

Work-Family-Leisure Balance and the Psychological Health of Hotel Employees

Frederick Dayour[✉]

Department of Hospitality and Tourism Management, SD Diedong Dombo University of Business and Integrated Development Studies, Wa, Ghana, School of Tourism and Hospitality, University of Johannesburg, Johannesburg, South Africa, Email, fdayour@ubids.edu.gh

Charles Atanga Adongo

Department of Hospitality and Tourism Management, University of Cape Coast, Cape Coast, Ghana, School of Tourism and Hospitality, University of Johannesburg, Johannesburg, South Africa, Email, charles.adongo@ucc.edu.gh

*Corresponding Author

How to cite this article: Dayour, F. & Adongo, C.A. (2023). Work-Family-Leisure Balance and the Psychological Health of Hotel Employees. African Journal of Hospitality, Tourism and Leisure, 12(4):1390-1407. DOI: <https://doi.org/10.46222/ajhtl.19770720.438>

Abstract

Research into the interaction between work-family-leisure life and the downstream effects of these interactions on the psychological health of hotel employees is limited. Adapting the four-dimensional typology of work-family balance theory, this study characterised hotels' employees based on their work-family-leisure situation and examined how the distinct segments of this typology influence their psychological health and leisure engagements. A total of forty-eight (48) hotels were sampled in the capital town of Ghana – Accra in which 448 questionnaires were completed by hotel employees. A two-step cluster analysis involving the log-likelihood distance measure with the Schwarz Bayesian Criterion (BIC) and neural gas solution with bootstrap stimulation in Stata 14 was used to identify segments of hotel employees based on work-family-leisure interaction. OLS regression was estimated to establish differences in the leisure participation and, psychological health of the different segments while testing for the direct effect and moderating effect of leisure engagement on psychological health. The study found that *balanced, semi-active, and incompatible* types of employees were present in the dataset. We further observed that the various work-family-leisure groupings significantly affected psychological health and leisure engagements differently. The managerial and academic implications of the findings are discussed.

Keywords: Psychological health, work-family conflict, work-leisure conflict, hospitality and tourism

Introduction

Work-family conflict poses a persistent challenge to achieving decent work and a good quality of life which aligns with Sustainable Development Goal 8 (SDG 8) on decent work and economic growth. This issue is prevalent among hotel employees due to demanding job requirements, long and irregular work hours, limited free time, and rigid schedules. Simultaneously, employees bear family responsibilities, including household tasks and familial roles, which can be challenging to manage alongside work commitments (Gamor et al., 2014). Balancing these intertwined obligations exposes hotel employees to conflicts between work and family roles. Difficulties in reconciling these expectations can lead to psychological stressors such as fatigue, stress, and anxiety, particularly prevalent in the hospitality industry (Dinh et al., 2017).

Engagement in leisure activities is recommended as a strategy to counteract the negative effects of work-family conflict (WFC) on mental health (Lin et al., 2014). Leisure serves as a therapeutic outlet, offering relaxation and recovery from life's stressors. Meaningful leisure activities promote escapism, refreshment, and stress reduction. However, the balance between work and family responsibilities encroaches upon leisure time, leading to a three-way conflict

known as work-family-leisure conflict (WFLC). This conflict arises due to competing demands for time and energy, encompassing work-family, work-leisure, and family-leisure conflicts (FLC), creating inter-role conflicts among work, family, and leisure domains (Rantanen et al., 2011). These conflicts have implications for outcomes in each domain and ultimately for the health of employees due to time and attention strains (Din et al., 2017). The negative impacts of work-family conflict include poor lifestyle habits, depression, anxiety, and reduced role satisfaction (Tsaur & Yen, 2018). However, positive relationships like work-family-leisure enrichment (WFE) can also be perceived, as contributing to overall wellbeing (Rantanen et al., 2011). Balancing these aspects with low inter-role conflict and high facilitation is crucial for employee wellbeing (Rantanen et al., 2011).

Research on the interactive effects of work-family-leisure life and their downstream psychological impacts is insufficient, despite the utility of typologies for targeted interventions (Shaw et al., 2003; Rantanen et al., 2011). The work-family-leisure interface, especially in the hotel sector, remains underexplored (Shaw et al., 2003; Rantanen et al., 2011). Integrating leisure's significance for wellbeing into achieving a balanced work-family interface has been overlooked. Current approaches focus on identifying work-family conflict or enrichment's existence rather than exploring the multifaceted dynamics of work-family-leisure interactions. The study suggests that solely analysing work-family conflict (WFC) and work-family enrichment (WFE) might oversimplify the ideal work-family life. Instead, a focus on achieving Work-Family-Leisure Balance (WFLB) is crucial for individual wellbeing (Rantanen et al., 2011). By integrating leisure into the work-family balance typology, this study aims to explore segments of hotel employees based on their work-family-leisure constellation. Moreover, it seeks to examine the impact of these segments on the psychological health status of employees, aligning with Zhao et al.'s (2014) call for further research on the interactions of work, family, and leisure affecting psychological health. Psychological health encompasses optimal mental well-being, minimising symptoms like stress, anxiety, and sleep disturbances (Zhao et al., 2014). Poor mental health not only affects employees and their families but also influences their interactions with hotel guests, emphasising the importance of maintaining employees' psychological balance for improved service delivery and guest satisfaction (Dinh et al., 2017).

This study is driven by two primary motivations: practical implications and contributions to knowledge. In terms of practice, it aims to address the necessity of ensuring employees' well-being by fostering a positive relationship between their work, family, and leisure lives. Establishing a positive interface between these spheres is critical not only for labour efficiency but also for their overall health and the welfare of future generations (Dinh et al., 2017). Consequently, the study intends to provide valuable insights into hotel employees regarding the various segments of the work-family-leisure spectrum and their direct impact on employees' mental health. With this understanding, employers can create work environments that support a healthier work-family-leisure balance among their employees, thereby enhancing both well-being and job performance. In terms of contribution to knowledge, this study expands upon the existing understanding of work-family conflict by introducing the concept of work-family-leisure conflict. It delves into how the conflict between work and family intertwines with leisure and explores its implications for employees' mental health. Additionally, the study advances our understanding of the diverse nuances within the work-family-leisure interfaces among employees. It enhances our knowledge of the various types of conflicts and enrichments existing within the work-family-leisure spectrum, departing from prior research that often overlooked the different gradients of work-family-leisure balance from a person-oriented perspective.

Literature review

Work-family-leisure conflict

The concept of family holds longstanding significance and plays a pivotal role in people's daily lives. Families are groups of individuals living together as an unpaid work unit, connected by marriage or blood relationships, sharing parenting and social responsibilities. Conversely, work refers to an activity performed by individuals to earn compensation within a designated time frame (Ahmad & Skitmore, 2003). The role stress theory and role scarcity hypothesis suggest that managing multiple roles can lead to role conflict, where individuals struggle to fulfil expected responsibilities due to limited resources like time and energy (Biddle, 1986; Gamor et al., 2014). This scenario creates a resource allocation dilemma as people occupy various roles. When incompatible demands between an individual's work, family, and leisure spheres hinder optimal participation in any of these domains, it is termed as work-family-leisure (WFL) conflict.

