: Questionnaire

Question 1. What is your age?

1. 21-31
2. 32-41
3. 42-51
4. 52-61

Question 2. What is your gender?

1. Male
2. Female
3. Other

Question 3. Do you think that Work-Life Balance (WLB) impacts your mental health?

1. Yes
2. No
3. Neutral

Question 4. Do you acknowledge the fact that WLB improves the performance of employees in the hospitality sector?

1. Yes
2. No
3. Neutral

Question 5. Do you agree that an employee satisfaction survey plays a pivotal role in enhancing employees' resilience?

1. Yes
2. No
3. Neutral

Question 6. Do you believe that a lack of work-life balance increases the dysfunctional turnover rate in the hospitality sector?

1. Yes
2. No
3. Neutral

Question 7. Do you think that managers are required to increase their focus on maintaining work-life balance with the aim of employees' wellbeing?

1. Yes
2. No
3. Neutral

Question 8. Do you think that working overtime for extra income is one of the major issues for reducing work life balance in the UK hospitality sector?

1. Yes
2. No
3. Neutral

Question 9. Do you acknowledge the fact that lack of planning in everyday life has been the reason for employees to reduce their work life balance?

1. Yes
2. No
3. Neutral

Question 10. Do you feel that high levels of stress is one of the major reasons for the employees to not balance work and life in the UK hospitality sector?

1. Yes
2. No

3. Neutral

Question 11. Do you think that implementation of scheduling facilities can help the employees of the UK hospitality sector to influence work life balance?

1. Yes
2. No
3. Neutral

Question 12. Do you agree that remote work opportunities can help in maintaining work life balance in the UK hospitality sectors?

1. Yes
2. No
3. Neutral

Question 13. Do you acknowledge the fact that flexible leave opportunities can help in maintaining work life balance in the UK hospitality sector?

1. Yes
2. No
3. Neutral

Question 14. Do you think that promoting time management skills can help in maintaining work life balance in the long run?

1. Yes
2. No
3. Neutral

