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How the need for "leisure benefit systems" as a "resource passageways" moderates the effect of work-leisure conflict on job burnout and intention to leave: A study in the hotel industry in Quebec

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ABSTRACT

Based on a conceptual framework and a survey of 258 persons in the hotel industry in Quebec, this study examines how work-leisure conflict contributes in increasing job burnout and intention to leave. Also, it examines the moderating role of "leisure benefit systems" on the effect of WLC on burnout and intention to leave. Using SEM and critical ratios for differences between groups, the results indicate that WLC has a positive effect on burnout and intention to leave. Moreover, our study reveals perception of need for subsidized recreation and extended vacations time moderates and increases the effect of WLC on depersonalization. Implementing practices such as flexibility in working hours, as well as leisure benefits could help employees to balance work and leisure.

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1. Introduction

Over recent years, organizations in tourism and hospitality industry have had to constantly improve the quality of services to attract new clients, retain current clients and remain competitive, while at the same time trying to offer better working conditions to attract and retain the best employees.

It is a sector where staff turnover is high, since factors such stress at work and difficult working conditions lead employees to consider leaving their work (Burke, 2003; Tsaur, Liang, & Hsu, 2012, Sharma, Verma, Verma, & Malhotra, 2010). This makes it difficult to attract and retain workers, as employment in the hospitality industry is characterized by poor conditions, low pay, a high percentage of workers drawn from socially disadvantaged groups, poor status, absence of professionalism (Marco–Lajara & Úbeda–García,

2013). The issue of work-leisure conflict and work-family balance is particularly important since the hospitality industry is 59% female. In the context of Québec, studied here, the issue is all the more important since Québec counts 37561 workers in this sector (in 2012), 11% of the tourism industry. It is a growing industry; jobs have increased 16% in Québec from 2004 to 2014, and hours of work increased 17%, to 62 million hours. In Canada, the tourism, hospitality and restaurant sector is the 2nd largest after retail trade, and for Québec it is the 5th export sector with 10.6 billion $ in total income.

The attitudes and behaviors of hotel employees may indeed affect customer satisfaction and loyalty (Lin, Wong, & Ho, 2013). In many sectors, including the hospitality industry, work is characterized by a high level of stress (Kim, Murrmann, & Lee, 2009), which is a major issue in the hospitality industry (Hsieh & Eggers, 2011). Research has shown that stress at work is due to high job demands such as excess workload (Karatepe, 2008; Karatepe & Aleshinloye, 2009), long and irregular working hours (Zhao, Mattila, & Ngan, 2014), and difficulty in reconciling work and family life (Choi & Kim, 2012), the latter affecting many sectors, but being particularly difficult in all service sectors where work goes beyond "9 to 5". Theses work stressors can "also require much time and energy of service employees, leaving less

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opportunity to engage in leisure activities in their time off" (Wong & Lin, 2007). These researchers have extended research from work-non-work conflict to work-leisure conflict (WLC), which occurs when the demands at work interfere with the ability of employees to participate in leisure activities. Studying WLC is at the core of research in the field of hospitality and tourism research (Lin, Huang, Yang, & Chiang, 2014), as it concerns clients as well as employees. "The quest to balance leisure and work, including how to do it and maintain standards of excellence continues to be a topic of interest" (Taneja, 2013, p. 113). Leisure can be considered as a coping strategy for work-related strains (Iwasaki & Mannell, 2000). Therefore, most studies have been interested in the coping effect of leisure on work (e.g., Iwasaki, 2003). However, as reported by Tsaur et al. (2012), few studies have focused on the WLC. More WLC causes lower satisfaction at work and lower quality of life (Lin et al., 2013) more job burnout and lower wellbeing (Lin et al., 2014).