The conflict among the three domains as indicated in the introductory section can exist in various directions and combinations including: 1) work roles hindering the fulfilment of family roles: WFC, 2) family roles impeding the realisation of work roles: family-work conflict (FWC), 3) work roles hindering leisure engagement: work-leisure conflict (WLC), 4) family roles hindering leisure engagement: family-leisure conflict (FLC), 5) leisure-roles impeding the fulfilment of family roles: leisure-family conflict (LFC), 6) the frequent participation in leisure events such as plays, concerts, and movies sometimes interfere with work by reducing the amount of time and enthusiasm employees have for work roles and thus an inability to optimally fulfil job roles: leisure-work conflict (LWC). However, because work and family duties tend to have highly non-negotiable scheduled time and energy requirements, unlike leisure, evidence exists that the two domains, especially work, tend to conflict with leisure participation. Between work and family, demands from the former are more likely to interfere with family life (Lin et al., 2014).

Greenhaus and Beutell (1985) classify work-family life conflict into time-based, strain-based, and behaviour-based conflicts. Time-based conflict occurs when time spent in one role impedes the completion of responsibilities in another role; strain-based conflict occurs when pressures from one task inhibit the fulfilment of obligations in another job. Lastly, behaviour-based conflict occurs when behaviours exhibited in one role are incongruous with behaviour patterns needed in the other role. The occurrence of work-family conflicts is made possible by family-related and work-related factors (Ford et al., 2007). Work-related factors include job involvement, job flexibility, working hours, and type of job. Other factors identified include life cycle stage, spousal support, family demands, and children (Ahmad, 2008).

Work-family-leisure enrichment

Research challenges the notion that juggling multiple roles inevitably leads to negative outcomes. The expansionist and accumulation theories, which underpin the role enrichment proposition, dispute the belief that individuals have limited resources and that managing multiple roles inherently causes stress. These theories suggest that fulfilling multiple roles generates resources such as increased energy, skill development, and higher self-esteem. This phenomenon, termed work-family-leisure enrichment, denotes a positive synergy between paid and unpaid activities. It involves the transfer of skills, support, and resources from one domain to another, contributing to improved physical and mental health (Aryee, 1992; Scharlach, 2001). Similar to the work-family-leisure conflict, enrichments can arise from each of the domains with various possible combinations such as family-work-enrichment (FWE), work-family-enrichment (WFE), work-leisure-enrichment (WLE), and family-leisure enrichment

(FLE). These occurrences can be simultaneous but not necessarily of the same intensities (Rantanen et al., 2013).

Types of work-family balance (WFB)

Ghislieri (2017) argues that the existence of WFB is not about the mere absence of role conflict but rather the presence of low inter-role conflict and high inter-role enablement (or facilitation). Essentially, he reasoned that WFB could be subdivided broadly into WFC and WFE. That is, balance (i.e. high enrichment and low conflicts) and imbalance (i.e. high levels of conflict and low levels of enrichment) may come about in two ways – work-family or vice versa. However, a major limitation of this earlier theorisation is that it did not consider the likelihood that WFC and WFE can happen contemporaneously and at the same level of greatness – low or high. This classification also stopped short of the view that there exist several other likely combinations: WFC, FWC, WFE, and FWE (Rantanen et al., 2014). Therefore, Rantanen et al. (2011) assumed a person-oriented position and developed a different typological view of WFB including WFC, FWC, WFE, and FWE as facets that interrelate to constitute an overall experience of WFB. One salient attribute of such a method is the fact that WFB is not considered as a single unit or a range from balanced to imbalanced or as consisting of secluded features of WFB (Aryee et al., 2005). Rather, WFB is found to be showing itself in qualitatively different types and forms, each illustrative of the variances between those in the group of WFC and WFE experiences. Thus, the issue that determines these diverse types of WFB is the particular grouping of WFC and WFE as demonstrated in Table 1.

For instance, Demerouti and Geurts (2004) pioneered the investigation of specific blends of positive and negative work-to-home and home-to-work interface experiences – these mimic the WFC, FWC, WFE, and FWE. These researchers conjecture the presence of four (4) forms of work-family interrelationship, yet another four-dimensional grouping has likewise been proposed by other scholars (see Table 1). The types of WFB are characterised by low or high WFC and low or high WFE. The form of WFB whereby WFC and WFE are at a low is called ‘No interaction’, or ‘Passive’ (Rantanen, 2008), or ‘Segmented’ strand (Grzywacz et al., 2008). Grzywacz et al. (2008) predicted this form of WFB based on the assumption that work and family are dissimilar life fields with no effect on each other because of impermeable boundaries between them. But also relying on the role balance theory (by Marks & MacDermid, 1996), Rantanen et al. (2011) maintained that this form of WFB generally has a negative focus which is low engagement and detachment within family and work roles either because of the decision not to invest many efforts in work or family roles or the basis that for such individuals, the responsibilities linked with such life institutions are not worthwhile. Further, WFB typified by both high WFC and high WFE has been classified as Blurred (Grzywacz et al., 2008), Negative and Positive interaction (Demerouti & Geurts, 2004) and Active (Rantanen, 2008). For Demerouti and Geurts (2004), this form should be established on the compulsory assumption according to which recompense for an undesirable experience in a life situation is substituted with positive experiences from a different life field. According to Grzywacz et al. (2008), the bonds between family and work are likely to be penetrable in this type, which relative to the theory of role balance is assumed by Rantanen et al. (2011) to have an overall positive outlook – that is high engagement and attention across both family and work roles.

The concept of work-family-leisure balance is defined in this study as a state where minimal conflict exists among work, family, and leisure roles, coupled with high enrichment between these life domains for an employee. The hypothesis posits the existence of four types of hotel employees based on their work-family-leisure interactions: (1) Active employees, experiencing high conflict and high enrichment, (2) Balanced employees, encountering low



conflict and high enrichment, (3) Harmful employees, facing high conflict and low enrichment, and (4) Passive employees, experiencing low conflict and low enrichment (Table 1).

Table 1: Work-Family Interface Matrix

Work-family Conflict	Work-family enrichment	
	<i>Low</i>	<i>High</i>
<i>Low</i>	No interaction ^a / Segmented ^b / Passive ^c	Positive interaction ^a / Balanced ^b / Beneficial ^c
<i>High</i>	Negative interaction ^a / Imbalanced ^b / Harmful ^c	Negative and positive interaction ^a / Blurred ^b / Active ^c

A typology of WFB adopted from ^aDemerouti and Geurts (2004), ^bGrzywacz et al. (2008) and ^cRantanen (2008) and Rantanen et al. (2011)

Relationship between work-family-leisure balance and psychological health

The study acknowledges the established link between leisure and mental health but emphasises the unexplored connections between work, family, leisure, and psychological health. It highlights the clash between the time and energy devoted to paid work and family roles, which inherently conflicts with the concept of leisure. While leisure is often viewed as unpaid time for enjoyable activities, psychological health relates to feelings of satisfaction and contentment. These three elements – work, family, and leisure intersect, leading to complex roles and time management conflicts that define their interrelationships. The conflicting roles among work, leisure, and family create a challenge as each domain competes for the same time and resources while significantly influencing an individual's psychological health (Lin et al., 2014). Each domain, separately, can have positive or negative effects on psychological health. Simultaneously managing these roles complicates matters due to the struggle to fulfil demands from all sides. Devoting excessive time to work, at the expense of family and leisure, can negatively impact psychological health, limiting the stress-relieving potential of leisure (Lin et al., 2014). On the contrary, allocating time for family can enhance psychological well-being, while reducing work time might improve overall psychological health by allowing more time for family and leisure activities (Haworth & Lewis, 2005). However, simply prioritising family or leisure does not guarantee better psychological health, as reduced work time might also diminish the resources necessary for family and leisure, ultimately affecting psychological well-being negatively. Consequently, the work-family-leisure conflict can have both positive and negative impacts on psychological health, depending on the nature and source of the conflict.

