

1 **How do lifestyle hospitality and tourism entrepreneurs manage their work-life**
2 **balance? Evidence from China**

This study considers boundary theory to explore how lifestyle hospitality and tourism entrepreneurs manage their work-life balance. This research utilizes in-depth interviews and observations in Dali and Lijiang, China. Three types of findings emerged. First, for lifestyle entrepreneurs, work and personal life are not divided, and the business is not considered work so much as it is a style of living. Second, lifestyle entrepreneurs' boundary management tactics include temporal tactics, physical tactics, and psychological tactics. Third, the factors influencing the work-life balance of lifestyle entrepreneurs include personal factors and the contextual factors related to tourism destinations. This paper contributes to boundary theory in that individuals' psychological borders decide spatial and temporal boundaries.

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1. Introduction

By applying boundary theory, this study investigates how lifestyle hospitality and tourism (H&T) entrepreneurs manage their work-life balance. Work and non-work-life are the two dominant domains people daily face (Clark, 2000; Guest, 2002), and the balance between work and life is related to overall life satisfaction and quality of life (Greenhaus, Collins, & Shaw, 2003; Guest, 2002). Most studies on work-life balance come from organizational perspectives rather than those of individuals, focusing on employees and managers, and find that work-life conflict relates to organizational contexts, such as long hours, and work pressure (Sturges & Guest, 2004). The balance between work and family domains is mostly examined (Kreiner, Hollensbe, & Sheep, 2009), especially for women in the business and management literature. The solutions for managing work-family conflict come predominantly from the organizational level, focusing on human resources policies, such as flexible work schedules and job sharing (Deery & Jago, 2009; Kreiner et al., 2009; Mulvaney, O'Neill, Cleveland, & Crouter, 2007). However, individuals also play an important role in achieving work-life balance (Kreiner et al., 2009). Greenblatt (2002) indicates that personal resources management of temporal resources, financial resources, and control can facilitate work-life balance.

Different from employees working in the context of an official organization, lifestyle H&T entrepreneurs are generally self-employed and have some degree of autonomy and flexibility related to their work (Walker, Wang, & Redmond, 2008). Some studies indicate that self-employment can promote work-life balance (Baines & Gelder, 2003; Loscocco & Smith-Hunter, 2004; Stone & Stubbs, 2007). Previous

studies on lifestyle entrepreneurs have looked predominantly at the perspective of small businesses or entrepreneurship, focusing on entrepreneurship motivation, migration motives etc., but have rarely considered daily life experience. Lifestyle entrepreneurs set up small tourism businesses to make a living and pursue work-life balance (O'Reilly & Benson, 2009; Sun & Xu, 2017), but how they manage work and non-work-life activities must be uncovered.

Boundary theory is the most frequently used theoretical framework for explaining work-life balance (Allen et al., 2014; Kreiner et al., 2009). Boundary theory indicates how people create and maintain role domain boundaries (Allen et al., 2014; Ashforth, Kreiner, & Fugate, 2000). Boundaries are socially constructed by individuals to create and delimit domains (Ashforth et al., 2000; Kreiner et al., 2009). Previous research on boundary dynamics has concentrated mainly on Western contexts, looking at how culture influences individual boundary transitions and boundary management tactics (Allen et al., 2014; Kreiner et al., 2009). By examining the Chinese context, this study will enrich the related research.

Based on the research gap concerning how lifestyle entrepreneurs manage their work and non-work-life spheres and work-life balance, this study examines lifestyle entrepreneurs' strategies for balancing work and personal life (Hsieh, 2010; Hsieh & Lin, 2010) and seeks to understand the factors affecting work-life balance (Hsieh & Lin, 2010). This paper contributes to boundary theory by exploring lifestyle H&T entrepreneurs' management of their work and life spheres. The three research questions are as follows: 1) What are lifestyle H&T entrepreneurs' perceptions of their daily work

and non-work domains? 2) How do lifestyle H&T entrepreneurs manage role boundaries between their work and personal lives? 3) What factors influence the work-life balance of lifestyle H&T entrepreneurs?

2. Literature Review

2.1 Lifestyle Entrepreneurs

Lifestyle entrepreneurs are usually tourism-related small business owners, whose lifestyle motivations are more important than their economic incomes (Saxena, 2015). Lifestyle H&T entrepreneurs are defined as H&T business owners actively pursuing a different way of life; they may either be local residents or incomers moving specifically for this intention (Bosworth & Farrell, 2011). Lifestyle migrants escape from a negative life elsewhere to pursue a new life in the new locale (O'Reilly & Benson, 2009). The lifestyles they pursue involve a new work-life balance, a better quality of life, and freedom from prior constraints (O'Reilly & Benson, 2009).