The study of WLC in the hospitality industry is important for other reasons. Firstly, leisure is valued in contemporary society with an increased interest for personal wellbeing confronted to globalization, computerization, lack of time and changes in lifestyles. However, "people seem to have forgotten the idea of leisure as part of their day-to-day schedules" (Taneja, 2013, p. 113). Thus leisure time is increasingly competing with work domains and it is all the more important to pursue research on WLC. Indeed, theoretical and empirical research in the field of work and leisure has not been numerous (Tsaur et al., 2012) and studies on WLC are also sparse (Lin et al., 2014). In our literature review on WLC, we found only six articles published in academic journals (Lin et al., 2013, 2014; Staines & O'Connor, 1980; Tsaur et al., 2012; Wong & Lin, 2007; Zhao & Rashid, 2010). More specifically, we have identified only one study that investigated the relationship between WLC and job burnout. This is the research of Lin et al. (2014) achieved in the hospitality and tourism industries in Taiwan which demonstrated that WLC influenced negatively wellbeing and positively job burnout. Moreover, no study has examined the role of WLC on intention to leave the organization. Secondly, the hospitality industry is characterized by long and irregular working hours, work on weekends and short holidays which leave less little time for leisure. Due to the nature of their work, service employees experience higher job interference with leisure time than employees in other sectors (Wong & Lin, 2007). Hence, it seems very relevant to explore the role of WLC on burnout and the intention to leave in this industry. Thirdly, research shows that family-friendly policies decrease work-family conflict (Anderson, Coffey, & Byerly, 2002; Kossek, Lautsch, & Eaton, 2006; Russell, O'Connell, & McGinnity, 2009). Indeed, Greenhaus and Allen (2011) recommend flexibility in working hours to reconcile work and family life, but this is not frequent in the hospitality industry. Very few studies have examined the influence of "leisure benefit systems" on frontline employee behaviors and attitudes (Lin et al., 2013). Our study is an extension of the work of Lin et al. (2013) who examined the effect of WLC on job satisfaction and quality of life and the moderating effect of satisfaction with "leisure benefit systems". These authors recommended further research in order "to evaluate the effectiveness and implementation of leisure benefit systems in human resource management to justify the importance of provision of leisure benefit policies in organizations" (Lin et al., 2013, p. 185). Our study attempts to fulfill this gap by testing the perception of employees on the need for two leisure policies (subsidized recreation and extended vacation time). Our study is also an extension of the research by Lin et al. (2014) who studied the effect of WLC and leisure participation on job burnout.

2. Theoretical grounding and hypotheses

Our research analyzes the effect of WLC on job burnout and intention to leave. It examines the moderating effect of the need for "leisure benefit systems" on these relationships.

The model of our hypotheses is presented in Fig. 1.

2.1. WLC and job burnout

According to Greenhaus and Beutell (1985), workers are confronted to work and non-work conflict when the roles at work and in life are incompatible. In other words, WLC occurs when employees are unable to reconcile their professional role and leisure activities outside the workplace. This conflict is a form of "interrole conflict in which the role pressures from the work and leisure domains are mutually incompatible" (Tsaur et al., 2012, p. 396). In other words, when employees need to spend more time to respond to heavy work demands and work hours, this exhausts their energy, while diminishing time and opportunities for leisure activity (Wong & Lin, 2007). We can also define this form of conflict building on the basis of the theory of conservation of resource (COR). We suggest the following definition: a form of interrole conflict that occurs when workers are exposed to high job demands exhausting their valuable resources such as energy and time and making them incapable to meet their professional role and to have adequate leisure activities.

Work-family conflict can be conceptualized in accordance with role theory (Kahn & Byosiere, 1992) which reveals that this interrole conflict influences job stress because of the conflicting demands, depleting resources such as time, energy, as well as cognitive, psychological and emotional resources which are necessary to fulfill both work and family responsibilities (Frone, Russell, & Cooper, 1992). Likewise, the theory of the conservation of resources (COR) contends with this reasoning. According to this theory, job stress or burnout occurs when resources are lost in the process of managing both work role and family obligations. Studies in the hospitality industry indicate that work-family conflict produces job burnout when staff has difficulty to combine work and family life (Karatepe, Sokmen, Yavas, & Babakus, 2010; Namasivayam & Zhao, 2007; Yavas, Babakus, & Karatepe, 2008).

We can to a certain extent assimilate the WLC to work-family conflict and suggest that WLC happens when employees in the hotel sector experience difficulties in managing the high job demands and therefore have fewer opportunities, time and energy to participate in leisure activities during their free time. One study has examined the effect of WLC on job burnout. For Halbesleben (2008) job burnout refers to "a psychological weakness caused by a state of chronic and uncontrolled stress resulting in fatigue and frustration especially among employees".