The literature suggests that the Beneficial and Harmful types of WFB vary from each other based on the domains of well-being and psychological functioning which is low for the Harmful and high for the Beneficial types of WFB (Rantanen et al., 2011). On the other hand, the Passive and Active types are assumed to differ from each other relative to the effort put into the family and work areas which are low for the Passive type and high for the Active type. Thus, to reduce the complexity, the terms Active, Passive, Beneficial, and Harmful WFB have been proposed by (Rantanen et al., 2013). Nevertheless, Rantanen et al. (2011) also failed to incorporate leisure, an essential element of wellbeing in their proposition of the segments of WFB.

Methodology

Study area

Data were collected from employees of hotels in the Greater Accra Metropolis of Ghana. The metropolis comprises 11 sub-metros including the Accra Metropolitan Area (AMA), Ga East

Municipal Area, Ga West Municipal Area, Ga South Municipal Area, and Ledzokuku Krowor Municipal Area. Data from the Ghana Tourism Authority indicate that the study area has the highest number of all classes of hotels in Ghana, which range from budget to five-star-rated hotels (Dayour, 2013). The cosmopolitan nature of Accra, coupled with its high traffic congestion makes its working population time and energy-poor as they strive to meet the responsibilities of the corporate world. These, in turn, would have severe implications for one's ability to optimally balance the relationships between work-family and leisure. However, as a national capital, Accra is a host to diverse and conducive leisure landscapes and opportunities around its beaches, open public spaces, entertainment centres, museums, and shopping centres among others. Collectively, these different characteristics made Accra the most suitable setting for investigating the work-family-leisure balance and psychological health among hotel employees.

Procedure

Ethical clearance was obtained from the University of Cape Coast in Ghana. Besides, informed consent was ensured before the survey was carried out. Respondents were conveniently sampled due to the general unwillingness of the hotels to provide a register of their employees to be used as the sampling frame (Dayour & Adam, 2020). In all, forty-eight (48) hotels across the various star ratings (i.e., 1-Star, 2-Star, 3-Star, 4-Star, and 5-Star) granted permission for the study to be conducted in their facilities. Administration of the questionnaires to the respondents was mostly done during the end of shift periods, mornings, and late evenings. The questionnaires were given to employees who agreed to participate in filling out and returning them to the researchers before leaving the facility (Rogerson, 2022). This was necessary to allow respondents to complete the questionnaires without having their work distracted. It took an average of 15 minutes for a survey to be completed. Out of five hundred (500) questionnaires distributed, 448 were deemed accurately completed and usable for analyses.

Data collection instrument

It is well established that work-family-leisure balance issues are multi-dimensional, and so various measurement items were drawn from previous studies to measure the phenomena under investigation. The measures for the work-family-leisure conflict and enrichment were drawn from Marshall and Barnett (1993), Netemeyer et al. (1996), Wong and Lin (2007), Tsaur and Tang (2012), and Rantenen et al. (2013). The validity of these measurement items has been confirmed in different settings. For instance, Tsaur and Yen (2018) adopted the scale by Tsaur and Tang (2012) to assess work-leisure conflict among tourism and hospitality employees in Taiwan.

Rather than looking at the activities of the home and the workplace holistically as work-leisure conflict, we disaggregated them into work-leisure conflict and family-leisure conflict. Responses to these domains were gauged using a rating scale of 1-6 with ratings towards the maximum value indicating more significant conflict and 1 representing minimal conflict. Psychological distress was used as a proxy for psychological health and measured using the Kessler-6-item scale (Kessler et al., 2002). Respondents reported the extent to which they experienced symptoms of psychological distress including feeling nervous, restless, hopeless, and extremely sad in the last month on a scale of 0 “none of the time” to 6 “all or most of the time”.

Data analysis

Cluster analysis was used to determine the availability of the four proposed clusters of employees based on their WFLB. Cluster analysis was used because the sample is somewhat

small and not normally distributed. Since model-based methods perform better on large samples, the current sample size could not support the estimation of all the required parameters (Hajibaba et al., 2015, p. 52). The suitability of the sample for cluster analysis was further informed by the fact that it had at least 70 times the number of segmentation variables (Dolnicar et al., 2013).

Specifically, a two-step cluster analysis involving the log-likelihood distance measure with the Schwarz Bayesian Criterion (BIC) and neural gas solution with bootstrap stimulation in STATA 14 was used to identify segments of hotel employees based on work-family-leisure interaction. Two main reasons accounted for the use of the two-step clustering approach. First, it is suitable for the purpose of both continuous and categorical variables in the clustering process and is thus amenable to the current data. Second, this clustering solution produced the most unique and meaningful segments, and its utility has been confirmed by previous studies (Dolnicar & Leisch, 2010; Hajibaba et al., 2015).

The study initially categorised responses measuring work-to-family conflict, family-to-work conflict, work-to-leisure conflict, and family-to-leisure conflict into low and high levels based on a 1-6 rating scale. The delineation considered ratings between 1-3 as low and those between 4-6 as high. Using the neural gas algorithm, the study determined the ideal number of clusters based on employees' Work-Family-Leisure Balance (WFLB), primarily relying on work-family-leisure enrichment and conflict as distinctive markers. As defined by Dolnicar and Leisch (2013), marker variables significantly differ from the overall mean and play a crucial role in segment profiling (Hajibaba et al., 2015). Despite this, the cluster analysis utilised raw data instead of transformed data, such as those obtained from factor-analytic models like Exploratory Factor Analysis or Confirmatory Factor Analysis. This decision ensured all surveyed variables were included in their original state for segmentation analysis, as both transformed and raw data produced consistent cluster outcomes (Dolnicar & Grun, 2011).

Differences between and within clusters in metric demographic characteristics were assessed using a chi-square test of difference, a non-parametric technique. Each group was named after understanding the characteristics therein in the results section and the labels incorporated with hindsight to ease the interpretation of the results (Font et al., 2016). Furthermore, the ordinary least squares regression was estimated to establish differences in the leisure participation and, psychological health of the different segments while testing for the direct effect and moderator effect of leisure engagement on psychological health. The direct effect involved analysing the effect of employee types (X) on psychological health (Y) and the indirect effect involved the moderation analysis of leisure engagement (Z) on the relationship between employee type and psychological health. The index measure for leisure engagement is interacted (multiplied) with the independent variable (types of employees) to generate ZX, which represents the interaction term of the outcome. Subsequently, we entered the outcome term to assess the extent to which it influences psychological health (Y).