While there is rising interest in lifestyle entrepreneurs, most studies on this topic fall into the following areas: 1) The characteristics of lifestyle entrepreneurs (Bredvold & Skålen, 2016; Marchant, 2010; Xu & Wu, 2016), 2) The motivations of lifestyle entrepreneurs (Ateljevic & Doorne, 2000; Benson & O'Reilly, 2009; Holmes & Zimmer, 1994; O'Reilly & Benson, 2009; Sun & Xu, 2017), 3) The characteristics of lifestyle businesses and lifestyle entrepreneurship (Ateljevic & Doorne, 2000; Bosworth & Farrell, 2011; Carlsen, Morrison, & Weber, 2008; Marcketti, Niehm, & Fuloria, 2006; Wang, Hung, & Bao, 2015; Williams, Shaw, & Greenwood, 1989), and

4) Host-guest interactions (Lynch, 2005; McIntosh, Lynch, & Sweeney, 2011; Sweeney, Docherty-Hughes, & Lynch, 2018). These studies have shown the conflicts and challenges faced by lifestyle entrepreneurs. However, very few studies have examined these issues by looking at the daily practices of lifestyle entrepreneurs. Understanding the management of work-life balance in daily life is the key to understanding the actual lives of lifestyle entrepreneurs in tourism destinations.

2.2 Work-Life Balance

“Work” means paid employment and “life” includes activities outside of work (Guest, 2002). There are different definitions of work-life balance; the related concepts of work-home/family balance/conflict are explored the most frequently. Clark (2000, p. 751) emphasizes people’s subjective perceptions, and defines work-home balance as “satisfaction and good functioning at work and at home, with a minimum of role conflict.” Greenhaus et al. (2003) define work-family balance as equal participation in, and equal satisfaction with, work and family roles, and further point out that work-family balance consists of time balance, involvement balance, and satisfaction balance. Kalliath and Brough (2008) present work-life balance as the individual’s perception that work and non-work-related activities are compatible based on personal values. The focus of related studies shift from work-home/family balance to work-life balance, as individuals without family responsibilities also demand to balance their work and personal lives (Kalliath & Brough, 2008).

Most studies on work-life balance focus on front-line employees or managers in big companies, from the perspective of the organization (Deery & Jago, 2009; Mulvaney,

O'Neill, Cleveland, & Crouter, 2007). Studies seldom examine small businesses. The present research questions center on the antecedent variables and outcome variables of work-life conflict/balance, and the human resources and organizational policies that facilitate work-life balance (Aryee, Srinivas, & Tan, 2005; Greenblatt, 2002; Guest, 2002). For employees or managers in huge organizations, work and living space boundaries are relatively clear; they rely on their organizations and exhibit low autonomy related to work.

Escaping work-life conflicts in big cities, most of the lifestyle tourism entrepreneurs in Dali and Lijiang moved to other tourism destinations search for a new work-life balance (Sun & Xu, 2017). These small business owners are usually self-employed, and they work on their own or employ others (Hilbrecht & Lero, 2014). Offering flexibility and autonomy, self-employment is a proven way to achieve work and personal life balance (Hatfield, 2015; Hilbrecht & Lero, 2014; Kirkwood & Tootell, 2008; Walker, Wang, & Redmond, 2008). However, how lifestyle H&T entrepreneurs manage their work and personal lives is uncovered in the literature.

2.3 Boundary/border theory and work-life balance

Border/boundary theory is the most frequently applied conceptual framework for explaining work-life balance (Allen et al., 2014; Kreiner et al., 2009). Work and family are different domains in which people have different rules, modes of thinking, and actions (Clark, 2000). Borders are the dividing line between these domains. There are three kinds of borders: spatial, temporal, and psychological boundaries (Clark, 2000). Individuals cross borders and make daily transitions between work and family to meet

the needs of each and attain balance. Permeability and flexibility are the important characteristics of boundaries between different domains (Ashforth, Kreiner, & Fugate, 2000; Clark, 2000). Boundary permeability is the extent to which a boundary allows elements from another domain (Capitano & Greenhaus, 2018). Flexibility refers to the degree to which the boundaries contract or expand (Hall & Richter, 1988). Border blending happens when significant border permeability and border flexibility occur (Clark, 2000).