Burnout is a process in which the individual first is exposed to a destruction of emotional resources that progressively leads to disengagement from work (Maslach & Jackson, 1986; Maslach, Jackson, & Leiter, 1996). It consequently introduces a phase of cynic depersonalization which leads to a sense of lack of fulfillment at work (Demerouti, Bakker, Nachreiner, & Ebbinghaus, 2002; Lee & Ashforth, 1996; Maslach & Jackson, 1981). The MBI (Maslach Burnout Inventory) scale contains three factors: emotional exhaustion, which refers to a weakening of physical, psychological and emotional resources of individuals in dealing with work demands that exceed their adaptive capacity to work (Halbesleben & Bowler, 2007; Lee & Ashforth, 1996); depersonalization, which is characterized by cynicism or disengagement, and is the reaction to emotional exhaustion (Halbesleben & Buckley, 2004) and thirdly, personal accomplishment, which refers to individuals' fruitful achievement, skill, and sufficiency at work (Maslach & Jackson,
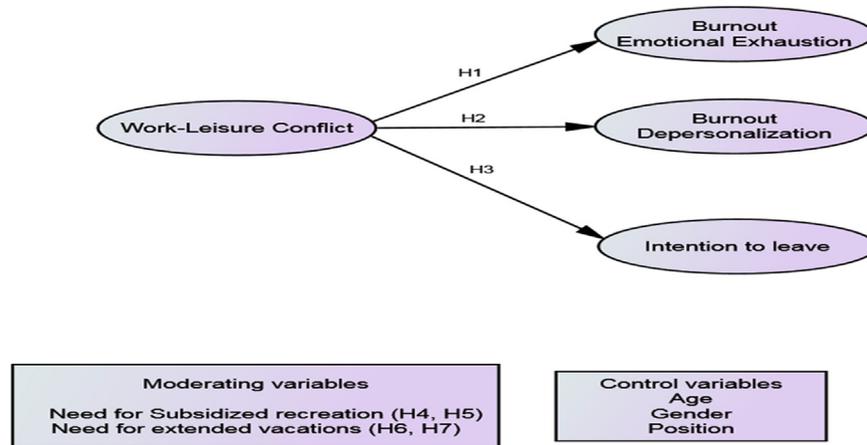
Fig. 1. Conceptual model.

1986). In this study, we take into account only the two first dimensions. Likewise, the personal accomplishment dimension of MBI was deleted as its items do not have a good reliability and the relations between this factor and others are fragile and unbalanced (Maslach & Leiter, 2008). Babakus, Yavas, and Ashill (2009) have excluded this dimension for the same reasons. Lin et al. (2014) have found that WLC affects positively job burnout and negatively the wellbeing in the hospitality and tourism industry in Taiwan. Hence, facing high job demands such as work overload, employees in the hospitality industry lose resources such as time and energy. According to Hobfoll (1998), based on the principal of spiral of loss of resources, the initial loss of resources such as time and energy spent at work can lead to future losses such as loss of leisure which, in turn, could translate into other losses such as burnout. We therefore put forward the following hypotheses for our own research in the hospitality sector:

H1. WLC has a positive effect on burnout (Emotional exhaustion).

H2. WLC has a positive effect on burnout (Depersonalization).

2.2. WLC and intention to leave

Leisure such as prolonged vacation time and sponsored recreation car motivate employees and increase commitment to an organization (Snir & Harpaz, 2002). The work-non-work conflict is negatively related to job satisfaction (Ford, Heinen, & Langkamer, 2007), organizational commitment (Siegel, Post, Brockner, Fishman, & Garden, 2005), retention (Monsen & Boss, 2009) and quality of life (Rice, Frone, & McFarlin, 1992). Zhao and Rashid (2010) conducted a study to measure the mediating effect of work-leisure on the relationship between job stress and employee retention. The results reveal that the WLC has a negative effect on retention. Theses authors proposed that "Organizations should tackle role ambiguity with highest priority and relieve WLC to effectively retain employees under job stress" (Zhao & Rashid, 2010, p. 25). Some researchers suggested that WLC has a central role in the workers' choice to remain working in their current organization or to leave (Ford et al., 2007; Slattery, Selvarajan & Anderson, 2008). However, to date, there are no studies that have examined the effect of WLC on intention to leave the organization. Vandenberg and Nelson (1999, p.1315) define intention to leave as an "individual's own estimated probability (subjective) that they will be permanently leaving the organization at some point in the near future".

As suggested by the theory of COR, WLC can deplete much of the mental and emotional resources of individuals. Faced with this loss of resources, employees adopt defensive strategies, leading them to protect their resources at work. These strategies include disengagement which may lead to increase the intention to leave the organization. Based on this literature, we hypothesize that:

H3. WLC has a positive effect on intention to leave.

2.3. Moderating effects of "leisure benefit systems"

Flexible work arrangements may permit employees to decrease the conflict between their work demands and their family responsibilities (Selvarajan, Cloninger, & Singh, 2013). As an extension of work-family conflict, leisure can potentially decrease the negative experiences at work or the lack of positive outcomes related to work (Pearson, 2008). Heintzman and Mannell (2003) demonstrated that leisure has a spiritual role in coping with stressful events and can be used as a strategy to improve spiritual wellbeing resulting from negative effects of time, or lack of time. According to Lin et al. (2013), "Benefit plans, provided by employers, are resources for assisting employees in coordinating leisure time and holidays, thereby helping employees to more effectively manage work stress" (Lin et al., 2013, p. 181).