Assessment of the measurement model

The measurement items consisting of 13 latent constructs, were validated using Amos 22. From Table 2, all factor loadings of items averaged above 0.5. Also, in ensuring the internal consistency of the measures, Cronbach's alpha and composite reliability (CR) values were examined.



Table 2: Measures of work-family-leisure Interfaces and related variables

Measures	Mean	Std	Standardised Loadings	Factor	Cronbach alpha
Work-to-family conflict (WFC)					
My job reduces the amount of time I spent with my family.	3.01	0.91	0.67		
My work involves going on night duty.	2.83	0.96	0.82		
My work schedules do not allow me to be with my family during weekend.	2.82	0.95	0.83		0.80
After work I return home too exhausted to attend to family duties.	3.00	0.87	0.73		
<i>Overall rating</i>	2.92	0.92			
Family-to-work conflict (FWC)					
My family demands so much of my attention that I can hardly concentrate on my job.	1.96	0.93	0.86		
I have difficulty concentrating at work because my mind is pre-occupied with family matters.	1.88	0.80	0.66		0.72
My duties at home do allow me to go to work in/on time.	2.82	0.95	0.57		
<i>Overall rating</i>	2.22	0.89			
Work-to-family enhancement (WFE)					
I fulfil my domestic duties very well because of the skills I have acquired from my work.	2.92	0.74	0.82		
My family benefits from the skills I have acquired from my work.	2.96	0.78	0.77		0.78
My family derive a lot of my benefits from my work.	2.64	0.88	0.80		
<i>Overall rating</i>	2.84	0.80			
Family-to-work enhancement (FWE)					
After spending good time with my family, I go to work being happy.	2.96	0.82	0.76		
I take my responsibilities at work seriously because I do same at home.	3.13	0.76	0.75		0.87
My family is happy of the work I am doing so I go to work feeling motivated.	2.89	0.81	0.89		
I am able to manage my time effectively at work because I do same at home.	2.78	0.85	0.81		
<i>Overall rating</i>	2.94	0.81			
Work-to-leisure conflict (WLC)					
I often have to change my recreational plans at the last minute because of emergency at work.	2.89	0.81	0.63		
My weekend and vacation are often occupied with work.	3.00	0.88	0.83		
I can hardly make time for rest because of my work duties.	2.83	0.85	0.77		0.79
I often feel too tired to participate in recreational activities (e.g. events, outing, eat-outs) after work.	3.00	0.88	0.68		
I sometimes have to pause my recreational moments and attend to emergency work roles.	2.83	1.01	0.71		
<i>Overall rating</i>	2.93	0.90			
Family-to-leisure conflict (FLC)					
My weekend and vacation are often occupied with family duties.	1.23	0.98	0.72		
I can hardly make time for rest because of my family duties.	1.01	0.92	0.85		0.76
My family members hardly assist me with household duties so I can rest.	1.81	0.94	0.68		
<i>Overall rating</i>	1.35	0.95			
Family-to-leisure enhancement (FLE)					
Other family members are always available to assist with household duties so that I can relax.	2.52	0.87	0.73		0.74
We often have family leisure/recreational activities.	2.22	0.63	0.67		
<i>Overall rating</i>	2.37	0.75			
Work-to-leisure enhancement (WLE)					
We often have joint employees' recreational activities.	1.21	0.98	0.76		
Paid holidays are part of benefits at work.	1.00	0.96	0.86		0.83
I can easily request some days from my employer to relax or go on holidays.	2.55	0.99	0.86		
<i>Overall rating</i>	1.59	0.98			
Leisure-to-work conflict (LWC)					
The time I spent on leisure activities often interferes with my work responsibilities.	1.08	0.94	0.65		
After my leisure activities, I am often too tired the next day to go to work.	1.02	0.96	0.75		0.72
<i>Overall rating</i>	1.05	0.95			
Leisure-to-family conflict (LFC)					
The time I spent on leisure activities often interferes with my family duties.	1.11	0.99	0.73		
After my leisure activities, I am often too tired to attend to any family responsibilities.	1.01	0.98	0.80		0.72
<i>Overall rating</i>	1.06	0.99			
Leisure engagement (LE)					
At least I have 30 minutes relaxation every day.	2.32	0.97	0.69		
At least in a week, I participate in activities that I consider meaningful.	2.30	0.95	0.80		0.72
<i>Overall rating</i>	2.31	0.96			
Psychological symptoms (PS)					
I wake every day feeling very stressed.	3.82	0.85	0.80		
I often feel very nervous.	2.71	0.80	0.65		
I often struggle to sleep.	3.29	0.97	0.80		0.87
I often feel anxious.	2.29	0.94	0.70		
I often feel hopeless.	1.00	0.96	0.86		
I often feel worthless.	1.00	0.96	0.86		
<i>Overall rating</i>	3.05	0.89			

Ranking scale: 1 to 6

From Tables 2 and 3, the Cronbach's and CR values respectively averaged above 0.7 (Bagozzi & Yi, 1988) indicating there was consistency in the measurement items. Convergent validity was also evident in the results shown by the Average Variance Extracted (AVE) values



averaging above 0.5. Besides, the uniqueness of the constructs was determined using the discriminant validity test, as suggested by Fornell and Larcker (1981).

Table 3: Correlation matrix

Construct	CR	AVE	1	2	3	4	5	6	7	8	9	10	11	12
1 WFC	0.950	0.630	0.794											
2 FWC	0.864	0.561	0.405	0.749										
3 WFE	0.811	0.674	0.329	0.271	0.820									
4 FWE	0.908	0.720	0.440	0.322	0.419	0.849								
5 WLC	0.890	0.572	0.369	0.307	0.319	0.235	0.756							
6 FLC	0.900	0.750	0.363	0.410	0.328	0.437	0.386	0.866						
7 FLE	0.812	0.631	0.432	0.394	0.349	0.376	0.296	0.458	0.794					
8 WLE	0.830	0.646	0.413	0.269	0.513	0.488	0.408	0.382	0.490	0.804				
9 LWC	0.831	0.712	0.475	0.243	0.438	0.430	0.510	0.588	0.364	0.436	0.844			
10 LFC	0.896	0.742	0.230	0.234	0.307	0.331	0.273	0.485	0.515	0.406	0.369	0.861		
11 LE	0.817	0.680	0.310	0.478	0.422	0.340	0.448	0.322	0.443	0.370	0.352	0.142	0.824	
12 PS	0.924	0.564	0.146	0.518	0.233	0.269	0.290	0.367	0.419	0.215	0.377	0.239	0.436	0.751

Average Variance Extracted (AVE) scores show diagonally (in boldface).
 Composite/Construct reliability (CR) >0.7; AVE= >0.5

Table 3 shows that the square root of the AVE for each construct is higher than the intercorrelation between that construct and other constructs. Finally, the global fitness of the model was determined by the Chi-Square (2.403), GFI (0.921), CFI (0.906), AGFI (0.905), TLI (0.940), RMSEA (0.061), and SRMR (0.07) values. These results indicate that all indices met the criteria for CFA as per the extant literature (see Fornell & Larcker, 1981; Bagozzi et al., 1991).