According to the extent of the permeability and flexibility of boundary characteristics, the role domains range from integration to segmentation as a continuum (Ashforth et al., 2000). Integrated role boundaries are highly flexible and highly permeable, while segmented boundaries refer to low flexibility and low permeability (Bulger, Matthews, & Hoffman, 2007; Ezzedeen & Zikic, 2015). The social construction of a boundary is related to an individual's strategies, preferences, and social contexts (Bulger et al., 2007; Desrochers & Sargent, 2004; Kossek et al., 2005). Whether integration or segmentation is beneficial depends on an individual's boundary preferences (Desrochers & Sargent, 2004).

Boundary management is used to attain work-life balance, and the related studies focus on strategies from individual perspectives or policies from organizational perspectives (Allen, Cho, & Meier, 2014). Nippert-Eng (1996) presents the term "boundary work" to describe how people construct, dismantle, and maintain the work-home border. Boundary work involves combining various types of boundaries (temporal, mental, physical, behavioral) and management strategies individuals use to

meet role demands (Kossek, Lautsch, & Eaton, 2005; Kreiner et al., 2009). The key traits of boundary management are inter-role interruptions, the identity centrality of work and nonwork roles, and control of boundaries (Kossek, Ruderman, Braddy, & Hannum, 2012). Kossek and Lautsch (2008) identify separators, integrators, and volleyers as three styles of boundary management. Kreiner et al. (2009) present four types of boundary management tactics: behavioral tactics, temporal tactics (controlling work time and finding respite), physical tactics (erecting physical borders between work and home), and communicative tactics (setting expectations; confronting violators). Several examine boundary management strategies from the self-regulation perspective (Allen et al., 2014; Mellner, Aronsson, & Kecklund, 2015), and indicate that high boundary control can promote work-life balance (Mellner, Aronsson, & Kecklund, 2015).

A few studies pay attention to the boundary management of entrepreneurs. Ezzedeen & Zikic (2015) indicate the work-life boundaries of entrepreneurs are highly flexible and permeable, even potentially boundaryless. However, Hilbrecht & Lero, 2014 showed that several studies related to the boundary management of entrepreneurs have different findings on whether entrepreneurship is conducive or destructive to work-life balance. Other studies find entrepreneurs experience higher levels of work-life conflict than other professionals (Pohlmann & Dulipovici, 2004; Winn, 2004). Young (2005) indicates that combining work and leisure to achieve work-life balance is dangerous for micro tourist accommodation operators. However, some studies indicate that self-employment through entrepreneurship may generate more work-life

balance (Hatfield, 2015; Hilbrecht & Lero, 2014; Kirkwood & Tootell, 2008; Walker, Wang, & Redmond, 2008). Ezzedeen and Zikic (2015) find that the conduciveness of entrepreneurial work to work-life balance depends on objective, subjective, and temporal factors, referring to entrepreneurship motivations, family demands, and venture stage. Research indicates that most bed-and-breakfast (B&B) operators maintain a satisfactory work-life balance (Hsieh, 2010), and lifestyle-oriented B&B innkeepers enjoy higher levels of work-life balance than business-oriented ones (Li et al., 2013). As these studies do not explain how B&B innkeepers realize that work-life balance, this paper intends to examine how lifestyle tourism entrepreneurs achieve work-life balance in daily life using the conceptual framework of border theory.

3. Methodology

3.1 Research Setting

Qualitative study through in-depth interviews and observations was used for this research since Hsieh (2010) indicates that studies should employ personal interviews to explore lifestyle B&B operators' strategies for balancing work and personal life, and Allen et al. (2014) suggest conducting event-based experience research through observation, which can record boundary crossing moments. This study's fieldwork was conducted in Dali and Lijiang. Dali and Lijiang, located in northwestern Yunnan Province in China, are famous and popular tourist destinations that attract plenty of lifestyle entrepreneur migrants from big cities. During the interviews, entrepreneurs were asked questions relating to the time of and motivation for their migration, their

previous living situation, their expectations about life in the tourism destinations, how to choose the business type, entrepreneurship motivations, the preparation process for the business, the operation pattern of the business, how many employees in business and the employees' work responsibilities, the relationship between entrepreneur and employees, how they cope with the work and non-work activities at tourism destination in daily life, the daily work and non-work time arrangement, and the satisfaction with business and non-work sphere.

3.2 Data Collection

One of this study's authors has researched lifestyle entrepreneurs in Dali and Lijiang for nearly ten years. The selection criteria of lifestyle entrepreneurs refer to their motivations for starting the business. Researchers employed face to face communication to select a pool of lifestyle entrepreneurs. To select an appropriate sample of lifestyle entrepreneurs, the author followed several steps. First, the author looked for small businesses with personalized appearances, as these usually indicate y lifestyle-led businesses. The author then conducted a brief talk with entrepreneurs to judge their motivations regarding their business operation. Finally, after researchers determined their suitability regarding the present study, the researchers interviewed the chosen lifestyle entrepreneurs. Snowball sampling was also adopted, as the researchers asked the respondents to introduce them to other lifestyle entrepreneurs.