Introducing family friendly policies is not only important to decrease work-family conflict, but also job stress (Ramadoss & Lape, 2014). For example, schedule flexibility improves psychological wellbeing (Greenhaus & Allen, 2011), facilitates the management of life demands, and reduces work-family conflict which, in turn, leads to fewer illnesses (Grzywacz & Tucker, 2008).

Based on the theory of conservation of resources (COR) of Hobfoll and especially on the concept of "resource caravan passageways" (Hobfoll, 2011, 2012, 2014), the "Leisure benefit systems" can be considered as resource passageways that enrich and protect resources (a leisure activity) and make it possible to obtain, within a caravan, a new resource (better wellbeing), which in turn leads to decrease the intention to leave the company. To our knowledge, there is no research on how "Leisure benefit systems" can affect WLC, job burnout and intention to leave. However, Lin et al. (2013) have explored the moderating role of satisfaction with "Leisure benefit systems" on the relationship between WLC and job satisfaction and quality of life, using data from frontline employees from various industries, including hotels/resorts, tourist attractions, and airlines in Taiwan. The results demonstrated that frontline employees' satisfaction with leisure benefit systems plays a moderating effect between work-to-leisure conflict and job satisfaction and quality of life. However, our own research in the hotel sector in Quebec (Canada) is built on the perception of employees

concerning their need for such leisure benefit practices in the organization. From the point of view of employees, this could help us understand the necessity and utility of of certain measures in the organization and to determine what practices are more important than others. Therefore, the following hypotheses were explored:

H4. The perception of a need for subsidized recreation has a moderating effect on the relationship between WLC and burnout (H4.1. Emotional exhaustion and H4.2. Depersonalization); this relationship is stronger for those needing this than others not wishing this.

H5. The perception of a need for subsidized recreation has a moderating effect on the relationship between WLC and intention to leave; this relationship is stronger for those needing this than others not wishing this.

H6. The perception of a need for extended vacation time has a moderating effect on the relationship between WLC and burnout (H6.1. Emotional exhaustion and H6.2. Depersonalization); this relationship is stronger for those needing extended vacation time than others not wishing this.

H7. The perception of a need for extended vacation time has a moderating effect on the relationship between WLC and intention to leave; this relationship is stronger for those needing extended vacation time than others not wishing this.

3. Methodology

3.1. Procedure and sample

The research was conducted in the hospitality industry in the province of Quebec (Canada). Table 1 shows sample characteristics. We worked in partnership with a sectoral association, and also put in a call for participants on the LinkedIn website. Through this professional network (LinkedIn), key words such as manager of hotel, supervisor, front office, chief of front office, housekeeper, concierge, butler, night receptionist, etc., were researched. An email inviting them to complete the survey was sent. This email included a letter stating the purpose of research, a link to the survey and a set of identifiable informations (contact details, status and the university logo). In order for the sample to be as representative as possible of the hospitality industry, we also contacted persons working in different hotel categories, independent or franchised, located in the region of Québec in Canada. Of course, we do not have a totally representative sample, but we have a variety of responses, as wages and some conditions of work may vary depending on the type of hotel (chains vs independent, and according to size), but much of the working conditions (schedules, vacation, hours of work, tasks, work with clients, etc.) are very similar. We have collected 258 responses. Our sample consists of 37.2% management personnel (96 respondents), 35.7% frontline staff (92 respondents) and 27.1% supervisors or intermediary jobs (70 respondents). Of these 258 persons, 185 work in hotel chains and 73 in small hostel, motels or autonomous hotels. There are148 women and 110 men.

3.2. Measures

The instrument used by Wong and Lin (2007), which is a modification of the "the work-family conflict scale" developed by Anderson et al. (2002) was chosen to measure work-leisure. We used the scale of Mobley (1982) to assess intent to leave (3 items). A five point Likert-type scale from $1 =$ strongly disagree to $5 =$ strongly agree was employed to respond. Regarding burnout, we have used the Maslach Burnout Inventory (MBI) scale (Maslach & Jackson, 1986; Maslach et al., 1996). Our study used two factors: emotional exhaustion (9 items); and depersonalization (5 items). Staines and O'Connor (1980) showed that WLC is evidently associated to the demographic characteristics of the workers. Age, gender and position were thus treated as control variables in this study.