Sample characteristics

Socio-demographic, job, organisational, and home-related variables are well documented in the literature as predisposing factors to negative work-family interaction. Additionally, variables such as level of education, marital status, and work experience are considered confounding factors to the relationship between adverse work-family interaction and the health of hotel employees and thus included in the estimation. Most of the respondents were operational-level employees (64.55%) and the remaining were in management positions (35.45%). About 37% were front-office employees and 31% worked in the restaurant. More than half of the respondents were females (57.14%) and had never married (73.44%). The average age of respondents is 30 years. Most of them obtained a diploma (38.39%) and primary education (32.14%). The remaining had Bachelor's degrees (29.46%). About 34 % earned monthly income between GHS 300-450 and 23% made between GHS 500-650. Those with dependents (57.41%) had, on average, two dependents. Predominantly, they professed Christianity (92.79%). About half (50%) have been working in the hotel industry for about five years. A little over half (60%) of them work for over eight (8) hours a day. Most of them (89%) worked from Monday to Sunday. Shift workers constituted 67% of the sample. The majority of the respondents planned their day (85.17%) and stuck to their schedules (82.14%).

Results

Characterising the employees' work-family-leisure balance

On average, work-leisure conflict received the highest score among all the conflict domains (mean = 2.93) followed closely by work-to-family conflict (mean = 2.92). About 70% of the respondents reported high work-leisure conflict and 68% did for work-family conflict. However, a lower average rating was given to the remaining forms of conflicts such as family-to-leisure conflict (mean = 1.35), family-to-work conflict (mean = 2.22), and leisure-to-work conflict (mean = 1.05). For instance, about 22% of the respondents reported high family-to-work. The import is that the employees perceived their work role to be conflicting with their family roles rather than the opposite, a finding confirmed in most previous studies (Rantanen et al., 2013; Gamor et al., 2014).

As regards work-family-leisure enrichment, a higher average rating is given to family-work improvement (mean = 2.94) than family-work-enrichment (mean = 2.84). Despite the significant variation in the mean scores, similar proportions of high work-to-family (87.50 %) and family-to-work enrichment (86.61%) were observed among the sample. Similarly, though it appears that both the family and work hardly enhance the leisure engagement of the respondents, they rated their family-to-leisure enrichment (mean = 2.37) higher than work-to-leisure enrichment (mean = 1.59). Subsequently, ratings between 0 and 2 on each of the dimensions were recorded as “low” while 3 and 5 were considered “high”. This formed the basis for the cluster analysis.

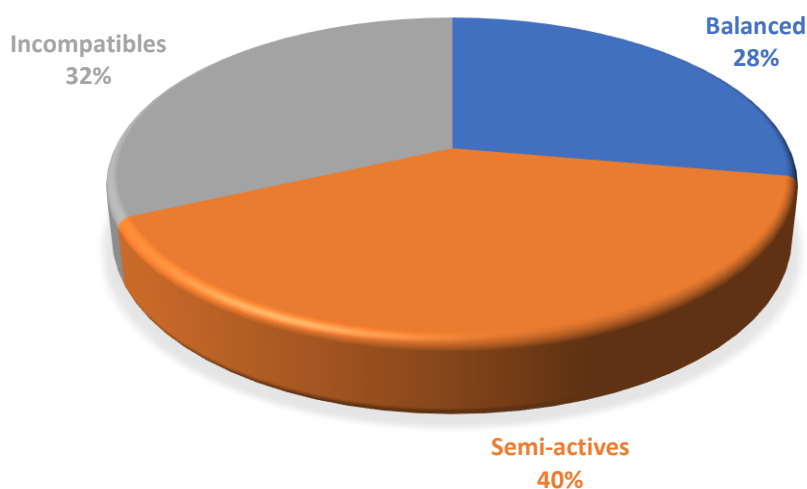


Figure 1: Segments of employees' work-family-leisure interfaces

According to Figure 1, Segment 1 (n = 124; 28.00%) consists of employees who experience low WFC (100%), FWC (93.55%), and WLC (64.52%) on the one hand, and high work-family enrichment (See Table 4). These were employees with diploma certificates (51.61%) who worked in the frontline department. This segment is also distinct in its number of hours per day. They mostly worked below 8 hours (50% and never drank alcohol (64.52%) or smoked (93.55%) (Table 5).

Segment 2 (n = 180; 40.00%), the largest segment comprises employees who reported high FLC (100%), WLC (97.78%) and FWC (44.44%). Segment 2 also differed significantly from other types of employees in their educational attainment and nature of work engagement. They have basic education (42.22%), work in a restaurant (37.78%) and mostly work on shift (73.33%) (Table 5).



They are poor at keeping work schedules (20%) in comparison to other segments. Interestingly, they experienced high WFE (91.11%) and FWE (88.89%). Segment 3 (n = 140; 32.00%) is made up of employees with high WFC (100%) and Low WFE (20%). Distinctively, they tend to be married individuals (40%) and non-shift workers (40%). This segment hosts a larger proportion of those employees who are currently smoking (5.57%)

Table 4: Work-family-leisure conflicts and work-family-leisure enrichments by clusters

	Cluster 1 <i>Balanced</i> N = 124	Cluster 2 N = 180 <i>Semi-Actives</i>	Cluster 3 N = 140 <i>Incompatibles</i>	χ^2 (p-value)
Work-to-family conflict (WFC)				
Low	100.00	11.11	0.00	362.87 (0.000) **
High	0.00	88.89	100.00	
Family-to-work conflict (FWC)				
Low	93.55	55.56	94.29	93.06 (0.000) **
High	6.45	44.44	5.71	
Family-to-leisure conflict (FLC)				
Low	100.00	0.00	100.00	444.00 (0.000) **
High	0.00	100.00	0.00	
Work-to-leisure conflict (WLC)				
Low	64.52	2.22	37.14	138.16 (0.000) **
High	35.48	97.78	62.86	
Work-to-family enhancement (WFE)				
Low	9.68	8.89	20.00	10.165 (0.006) **
High	90.32	91.11	80.00	
Family-to-work enhancement (WFE)				
Low	12.90	11.11	17.14	2.506 (0.286)
High	87.10	88.89	82.86	
Work-to-leisure enhancement (WLE)				
Low	89.10	90.89	95.66	3.301 (0.216)
High	12.90	9.11	4.34	
Family-to-leisure enhancement (FLE)				
Low	79.91	90.89	90.00	1.33 (0.292)
High	20.90	11.11	10.00	