The first interviews were conducted from September 21st to October 27th in 2014 in Chinese. Thirty-six tourism-related small business owners participated in semi-structured, in-depth interviews. The interview time ranged from 45 minutes to two

hours. All the interviews were recorded using a digital voice recorder; permission to record was obtained from each respondent before the interview began. Informal observations were also conducted and recorded by the researcher during the interview, including the design and spatial layout of the business, and the owners' interaction with customers. The author also added most of the interviewees to WeChat after the interview; this will allow researchers to keep in touch with the subjects of this study, especially regarding future life changes. The second field survey were conducted in Dali 14th-27th August in 2017, and 23 guesthouse entrepreneurs (including DL19, DL21, DL22- see Table 1) accept the interviews. The follow-up interview questions focus on the entrepreneurs' daily experience of managing guesthouse, perception on work-life balance, future plan about the business.

Thirty-six interviews, an ideal sample size for a qualitative study according to Koseoglu et al. (2016), were completed. The researchers felt that the respondents began providing similar and consistent comments, indicating data saturation had been reached (Koseoglu et al., 2018). According to the date of the interview time and the sequence in which the interviews were conducted, the 36 interviewees were labeled using a combination of the acronyms of their living places (Lijiang: LJ, or Dali: DL) and numbers, e.g., LJ1. Table 1 provides the related information regarding the respondents. The respondents include 21 guesthouse operators and 15 shop owners, of which 22 business owners have no employees. Half (10/21) of the guesthouses have employees, who are either the inn supervisors responsible for receiving guests or cleaners. The other guesthouses did not have employees, as the owners either had more than one partner

(DL2, DL12, and DL20) or were supported by their parents (DL3, DL14, and DL18).

Only four shops had employees, including the restaurant, bicycle rental shop. Almost all the small businesses ask volunteers for help during the high seasons of the summer holidays and the Spring Festival. Most of the volunteers are college students or gap-year students intending to experience life in tourism destinations during their holidays.

Insert Table 1 here

3.3 Analysis

Following the interviews, the voice recordings were transcribed into words, forming the data set. The first and second authors performed coding work respectively before contrasting the coding results and reaching a consensus on the themes. Data were analyzed using the thematic analysis method. Thematic analysis is a method used for identifying, analyzing, and describing themes or patterns within qualitative data (Braun & Clarke, 2006). The data analysis process of thematic analysis includes six phases: familiarization with the data, producing initial codes, searching for themes, reviewing themes, defining and naming themes, and generating the report (Braun & Clarke, 2006). In this study, theme analysis used the deductive method first, and two themes, autonomy and flexibility, were exacted from the literature (Annink, Den Dulk, & Amorós, 2016; Hsieh & Lin, 2010). Following this, the inductive method was applied, and the theme uncertainty was refined from the coding of interview information.

4. Findings

4.1 The perception of the work and personal life domains

Almost all the lifestyle tourism entrepreneurs escape work-life conflicts in big cities and move to tourism destinations to obtain a new work-life balance (Sun & Xu, 2017; Sun & Xu, forthcoming). Lifestyle migrants are pursuing to have more leisure time (DL10), to enjoy a slower pace of life (LJ3), to control their own time/schedule (LJ7, DL1, and DL22), and to do what they really enjoy (DL11). The low entrance barriers of small tourism business offer the possibility to live in tourism destinations for the migrants (Xu & Ma, 2012; Sun & Xu, 2017).

According to Guest (2002), for lifestyle tourism entrepreneurs, work is related to business, and non-work-life refers to the other aspects of life that have nothing to do with business. Work and life are not so divided for lifestyle entrepreneurs, as they live in their guesthouses or frequently cooperate with family members or friends. B&B innkeepers who live on the premises are extremely work-life integrated because of the highly flexible and permeable role boundaries (Allen et al., 2014). Twenty of the 21 guesthouse operators live in their properties. Only LJ14 doesn't live in his guesthouse because of his little son; he co-operates the business with his wife and employs his sister-in-law as a housekeeper. Although he believes work and life should be separated, his business and family life are highly integrated, as his guesthouse is a family business. His wife brings the children to the inn every day to spend time. One author observed the frequent boundary shifting between work and non-work while staying in LJ14's inn. LJ14 answered phone calls from guests asking the way to his guesthouse while holding his son at the front desk. When the garbage truck's music rang, he went out with his sister-in-law to throw out the trash. He talked with his sister-in-law about the cleaning

283 work of the guest rooms; he also asked her what time his son was fed and when he slept.