3.3. Data analysis

We have performed confirmatory factor analysis with all 258 operative samples to verify the structure of concepts, their validity (convergent and discriminant) and their reliability (Anderson & Gerbing, 1988) and the same was done for items of each scale for a stringent psychometric testing (Jöreskog & Sörbom, 1996). Using AMOS software version 20 (Arbuckle, 2011), Maximum likelihood is the method employed in this research. The results of confirmatory factor analysis are shown in Table 2.

The preliminary results of the measurement model provided low model fit data. Therefore, according to the modification indices in AMOS, several items were deleted (see Table 3) because of low standardized loadings (<0.50) or high standard residues. Also, covariances between measurement errors were added between WLC1 and WLC2. The significance level ($t > 1.96$) of item reliability was achieved. Composite reliability surpassed 0.70 (range, 0.75–0.95), which indicates adequate internal consistency.

Furthermore, the average variance extracted (AVE) is used to estimate the average explained variance; values above 0.5 mean a good convergent validity (Fornell & Larcker, 1981). In Table 2, AVE of each scale exceeded 0.50 (range, 0.502–0, 85). Discriminant validity is also verified because the correlation between every pair of variables is less than AVE. The confirmatory analysis for the full measurement model indicates the model fits well to the data with $\times 2/DF = 2.221$, $p < 0.001$; RMSEA $= 0.069$, less than 0.08 (Bollen, 1990); GFI $= 0.91$ and AGFI $= 0.87$ (Joreskog & Sorbom, 1993); NFI $= 0.93$ CFI $= 0.96$ (Bentler, 1990). The research model, therefore, is internally valid.

3.4. Structural model

We first tested a global model measuring the effect of WLC on job burnout (depersonalization and emotional exhaustion) and on intention to leave. This model fits well to the data with $\times 2/DF = 2, 87$, $p < 0.001$; RMSEA $= 0.08$; GFI $= 0.85$; AGFI $= 0.81$; NFI $= 0.86$ and CFI $= 0.91$. As predicted, Table 3 shows that WLC has a significant and positive effect on burnout (emotional exhaustion) and

Table1
Sample Characteristics.

Industry	Hospitality
Sample size	258
Hotel classification (in%)	0–1 star: 1.2% 2*: 1.6% 3*: 10.9% 4*: 51.6%*5: 34.9%
Hotel Type (in%)	Chain: 71.7% Independent Hotel: 28.3%
Gender (%)	Women: 57.4% Men: 42.6%
Age (in%)	Under 20 years: 1.2% 20–30 years: 28.7% 31–40 years: 35.7% 41–50 years: 22.1% > 50 years: 12.4%
Occupation (in%)	37.2% management positions, 35.7% of frontline staff (reception, housekeeping …), 27.1% supervision positions

Table 2
Assessment of the measurement model.

Variable			IR	CR	AVE
Work-leisure conflict	1. I do not have enough time for leisure activities because of my job.	WLC1	0.927	0.92	0.69
	2. I do not have enough time to participate in leisure activities with my family/friends because of my job.	WLC2	0.869		
	3. I do not have energy to participate in leisure activities because of my job.	WLC3	0.859		
	4. I am not able to participate in leisure activities because of my job.	WLC4	0.813		
	5. I have never been in a suitable frame of mind to participate in leisure activities because of my job.	WLC5	0.671		
Burnout (EE)[a]	1. I feel emotionally drained from my work	BUREE1	0.87	0.88	0.59
	2. I feel used up at the end of the workday.	BUREE2	0.84		
	3. I feel fatigued when I get up in the morning and have to face another day on the job.	BUREE3	0.72		
	4. Working with people all day is really a strain for me.	—			
	5. I feel burned out from my work.	BUREE5	0.72		
	6. I feel frustrated by my job.	BUREE6	0.65		
	7. I feel I'm working too hard on my job.	—			
	8. Working with people directly puts too much stress on me.	—			
	9. I feel exhilarated after working closely with my customers.	—			
Burnout (DP)[b]	1. I feel I treat some customers as if they were impersonal objects.	BURDP1	0.75	0.75	0.502
	2. I've become more callous toward people since I took this job.	BURDP2	0.65		
	3. I worry that this job is hardening me emotionally.	—			
	4. I don't really care what happens to some customers.	BURDP4	0.72		
	5. I feel customers blame me for some of their problems.	—			
Intention to leave	1. I think a lot about leaving this organization.	INLEAV1	0.962	0.95	0.85
	2. I am actively searching for an acceptable alternative to this organization.	INLEAV2	0.908		
	3. When I can, I will leave the organization.	INLEAV3	0.898		

IR: Item reliability; CR: Composite reliability; AVE: Average variance extracted.
[a] EE = Emotional exhaustion.
[b] DP = Depersonalization.

Table 3
Full model.