Note: *p<0.05; p<0.01

Table 5: Profile of clusters

	<i>Balanced</i> N = 124	<i>Semi-Actives</i> N = 180	<i>Incompatibles</i> N = 140	χ^2 (p-value)
Gender				
Male	38.71	48.89	40.00	3.976(0.137)
Female	61.29	51.11	60.00	
Marital status				6.740(0.034)
Single	74.19	62.22	60.00	
Married	25.81	37.78	40.00	
Age				9.78(0.040) *
<30 years	16.13	24.44	25.71	
31-40	74.19	71.11	62.86	
Above 40 years	9.68	4.44	11.43	
Education				20.265(0.000) **
Basic	22.58	42.22	28.57	
Diploma	51.61	28.89	40.00	
Degree	25.81	28.89	31.43	
Currently studying for another certificate				0.8738(0.646)
Yes	29.03	26.67	31.43	
No	70.97	73.33	68.57	
Experience				7.812(0.099)
1-5 years	83.87	73.33	72.73	
6-10 years	9.68	15.56	12.12	
11 + years	6.45	11.11	15.15	
Job position				1.224(0.542)
Operation level	35.48	33.33	39.39	
Management	64.52	66.67	60.61	
Department				24.057(0.020)*
Frontline	41.94	35.56	35.29	
Housekeeping	16.13	13.33	11.76	
Restaurant	22.58	37.78	29.41	
Maintenance	6.45	6.67	8.82	
Accounts	6.45	0.00	2.94	
Others	3.23	2.22	2.94	
Type of facility				4.5269 (0.104)
Budget	25.81	26.67	17.14	
Star-rated hotel	74.19	73.33	82.86	
Type of employee				6.3911(0.041) *



Shift worker	67.74	73.33	60.00	
Non-shift worker	32.36	26.67	40.00	
Number of work hours				6.6136 (0.037) *
8 hours and below	50.00	35.56	38.24	
Above 8 hours	50.00	64.44	61.76	
Dependent				2.3288(0.312)
None	48.39	39.53	42.42	
Dependent	51.61	60.47	57.58	
Smoking status				35.257 (0.000)**
Never smoked	93.55	93.33	77.14	
Ever smoked	6.45	6.67	14.29	
Current smoking	0.00	0.00	8.57	
Drinking alcohol				27.280(0.000)**
Never drank alcohol	64.52	40.00	40.00	
Sometimes	25.81	51.11	54.29	
Always	9.68	8.89	5.71	
Plan activities				
No	12.90	20.00	20.00	3.047 (0.218)
Yes	87.10	80.00	80.00	
Colleague workers help				10.70(0.005)*
Yes	41.94	28.89	45.71	
No	58.06	71.11	54.29	
Keeping to schedule				
No	12.90	20.00	8.57	8.656(0.013)**
Yes	87.10	80.00	91.43	
Support from relatives on household work				
No support	54.84	24.44	54.29	
Supportive	45.16	75.56	45.71	39.72(0.000)**
Job satisfaction				
Not satisfied	16.13	42.22	48.57	
Satisfied	83.87	57.78	51.43	33.34(0.000)**

Note: *p<0.05; p<0.01

Clusters by leisure engagement and psychological health

Overall, our finding suggests that *Semi-active* significantly had a relatively high frequency of leisure engagement ($\beta = 1.92$; $p < 0.01$) when compared with the *Incompatibles* ($\beta = -0.093$; $p < 0.01$) and the *Balanced*. However, the *Balanced* also markedly engaged in leisure than the *Incompatibles* (Table 6).

Table 6: Clusters by leisure engagement and psychological symptoms

	β (SE)	R ²
Balanced → leisure engagement	Ref	
Semi-actives → leisure engagement	1.921(0.210)**	0.132
Incompatibles → leisure engagement	-0.093(0.042)**	
Constant	0.943(0.151)**	
Balanced → psychological symptoms	Ref	
Semi-actives → psychological symptoms	0.541(0.09)**	0.210
Incompatibles → psychological symptoms	0.486(0.09)**	
Constant	0.543(0.162)**	
Balanced → Leisure → psychological symptoms	Ref	0.342
Semi-actives → Leisure → psychological symptoms	-0.939(0.322)**	
Cluster 3 → Leisure → psychological symptoms	-0.386(0.120)*	
Constant	0.943(0.093)**	

NB: β = Coefficient; SE = Standard Error

The *Semi-active* significantly reported more psychological health symptoms ($\beta = 0.541$; $p < 0.01$) than the *Balanced*. A similar observation was made between the *Incompatibles* ($\beta = 0.486$; $p < 0.01$) and the *Balanced* in psychological health, but no marked variation was noted in the psychological health status of the *Actives* and the *Incompatibles* (Table 6).

Discussion

The current study sought to characterise hotel employees along with the constellations of work-family-leisure balance while trying to extend the four-dimensional typology of WFB (Rantanen, 2008; Rantanen et al., 2013) by incorporating leisure. Three employee categories were identified, namely *Balanced*, *Semi-actives*, and *Incompatible*. Distinctively, only the balanced category in the four-dimensional typology of WFB was confirmed among hotel employees in Ghana. This category reported high work-family-leisure enrichment and low work-family-leisure conflict. No evidence was found for the harmful, passive and active types. This outcome is markedly variant from the theorised four-dimensional typology. Accordingly, the study failed to sustain the hypothesis that four types of WFLB will emerge: (1) active (high work-family-leisure conflict and high work-family-leisure enrichment), (2) balanced (low work-family-leisure conflict and high work-family-leisure enrichment), (3) harmful (high work-family-leisure conflict and low work-family-leisure enrichment) and (4) passive (low work-family-leisure conflict and low high work-family-leisure enrichment). We learn from the results that work-family interactions (WFC, FWC, WFE and FWE) do not naturally combine in the expected proportions of low and high and bi-directional relationships to reflect the situation of the four types of employees proposed in the literature when leisure life is incorporated. This may be due to the job and cultural context of the employee, which in the present case is the hotel industry in Ghana.

Rantanen et al. (2013) highlight the difficulty in categorising employees as purely passive due to the intense interaction between paid and unpaid work roles in modern times, competing for an individual's time and energy. They argue that maintaining clear boundaries between work and family life is challenging. Additionally, they suggest that the absence of a harmful type, where employees face high conflict and low enrichment between work, family, and leisure, aligns with theories emphasising role enhancement. This suggests that the relationship between work and family involves not just conflicts but also significant enrichments. The authors point out examples such as weekend leisure programs organised by companies and the prevalence of paid holidays in some countries, contrasting with potential scarcity among hotels in Ghana.

Instead of a pure Active employee type, the study found a relatively mild one. This category is characterised by high work-to-family conflict, a slightly low family-to-work conflict (56%) combined with high work-family-leisure enrichments. Previous studies have confirmed that family roles hardly interfere with work (Tsaur & Tang, 2012; Tsaur & Yen, 2018). The almost split nature of the proportion of employees who faced low and high family-to-work conflict confounded the availability of pure actives, which is subsequently termed here as *Semi-active*. The third cluster is characterised by high work-to-family conflict, low family-to-work conflict, low family-to-leisure conflict, and high work-to-leisure conflict but with high work-family enrichment. Similar to Rantanen et al. (2013), this cluster is labelled as the *Incompatible* WFLB.

The study's findings revealed notable differences in leisure involvement among different groups. Despite having relatively low conflicts between work, family, and leisure, certain segments (such as the 'Incompatibles' and the 'Balanced') displayed lower engagement in leisure activities. This indicates that simply having a balanced approach does not necessarily mean more participation in leisure compared to other groups. Put differently, having low conflict between work, family, and leisure does not automatically lead to increased recreational participation. This suggests caution against policies solely focused on flexible work schedules to encourage leisure participation, as it might not guarantee increased involvement. Instead, the study indicates a need for higher enrichment in the relationship between work, family, and leisure, which is lacking across all the identified segments.