284 They cooked and had meals together.

285 For the non-guesthouse businesses, the owners live in another place. The temporal
286 and spatial boundaries between work and life are clear. After closing the store, the
287 entrepreneurs return to their personal life. DL7 chose to run a restaurant because of the
288 freedom involved in opening and closing the restaurant.

289 *I rent a house with a yard for 20 years. My friends suggested [I should] operate a*
290 *guesthouse, but I disagreed since I would be chained by the inn. It's free to run a*
291 *restaurant, as I can close the restaurant when I go back to Shenzhen city or go out*
292 *traveling. DL7*

293 Many lifestyle entrepreneurs think that running a small business is different from
294 their previous work in big cities; instead of considering it work, it is a style of living.
295 They cannot distinguish between work and personal life because they live the slow pace
296 of tourism destinations and enjoy interacting with tourists.

297 *Opening a handicraft shop is a style of life, I feel it is not work. LJ1*

298 *Our guesthouse is not a business; it's like a home. LJ4*

299 *Every day we open the door and close the door, without the feeling of going to*
300 *and off work. The guesthouse is our home, especially when coming back from*
301 *a trip, we are going back home. DL9*

302 Though the tourism-related small business work is rarely as difficult as their previous
303 employment, lifestyle entrepreneurs often experience work-life conflicts due to the
304 highly permeable boundary. DL15 operated a postcard shop on her own, and, during

the high season, she was too busy answering guests' various inquiries to have time for meals. DL11 worked from 8 A.M. to 8 P.M. every day, as his partner was in America and the bicycle rental store had only been open for a few months. Thus, the workday was too long for him. DL 5 ran a bookstore on the first floor of the building by herself, with a four-year-old son living with her on the second floor. When the bookstore is open, her work domain is highly permeable, as the temporal and physical boundaries between her work and personal life overlap. The work-family conflicts arose when she was faced with demands from her customers and her son at the same time. One author observed the following scene: DL5 was busy making afternoon tea for a family of three guests. Her boy painted coins with a pencil at the front desk, and then he played with cars in the room and bumped around. After that, he began to misbehave, and locked the door, not allowing the guests to leave. When the tourists passed by the store, the boy angrily told them that they could not take pictures. Later, with his mother's advice and guidance, the boy finally opened the door, though he held on to his mother and cried.

4.2 Boundary management strategies

The work-life boundaries of entrepreneurs are highly flexible and permeable, even boundaryless (Ezzedeen & Zikic, 2015). As Clark (2000) presents, there are three forms of borders—the spatial, temporal, and psychological boundaries between the work and life domains—and both work-life balance and conflicts are derived from boundary flexibility and boundary permeation. Based on the study, the boundary management strategies of lifestyle entrepreneurs to achieve work-life balance include temporal tactics (controlling work time, setting vacations), physical tactics, and psychological

tactics.

4.2.1 Temporal tactics

Because long work hours in big cities squeezed their personal lives, lifestyle migrants want to have enough time for non-work activities (Sun & Xu, 2017). Tourism businesses are consumer-oriented, and the main work characteristics include demanding customer expectations, specific requirements, irregular work hours, and work hours determined by clients (Annink & Den Dulk, 2012). Controlling work time and setting vacations are the temporal tactics lifestyle entrepreneurs use to manage the temporal boundary and achieve work-life balance.

Controlling work time is a means for acquiring more leisure and free time for one's personal life. The three methods to control work time for lifestyle entrepreneurs involve employing other people, adjusting the business schedule in line with seasonal variation in tourism demand, and setting work time according to personal mood.

Some entrepreneurs choose to employ other people to free themselves from long working hours. Some guesthouse owners employ local women to clean rooms, and housekeepers to be in charge of guest reception (LJ4, LJ13, LJ14, DL19, and DL22). With the help of employees, the innkeepers only need do work such as marketing, handling reservations, and dealing with financial affairs; thus, and their work time is reduced. Second, the operating hours of tourism-related small businesses varied according to the seasonal tourism demands. The peak tourism seasons in Dali and Lijiang include the summer holiday (40–50 days), National Day (7 days), and the Spring Festival (7–10 days). Although required to work long hours during the high

season, tourism lifestyle entrepreneurs have more leisure time during the low season, when there are fewer (or no) guests.