Construct relationship			Estimate	S.E.	C.R.	P
BURNEE	<—	WLC	0.48	0.07	7504	***
BURNDP	<—	WLC	0.434	0.075	6.25	***
INTELEAVE	<—	WLC	0.323	0.065	5313	***
BURNEE	<—	AGE	−0.035	0.085	−0.589	0.556
BURNEE	<—	GENDER	0.039	0.17	0.666	0.506
BURNEE	<—	POSITION	−0.071	0.098	−1206	0.228
BURNDP	<—	AGE	−0.13	0.092	−2035	0.042
BURNDP	<—	GENDER	0.217	0.185	3354	***
BURNDP	<—	POSITION	−0.176	0.107	−2.73	0.006
INTELEAVE	<—	AGE	−0.102	0.084	−1728	0.084
INTELEAVE	<—	GENDER	0.124	0.167	2108	0.035
INTELEAVE	<—	POSITION	−0.151	0.097	−2562	0.01

Note: N = 258 (standardized coefficients are reported.). *p < 0.05. **p < 0.01. ***p < 0.001.
Age was measured as a continuous variable (0 = between 20 and 30, 1 = between 31 and 40, 2 = between 41 and 50, 3 = more than 50). Gender and position was measured as a dichotomous variable. 0 = female, 1 = male; 0 = frontline staff, 1 = supervision, 2 = top management.

(depersonalization) as well as intention to leave ($\beta = 0.48$, $p < 0.001$; 0.44, $p < 0.001$; 0.323, $p < 0.001$ respectively), explaining more than 24% of emotional exhaustion, more than 28% of depersonalization and more than 15% of intention to leave. Thus, hypotheses H1, H2, H3 are confirmed.

3.5. Moderating effects of "leisure benefit systems"

The multi-group approach performed in AMOS, which uses the median values of the moderator variables to constrain all parameters to be equal between the sub-groups, was used in our research to test the moderating effects. The current study compared critical ratios for differences between parameters (Arbuckle, 2011) using parameter pairing to examine the differences in unstandardized coefficients for the model between each pair of groups.

Our results indicate that 183 respondents found that subsidized recreation constitutes a necessary resource to help employees to cope with WLC, while 46 do not consider this useful. Table 4 reveals that the relationships in our model are different between the two groups in one case. The link between WLC and burnout (depersonalization) is significantly different between those

wishing to have subsidized recreation services in the workplace and others who do not want these ($Z = 3.699^{***}$) and this link is stronger among the workers wishing to have this service ($\beta = 0.56$, $p < 0, 001$) than the others ($\beta = 0.056$, NS). That is, employees wishing to have this service suffer from more depersonalization relative to WLC than the others. The other relationships do not present significant differences between the two groups. Hypothesis H4 is partially validated (H4.2) and H5 is not verified.

Likewise, we have 149 respondents indicating the desire to have an extended vacation time to balance work and leisure interference while only 36 respondents do not want this option. The link between WLC and depersonalization is significantly different between workers wanting to have an extended vacation time and workers not interested in this option (-5.14^{***}); this relationship is stronger in the first group ($\beta = 0.64$, $p < 0.001$; $\beta = 0.01$, NS), indicating that employees in the first group have a stronger WLC resulting in depersonalization. There are no other statistically significant relationships between the two groups. Hypothesis H6 is partially validated (H6.2) and H7 is not verified.

Table 4
Critical ratios of comparison between group 1(desirable) and group 2 (undesirable).

Construct relationship			Subsidized recreation desirable (183)		Subsidized recreation undesirable (46)		z-score	Extended vacation time desirable (149)		Extended vacation time undesirable (36)		z-score
			β	P	β	P		β	P	β	P	
EE	<-	WLC	0.653	***	0.44	***	1143	0.44	***	0.26	0.14	−0.824
DP	<-	WLC	0.56	***	0.056	0.59	3699***	0.64	***	0.01	0.86	−5.14***
INTLV	<-	WLC	0.27	***	0.254	0.06	−0.112	0.34	***	0.21	0.10	−0.803

Note: N = 258 (unstandardized coefficients are reported.). *p < 0.05. **p < 0.01. ***p < 0.001. EE = Emotional exhaustion, DP = depersonalization, INTLV = intention to leave. Age, gender and position were controlled.