While gender on the whole did not significantly influence the pattern of WFL interfaces, further analysis revealed that married women, particularly those with dependents are more likely not to be balanced in their work-family-leisure life. This suggests that they are more likely to face high work-family-leisure conflict and low work-family-leisure enrichment. Due to the additional commitment of married women to their families, work-family-leisure conflict may be more profound among them than among unmarried women. Additionally, women with dependents may experience higher conflict, a situation often compounded by a lack of support from work colleagues and the family as well as the natural desire to “be there for the kids” (Shaw et al., 2003; Pritchard, 2007; Lin, Wong & Ho, 2014). Meanwhile, leisure has gendered socio-cultural connotations in Ghanaian societies (Adam, 2014), a situation that further deepens the work-family-leisure conflict experienced by women compared to men. Women are generally expected to carve out for themselves passive, home-based leisure activities that are in consonance with their 'home-keeping' tag and thereby deny them access to structured, outdoor, and active leisure that is dominantly enjoyed by men (Adam, 2014). For instance, women are required by sociocultural norms to be gatekeepers of household obligations and for that matter not actively seeking work, especially in sectors that require working overtime, overnight, and weekends, including the hotel industry. Technically, the woman's home-based passive recreation is part of her domestic duties since it is usually spent, mostly with dependents (children) and engaging in activities that hold the family fabric together (Kes & Swaminathan, 2006). Ultimately, work-family-leisure conflict is experienced along with gender domains in tandem with the socio-cultural dictates that the concepts of work, family, and leisure manifest. Therefore, working in the hotel industry and other similar labour-intensive industries stands to increase the time and energy poverty of women yielding them to imbalances in their WFL interfaces.

The relatively high participation in leisure by the *Actives* than the *Incompatibles*, despite being faced with high doses of conflict from both family and work on their leisure is strange but probably explained by the understanding that leisure constraints do not always result in non or reduced participation (Godbey et al., 2010). The other reason could be that the *Actives* are expected to be ‘high’ in both conflict and enrichment and are likely to be leisure-enthusiast to compensate for the psychological strains that come with the conflicts.

The study findings reveal that despite higher engagement in leisure activities, individuals classified as "Actives" reported more symptoms of poor psychological wellbeing compared to the "Balanced" group. This higher distress is linked to their concurrent experiences of elevated work-to-family conflict and work-to-leisure conflict, aligning with earlier research conclusions (Demerouti & Geurts, 2004; Rantenen et al., 2011). The Conservation of Resource theory and role stress hypotheses support this correlation, suggesting that when individuals face conflicts between work, family, and leisure, it adversely affects their mental health. The concept of "work-leisure conflict" coined by Linder (1970) describes a scenario where leisure feels rushed and scarce due to competing demands, potentially diminishing the expected benefits of leisure engagement (Tsaur & Yen, 2018). Moreover, a moderation analysis affirms that active engagement in leisure can alleviate poor psychological symptoms, reinforcing the therapeutic role of leisure in managing psychological distress.

Conclusions and implications

Practical implications

The study underscores the significance of active engagement in leisure activities as a buffer against the negative impact of work-family conflict on psychological health. Recommendations are proposed to establish occupational leisure wellness policies, corporate leisure programs, and flexible work hours to promote a balance between work, family, and

leisure. Hotel management is advised to provide facilities like gyms, fitness classes, and flexible working hours to facilitate employee participation in meaningful leisure activities. Furthermore, securing labour-saving technologies for employees, especially married women, such as washing machines, is suggested to reduce domestic workload and increase leisure time. Human resource managers are encouraged to organise counseling sessions and lifestyle management programs to address stressors and optimise work-life balance. Additionally, a call is made for educational campaigns to promote gender equality in domestic chores, involving advocacy groups, media, and community organisations. Finally, families are encouraged to support each other in creating time for leisure by sharing responsibilities and engaging in meaningful activities together.

Theoretical implications

The study identifies distinct groups of hotel employees based on how their work, family, and leisure lives intersect, affecting their mental well-being. It challenges the oversimplified notion of achieving WFB without considering leisure's role in employees' overall wellness. Instead, it emphasises the concept of FLWB, recognising the complexities of these interactions. Leisure is seen as a key factor moderating stress from work and family domains, albeit with varying impacts on different employees. The research underscores that conflicts and enrichments within the WFL interface significantly influence the mental health of hotel employees, providing valuable insights into this area. Second, it is concluded that a person-oriented (a combinational-dimensional approach) modelling approach is much preferred to a single variable-oriented approach to capture the manifestation of the paid and unpaid work balance. In a higher level of abstraction, it can be modelled as work-family-leisure conflict and work-family-leisure enrichment, and combinations thereof. The implication here is that though conflicts and enrichments ran between the family-leisure-work domains, the constellations are complex and maybe a person, situation, and time-specific. Methodologically, the study is indicative that it is possible to grip the various way WFC, FWC, WFE, and FWE interact to result in the overall experience of WFB.

Limitations and recommendations for future research

This study sheds light on the relationship between the work-family-leisure balance and the psychological well-being of hotel employees. However, certain limitations could restrict the generalisability of its findings. The cross-sectional design and the single-country sample selection might limit broader applications. Future research should validate these findings across diverse countries or contexts using longitudinal data and explore other sectors within the tourism and hospitality industry. Additionally, while the study did not examine the specific types of leisure activities, these could influence how work-family conflict impacts psychological health. Moreover, the sample's composition might affect the observed work-family conflict, such as a higher percentage of single employees and a significant portion working in non-shift roles.

References

- Adam, I. (2014). Gendered Perspectives of Leisure Patterns and Constraints of University Students in Ghana. *Leisure/Loisir*, 38(2), 181-198.
- Ahmad, A. (2008). Job, Family and Individual Factors as Predictors of Work-family Conflict. *The Journal of Human Resource and Adult Learning*, 4 (1), 57-65.
- Ahmad, S. & Skitmore, M. (2003). Work-family Conflict: A Survey of Singaporean Workers. *Singapore Management Review*, 25(1), 35-52.