During busy season, we rise early, at probably 7 o'clock in the morning, and wait for the guests in the evening nearly at 1 or 2 o'clock. At other times, the working time is usually not fixed, as there are less guests. DL12

Some entrepreneurs set their work time according to their personal mood. Some coffee shops open only five or six days per week for eight hours per day, in order to guarantee enough time for leisure and family. DL3 generally opens her small restaurant at 10 A.M., and closes it according to her mood. When she feels tired or unhappy, she closes the restaurant early and goes home with her husband. Lifestyle entrepreneurs have plenty of free time daily, and they generally do what they enjoy at home or in their shop, or they visit with other owners, chatting, drinking tea or coffee, or cooking and dining together.

We have much leisure time in Baisha so that we can ride around, climb mountains, pick up mushrooms etc. LJ7

Setting vacations. Lifestyle entrepreneurs arrange vacations to traveling in the off-season, leaving their small businesses in the care of employees or friends; sometimes they close entirely. The three partners in DL12 set aside two ten-day and two fifteen-day holidays per year for each partner during the tourist offseason. They take turns taking vacations to guarantee the operation of their guesthouse. Entrepreneurs may even decide to close down temporarily because of bad moods, poor physical state, bad weather, or to go on for a trip for several days (LJ9, DL6, DL15, DL16); this is

especially true for the owners who operate their businesses on their own.

I usually open the specialty shop at 10 A.M. as my leg was hurt recently. I don't open the shop when the rain is heavy in case of [an] accidental slip. I like reading the news or books at home. A few days ago, the old woman next door died, and the funeral would last for three days according to the local custom. As it may influence the business, so I closed the door and made a snap decision to travel in Tengchong for five days. DL16

4.2.2 Physical tactics

Work-life border characteristics impact the work-life balance of B&B owners. Li et al., (2013) indicate that while border tangibility positively effects the work-life balance, border strength is negatively related to work-life balance. Physical segmentation between business and personal life is helpful for attaining work-life balance, as the owners can have an undisturbed life in their homes.

Most guesthouse owners live on their properties, resulting in work-life conflicts due to the vague spatial boundary. The guesthouse is generally separated into public space, guest rooms, and the owner's personal space. Public spaces are shared with tourists, such as the kitchen, the living room for reading/drinking tea/chatting, and the yard. As a guesthouse with a timber structure is such a small place, noisy customers or the different bedtimes of guests may interfere with the owner's personal life.

The guests watched TV or played games in the lobby at night, and sometimes the sound was so loud that my head was humming. I could not fall asleep, but I had to stay in my room. DL22

The guesthouse is both a place of work and a place of life; I want to leave and escape when I am too tired. LJ11

Some guesthouse owners live in a different place to avoid interference between work and life (LJ14). Because his baby's crying could affect the guests, and also the guests could disturb the baby's rest, LJ14 rented another courtyard to live in after his son was born to reduce the work-family conflicts. Three years later, during the second interview in 2017, three more guesthouse owners live out of the guesthouse for family life (DL19, DL21, and DL22).

In my opinion, work and life should be separated, and work should be professional, and life should be life. Therefore, after the birth of my second child, I did not live in my own inn, but in a rented courtyard, and I come to the inn every day. LJ14

4.2.3 Psychological tactics

Boundary is social constructed by individuals' strategies and preferences (Bulger et al., 2007; Desrochers & Sargent, 2004; Kossek et al., 2005). Psychological borders are "rules created by individuals that dictate when thinking patterns, behavior patterns, and emotions are appropriate for one domain but not the other" (Clark, 2000, p. 756). Temporal and physical boundaries between work and personal life are not fixed, and they can be shifted based on the entrepreneurs' psychological perceptions.

Sometimes, the work and personal life boundaries shift quickly and frequently as entrepreneurs' perceptions vary. When LJ3 sits at the gate of her café drinking tea and watching the passing tourists, she considers it rest. Also, the passing tourists and the

415 guests in her restaurant often play with her cat and chat with her in the restaurant.
416 Although LJ3 is located in her restaurant and the activities happen during the time her
417 business is open, she feels that chatting with her favorite guests is a kind of leisure; it
418 makes her happy.

419 Some guesthouse owners cook for and have meals with guests, particularly during
420 special festivals like Mid-Autumn Day and Spring Festival (LJ12, LJ13, DL9, and
421 DL22). At night, they usually engage in some leisure activities with their guests,
422 including chatting, singing songs, watching movies, watching TV, or playing games
423 (LJ10, DL9, DL21, and DL22). Although they provide a service for guests, when the
424 owners enjoy these activities, they generally feel that they are not working but
425 experiencing a way of life.