4. Discussion

The results of this study reveal that WLC has a positive effect on job burnout (emotional exhaustion and depersonalization) and intention to leave the organization. This finding is consistent with the theory on conservation of resource (Hobfoll, 1989, 1998, 2002). Indeed, to respond to high job demands such as work overload, long and atypical working hours, workers in the hotel industry do not have enough time and energy for leisure activities. Furthermore, staff working on Saturdays and Sundays is exposed to a higher level of WLC, which makes them more emotionally exhausted. Indeed, as people generally spend more time on weekends or holidays in leisure activities such as going to the cinema, sports, visiting friends, or other activities, employees in the hotel sector often work even the weekends and holidays. Consequently, it is often impossible to participate in leisure life. Furthermore, hotel employees are service providers to customers who are often on vacation. This can make them even more stressed emotionally and more disengaged, especially when employers do not provide possibility for staff to organize their hours in order to balance work and leisure as they wish. These workers might be more prone to think of leaving the hotel. According to Hobfoll (1998) and his principle of spiral of loss, the first loss of resources such as time and energy spent at work can lead to future losses such as loss of leisure. Instead of decompressing from work by participating in leisure activities, which are essential resources for good physical and mental health because "it re-energizes both the body and the mind" (Taneja, 2013, p. 113), employees in the hotel industry become unable to balance work and their leisure life which produces a WLC.

The loss of leisure can also translate into other losses, causing burnout. If employees do not find other resources in the organization to protect their health, they become weaker physically, psychologically and emotionally and eventually emotionally exhausted and depersonalized. This result confirms those of Lin et al. (2014) who have found that WLC influences positively job burnout and negatively wellbeing. Previously, it was observed that work and non-work interference can affect wellbeing according to the spillover theory (Rice et al., 1992). In the same vein, this finding is similar to the results of Karatepe et al. (2010) in the hospitality industry in Turkey; they showed that frontline workers who have difficulties to manage work and family are likely to experience more job burnout. In such a situation, employees can resort to disengagement to protect themselves and their resources. However, if this strategy fails and the state of stress and burnout persists, employees think more of leaving the current organization.

Our analyses demonstrate that subsidized recreation and extended vacation time constitute necessary resources to assist employees to cope with WLC. Indeed, these two resources have a moderating effect on the relationship between WLC and depersonalization and this can be particularly important in the hotel industry. Indeed, those who would like their employer to implement these measures suffer more depersonalization related to WLC than others. Feeling depersonalized can lead workers to treat customers in an impersonal way (Maslach & Jackson, 1986); this may of course affect negatively the quality of service and the customers' satisfaction. Employers could retain employees who are exposed to WLC and to burnout by providing employees the "resource passageways" (Hobfoll, 2012, 2014) to respond to their work responsibilities and to have access to leisure activities. According to the theory of the spiral of loss of resources (Hobfoll, 1989, 1998), access to such resources (subsidized recreation and extended vacation time) could therefore increase wellbeing at work, reinforce engagement at work, decrease turnover and provide a better performance and a better quality of service, the latter being crucial in a sector such as hospitality. Lin et al. (2013) have found a moderating role of satisfaction with "Leisure benefit systems" on the relationship between WLC and job satisfaction and quality of life. According to these authors, satisfaction with leisure benefit practices can be a coping mechanism that reduces WLC and increases work and leisure satisfaction.

5. Conclusion

The present research contributes to the existing knowledge in many ways. Firstly, it has tested the effect of WLC on job burnout (emotional exhaustion and depersonalization) and intention to leave the organization. Theoretical and empirical research in the field of work and leisure is sparse (Lin et al., 2014; Tsaur et al., 2012). While Lin et al. (2014) have investigated the effect of WLC on job burnout; our study has extended this work to the intention to leave. This is important in a context of globalization and changes in lifestyles in the world (Taneja, 2013), and also in a context where young people often give a lot of importance to their leisure time and work-life balance. Secondly, due to the nature of their work (long and irregular working hours, work on weekends and holidays), service employees experience higher job interference with leisure time than employees in other industries (Wong & Lin, 2007). Indeed, work schedules and other aspects of time are one of the causes of work conflict with leisure, which was reported earlier by Staines and O'Connor (1980). Thus, it is particularly interesting to study the hotel sector on this issue. Thirdly, very little studies have examined the influence of "leisure benefit systems" on frontline employees' behaviors and attitudes (Lin et al., 2013). Our study is an extension of the work of Lin et al. (2013) and the investigation of Lin et al. (2014). However, these authors have not examined the effective impact of various "leisure benefit systems". This is important because it could help to understand which practices can be more important than others. We have measured the need, from the point of view of employees, for two practices in the workplace (subsidized recreation and extended vacation time), something which distinguishes our research from the investigation of Lin et al. (2013) who only studied satisfaction with leisure benefits in general, and that of Lin et al. (2014) who studied the effect of

WLC on job burnout and the effect of leisure participation in decreasing pressure at work.