- Aryee, S. (1992). Antecedents and Outcomes of Work-family Conflict Among Married Professional Women: Evidence from Singapore. *Human relations*, 45 (8), 813-837.
- Aryee, S., Srinivas, E. S. & Tan, H. H. (2005). Rhythms of life: Antecedents and outcomes of work-family balance in employed parents. *Journal of Applied Psychology*, 90 (1), 132.
- Bagozzi, R. P., Yi, Y. & Philipps, L. W. (1991). Assessing Construct Validity in Organisational Research. *Administrative Science Quarterly*, 36, 421-458.
- Bagozzi, R., & Yi, Y. (1988). On the Evaluation of Structural Equation Models. *Journal of the Academy of Marketing Science*, 16(1), 74-94.
- Biddle, B. J. (1986). Recent Developments in Role Theory. *Annual Review of Sociology*, 12 (1), 67-92.
- Dayour, F. (2013). Motivations of Backpackers in the Cape Coast – Elmina Conurbation Ghana. *African Journal of Hospitality Tourism and Leisure*, 2(3), 1-13.
- Dayour, F. & Adams, I. (2022). Entrepreneurial Motivations Among COVID-19 Induced Redundant Employees in the Hospitality and Tourism Industry. *Journal of Human Resources in Hospitality & Tourism*, 21(1), 130-155.
- Demerouti, E. & Geurts, S. (2004). Towards a Typology of Work-Home Interaction. *Community, Work & Family*, 7 (3), 285-309.
- Dinh, H., Cooklin, A. R., Leach, L. S., Westrupp, E. M., Nicholson, J. M. & Strazdins, L. (2017). Parents' Transitions into And Out of Work-Family Conflict and Children's Mental Health: Longitudinal Influence via Family Functioning. *Social Science & Medicine*, 194, 42-50.
- Dolnicar, S. & Grun, B. (2011). Three Good Reasons not to Use Factor-Cluster Segmentation. In *CAUTHE 2011: National Conference: Tourism: Creating a Brilliant Blend* (p. 1054). The University of South Australia. School of Management.
- Dolnicar, S. & Leisch, F. (2003). Winter Tourist Segments in Austria: Identifying Stable Vacation Styles Using Bagged Clustering Techniques. *Journal of Travel Research*, 41(3), 281-292.
- Dolnicar, S. & Leisch, F. (2010). Evaluation of Structure and Reproducibility of Cluster Solutions Using the Bootstrap. *Marketing Letters*, 21 (1), 83-101.
- Font, X., Garay, L. & Jones, S. (2016). A Social Cognitive Theory of Sustainability Empathy. *Annals of Tourism Research*, 58, 65-80.
- Ford, M. T., Heinen, B. A. & Langkamer, K. L. (2007). Work and Family Satisfaction and Conflict: A Meta-Analysis of Cross-Domain Relations. *Journal of Applied Psychology*, 92 (1), 57.
- Fornell, C. & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39-50.
- Gamor, E., Amissah, E. F. & Boakye, K. A. A. (2014). Work-Family Conflict Among Hotel Employees in Sekondi-Takoradi Metropolis, Ghana. *Tourism Management Perspectives*, 12, 1-8.
- Ghislieri, C., Emanuel, F., Molino, M., Cortese, C. G. & Colombo, L. (2017). New Technologies Smart, or Harm Work-Family Boundaries Management? Gender Differences in Conflict and Enrichment Using The JD-R Theory. *Frontiers in Psychology*, 8, 1070.
- Godbey, G., Crawford, D. W. & Shen, X. S. (2010). Assessing Hierarchical Leisure Constraints Theory After Two Decades. *Journal of Leisure Research*, 42 (1), 111-134.
- Greenhaus, J. H. & Beutell, N. J. (1985). Sources of Conflict Between Work and Family Roles. *Academy of Management Review*, 10 (1), 76-88.

- Grzywacz, J. G., Carlson, D. S. & Shulkin, S. (2008). Schedule Flexibility and Stress: Linking Formal Flexible Arrangements and Perceived Flexibility to Employee Health. *Community, Work and Family, 11* (2), 199-214.
- Hajibaba, H., Gretzel, U., Leisch, F., & Dolnicar, S. (2015). Crisis-Resistant Tourists. *Annals of Tourism Research, 53*, 46-60.
- Haworth, J. & Lewis, S. (2005). Work, Leisure, and Well-Being. *British Journal of Guidance & Counselling, 33* (1), 67-79.
- Kes, A. & Swaminathan, H. (2006). Gender and Time Poverty in sub-Saharan Africa. *Gender, Time Use, and Poverty in Sub-Saharan Africa, 13*.
- Kessler, R. C., Andrews, G., Colpe, L. J., Hiripi, E., Mroczek, D. K., Normand, S. L. & Zaslavsky, A. M. (2002). Short Screening Scales to Monitor Population Prevalences and Trends in Non-Specific Psychological Distress. *Psychological Medicine, 32* (6), 959-976.
- Lin, J. H., Wong, J. Y. & Ho, C. H. (2014). Beyond the Work-To-Leisure Conflict: A High Road Through Social Support for Tourism Employees. *International Journal of Tourism Research, 16*(6), 614-624.
- Linder, S. B. (1970). *The Harried Leisure Class*. New York: Columbia University Press.
- Marks, S. R. & MacDermid, S. M. (1996). Multiple Roles and the Self: A Theory of Role Balance. *Journal of Marriage and the Family, 417-432*.
- Marshall, N. L. & Barnett, R. C. (1993). Work-Family Strains and Gains Among Two-Earner Couples. *Journal of Community Psychology, 21* (1), 64-78.
- Netemeyer, R. G., Boles, J. S. & McMurrian, R. (1996). Development and Validation of Work-Family Conflict and Family-Work Conflict Scales. *Journal of Applied Psychology, 81* (4), 400.
- Pritchard, A. (Ed.). (2007). *Tourism and gender: Embodiment, Sensuality, and Experience*. Cabi.
- Rantanen, J. (2008). *Work-family Interface and Psychological Well-Being: A Personality and Longitudinal Perspective* (No. 346). The University of Jyväskylä.
- Rantanen, J., Kinnunen, U., Mauno, S. & Tement, S. (2013). Patterns of Conflict and Enrichment in Work-Family Balance: A Three-Dimensional Typology. *Work & Stress, 27* (2), 141-163.
- Rantanen, J., Kinnunen, U., Mauno, S. & Tillemann, K. (2011). *Introducing Theoretical Approaches to Work-Life Balance and Testing a New Typology Among Professionals. In Creating Balance?* (pp. 27-46). Springer, Berlin, Heidelberg.
- Rogerson, J. M., Lekgau, R., Mashapa, M. & Rogerson, C. M. (2022). Rural Tourism Challenges in South Africa Under COVID-19: Greater Giyani Local Municipality, Limpopo Province. *African Journal of Hospitality, Tourism and Leisure, 11*(3), 1099-1117.
- Scharlach, A. E. (2001). Role Strain Among Working Parents: Implications for Workplace and Community. *Community, Work & Family, 4* (2), 215-230.
- Shaw, S. M., Andrey, J. & Johnson, L. C. (2003). The Struggle for Life Balance: Work, Family, and Leisure in the Lives of Women Teleworkers. *World Leisure Journal, 45*(4), 15-29.
- Tsaur, S. H. & Tang, Y. Y. (2012). Job Stress and Well-Being of Female Employees in Hospitality: The Role of Regulatory Leisure Coping Styles. *International Journal of Hospitality Management, 31* (4), 1038-1044.
- Tsaur, S. H. & Yen, C. H. (2018). Work–Leisure Conflict and its Consequences: Do Generational Differences Matter? *Tourism Management, 69*, 121-131.



Wong, J. Y. & Lin, J. H. (2007). The Role of Job Control and Job Support in Adjusting Service Employee's Work-To-Leisure Conflict. *Tourism Management*, 28 (3), 726-735.

Zhao, X. R., Qu, H. & Liu, J. (2014). An Investigation into the Relationship Between Hospitality Employees' Work-Family Conflicts and Their Leisure Intentions. *Cornell Hospitality Quarterly*, 55 (4), 408-421.