426 *I enjoy talking with guests living in my guesthouse because I am interested in their*
427 *stories, and I consider it is not work but a way of leisure life. DL22*

428 *I design the small stage in my yard, and I often play guitar and sing songs there.*

429 *Some guests sing together or interact with me. I enjoy singing and playing guitar,*
430 *which relax me. DL21*

431 *I watch movies through the screen in the living room at night with my guests, and*
432 *usually, I choose my favorite movie; sometimes the guests assign movies. I like the*
433 *feeling of watching a movie with a group of people, and we generally discuss about*
434 *it after the movie. LJ10*

435 **4.3 Factors influencing boundary management and work-life balance**

436 Individual preferences related to work-life boundaries and environmental factors

influence boundary management (Kreiner et al., 2009). The contextual factors for entrepreneurs include entrepreneurship motivations, family demands, and venture stage (Ezzedeen & Zikic, 2015).

Factors affecting the work-life balance of lifestyle entrepreneurs include the personal factors and contextual factors related to tourism destinations. Personal factors consist of economic capacity and personal management skills, such as time management, space management, and operation capacity. Whether the entrepreneurs work on their own or have employees impacts their daily experience, and further influences the work-life balance (Annink & den Dulk, 2012). The business owners who employ others have more control over their temporal boundary, as they need not be distracted by face to face service, leaving them enough leisure time to do what they enjoy.

I hired a housekeeper before, but the housekeeper could not stay for a long time.

Now my partner and I work at the guesthouse in morning and evening shifts, respectively. I think I am trapped by the guesthouse; it takes me too long time to do what I like, such as traveling and drawing, and I have to talk with guests I dislike.

DL10

The observed boundary management tactics varied according to the stage of tourism development in the tourism destination. Business owners value the leisure atmosphere in tourism destinations, which is related to quality of life. However, with the large number of speculators and investors interested in tourism destinations since 2013, and the rising level of tourism commercialization, house rents have increased. In the ancient

towns of Dali and Lijiang, immigrants cannot buy local houses, as these houses are accepted as world cultural heritage. Migrants can only rent local houses to run businesses, and rent is the central cost of their life. The rising level of tourism commercialization destroys the integral atmosphere of tourism destinations, attracting too many tourists. With the rising level of tourism commercialization and rent, lifestyle owners must invest more of their time on their businesses, making it much more difficult to achieve work-life balance.

I opened a postcard shop in 2012 after I graduated from college, not for earning money, but for my favorite life. At that time, the rent and living cost is very low, so I can close the shop casually to travel or rest. Then I take a break regularly on Monday for a period of time. But now I have to open the shop and account every day, since the rent [went] up crazily, in order to earn enough money paying for rent in the next several years, traveling and for parents. DL15

5. Discussion

5.1 The relationship between commercial home and work-life balance

A home-based business is one type of business that operates within a family's residential property (Dwelly, 2005); this is also called a commercial home (Lynch, 2005). Guesthouses are one type of commercial home, as the entrepreneurs live and work in the same space. Balancing work and personal life in a home-based business is challenging because of how easily lines between time and space blur in the commercial home (Kapasi & Galloway, 2015).

Boundaries between private and public, and work and home face challenges in the commercial home (Brandth & Haugen, 2012). For guesthouse owners, there are no spatial boundaries between work and personal life because they live on the property; also, the temporal boundaries are vague, as the entrepreneurs must meet the demands of their guests whenever they happen (Hsieh, 2010). It's difficult for guesthouse entrepreneurs to achieve work-life balance, as the spatial and temporal work-life boundaries are integrated.

B&B owners in the western world are often retired, with retirement pay, and they set up commercial homes to earn pocket money (Harris, McIntosh, & Lewis, 2007), so the income from their small businesses is not as important to them. In contrast, lifestyle entrepreneurs in Dali and Lijiang are relatively young, some in their 20s and 30s, with the small business as their only source of income. Business is vital for them.

5.2 The perception of work-life balance and the mobility of lifestyle entrepreneurs

The flexibility related to self-employment may come at the expense of leisure time and income (Merz & Rathjen, 2010). For lifestyle tourism entrepreneurs, leisure time is often sufficient because of the alternating high and low tourism seasons, but income poverty is a problem many of them face, especially young people. Unlike the older/retired lifestyle entrepreneurs in the western world, Chinese lifestyle entrepreneurs are much younger, and the small business is the main source of income for them. It's not easy for young people to achieve work-life balance because of their relatively low economic savings and the limited income from their small tourism businesses. Compared with their previous lives in big cities, lifestyle entrepreneurs

acquire lower income but higher quality of life and tend to be much happier in tourism destinations, which agrees with the results from previous studies (Marcketti, Niehm, & Fuloria, 2006).