Theoretically, our findings also contributes to the advancement of knowledge in this area by providing support for the concept of "resource caravan passageways" (Hobfoll, 2011, 2012, 2014). This concept focuses on the environmental conditions that may accelerate change in resources for better or for worse. In other words, these "passageways" can either lead to negative outcomes such as "professional exhaustion and psychological health problems or lead to positive outcomes such as achievement of objectives and the "acquisition" of other resources" (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014). According to these authors, this concept of "resource caravan passageways" is relatively unexplored in the literature and requires more investigations. Our research contributes to fill this gap. The results indicate that the need for leisure benefits can constitute a desirable resource passageways that allow employees to increase their resources and thus to cope with burnout.

5.1. Practical implications

Our own study has a major practical contribution as its results could help employers in the hotel sector to identify solutions to employees' burnout situations, but also to job turnover and employees' quitting the firm and the industry.

The results of our research should send a message to employers to recognize that satisfaction of employees is essential to customer satisfaction and better quality of service, which are in turn important to maintain and increase their business activity. Indeed, our study reveals that subsidized recreation and extended vacation time constitute a "resource passageway" which can facilitate the management of work and leisure time. Managers in the hospitality industry should respond to the needs of their employees by implementing such practices in the workplace. While these policies may be seen to be expensive, many hotels already have leisure facilities and could make them accessible to their employees when there are less clients present. Also, they could try to give time compensation after periods of very long hours, which would contribute to reduce risks of burnout and of leaving the firm and the industry. Also, it needs to be mentioned that the consequences of WLC, including burnout and poor quality of service are all the more expensive for the individual and the organization. Our results reveal that employees wishing to benefit from these policies experience higher level of conflict between work and leisure, and in turn, higher level of depersonalization than the others. As reported above, depersonalized workers are likely to treat customers in an impersonal way and not to really care (Maslach & Jackson, 1986). This may clearly affect negatively the quality of service and the customers' satisfaction, and therefore reduce the probability that they will return.

Our results should lead employers in this sector to develop some strategies in order "to analyze the schedules of employees working in the organization from the employee's perspective, develop schedules based on the organization's long-term mission and vision, and formulate effective strategies" (Taneja, 2013, p. 118). This may be all the more important since it is often difficult to increase wages in this sector, because of low profit margins. Leisure benefits could compensate for relatively low wages in this sector in comparison with others, and also for difficult working times and conditions.

Developing and implementing practices such as flexibility in working hours, advance notice of working hours (not so frequent in the hotel and restaurant industry), as well as leisure benefits could help employees to balance work and leisure. Along the same lines, programs such as a voluntary compressed workweek could give workers more time for leisure activities. Giving more autonomy to employees to organize their working hours and outside life also constitutes an interesting option and resource. Moreover, technological advancements permit us to communicate more easily with other people (friends, family, etc.). Employers could thus create "Global virtual workplaces" and "On-the-job leisure options" (Taneja, 2013, p. 119), which would facilitate the management of work and leisure life, decrease job burnout, and increase wellbeing.

Employees with more resource could be more engaged at work and provide better performance. Employers could thus obtain a better quality of service, which is an important competitive advantage in the hospitality industry. Finally, reducing working hours, specifically in the hospitality industry, could be beneficial. Indeed, as reported by Taneja (2013), employees working longer hours "tend to eat out more and have larger houses, both of which require more carbon burning and resources. They seem to be 'time-stressed', which prevents them from doing more eco-friendly projects or being involved in do-it-yourself projects at home" (Taneja, 2013, p. 117).

5.2. Research limitations and perspectives

There are several limitations related to the current research and these constitute possible avenues for future research. In-depth interviews were not employed in this study. This could help to fully understand the point of view of employees on the issues discussed in this study. More research on WLC, which is a concept not much explored, could also be done in other industries and other countries. In this regard, using a multidimensional scale of work and leisure interference is suggested because "the absence of clear concepts, good operational definitions and validated measures of WLC may be the key reason why advancement of empirical research on this topic has been relatively slow" (Tsaur et al., 2012, p.397—398). Tsaur et al. (2012) have developed a multidimensional scale based on three facets (time, strain and behavior) for each dimension (WLC and LWC). This scale (48 items) can very well measure WLC. While the measure of the perception of need for leisure practices could be useful to organizations in their policy design and implementation, investigating the effective use of these practices, in organizations offering them, would lead to a better understanding of their importance in the organizations. Finally, other variables may also play a role in the model such as hotel category (independent or hotel chain, number of stars, which was analyzed by Mansour & Commeiras (2015) and the job category of the employee (management, supervision and service); we will analyze these in future research as these variables can surely differentiate groups.

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