The ease of doing business is related to the work-life balance of entrepreneurs (Annink et al., 2016). Rising rents and the increasing number of tourism businesses intensify the competition and the difficulty in running businesses. The lease term of the shop is generally 1-5 years, even just for three months. The lease term of guesthouse directly renting from the landlord usually last 10-20 years. In cases like these, the annual house rent is lower, but the cost is high as the renters must pay for several years' rent at one time and spend a lot of money decorating guest rooms within the private house. These long-term renters can live in the building for a long time. They also have the opportunity to transfer the house to later migrants at a decent price before the end of the contract. DL22 declared via Wechat that in Feb. 2018 he transferred his guesthouse to other migrants after operating it for six years. Although he enjoyed the life in a guesthouse, tiredness of running a guesthouse and serving people impelled him to change jobs and buy a commodity residential property in the downtown of Dali. For the migrants who sublet the house from the former entrepreneur migrant, the lease term is usually only one or two years (LJ12, DL9). Though the rent is relatively higher, the guesthouse is already prepared for operation. LJ12 and DL1 are trying a new life in a new place and looking for other opportunities. After their contracts expired, LJ12 went to Dali and DL9 went to Puzhehei for another new guesthouse. Eventually, they both returned to their hometown cities for family reasons.

Lifestyle entrepreneurs are highly mobile, and they often search for another ideal place to live, or they return to the cities (Xu & Wu, 2016). People tired of running small businesses find that work takes up too much time and energy, while low income and the difficulty of managing the business mean they cannot enjoy the fun parts of life. This situation results in further work-life conflict, causing lifestyle entrepreneurs to leave the tourism destination. Business owners who can maintain a better work-life balance stay at the tourism destination. Lifestyle tourism entrepreneurs pursuing a work-life balance by operating a lifestyle-oriented small business for a period of time in tourism destinations is a process, but not necessarily a final result.

6. Conclusion

This research used in-depth interviews and observations to explore how lifestyle tourism entrepreneurs manage their work and non-work lives. Thirty-six interviews were conducted in China. The findings show that, first, for lifestyle entrepreneurs, work and personal life are not particularly divided and that their businesses are more of a lifestyle than a kind of work. Second, lifestyle entrepreneurs' boundary management tactics include temporal tactics, physical tactics, and psychological tactics, which is in accordance with other studies (Annink & den Dulk, 2012; Hilbrecht & Lero, 2014; Kreiner et al., 2009). Third, the factors influencing the work-life balance of lifestyle entrepreneurs include personal factors, as well as contextual factors related to the tourism destinations, in line with Kreiner et al. (2009).

One of the main contributions of this study is that it reveals that an individual's

psychological border decides the differences between the spatial and temporal boundaries, which is different from Clark's (2000) findings, which indicate that people use physical and temporal borders to decide the rules of their psychological borders. Lifestyle entrepreneurs' spatial boundaries and temporal boundaries between work and personal life are integrated, especially for guesthouse owners, their psychological perception decides when and where they are working or doing personal activities.

Second, looking specifically at the Chinese background, the contextual factors of tourism destinations have a significant influence on the work-life balance of lifestyle entrepreneurs because of the uncontrolled rising levels of tourism commercialization. The ease of doing business is related to the work-life balance of entrepreneurs (Annink et al., 2016). Since lifestyle entrepreneurs usually did not make adequate preparations for entrepreneurship before moving in tourism destinations (Sun & Xu, 2017), it is much more difficult for them to run the business with high cost due to the increasing tourism commercialization.

Third, it is difficult for lifestyle entrepreneurs to maintain a work-life balance over the long-term, as they exhibit a high mobility pattern because the low income and the atmosphere of tourism destinations drive them to leave. . Sometimes lifestyle entrepreneurs decide to move from developed cities to peripheral tourism destination towns on impulse, and the tourism destination is just a transition place for them (Sun & Xu, 2017). They moved for the slow pace of life and better lifestyle, but when their demands cannot be satisfied, they will return back their homes or move for other places (Sun & Xu, 2017; Xu & Wu, 2016).

One practical significance of this study is that, for the lifestyle migrants who move from big cities to tourism destinations to pursue better work-life balance, business management skills and skills related to the operation of the business are vital. The success of a business is the key to balancing work and life. Additionally, the factors of tourism destinations influence the cost of living and the living environment, so it is important to choose an appropriate place to move. Finally, as the experience of living in tourism destinations may involve only a short period of their lives, preparing for the future is important.

6.2 Limitations and future studies

This study has several limitations. First, data were collected from only three locations from China. Future studies can broaden the focus by including more locations, thereby gaining more understanding of lifestyle entrepreneurship. Additionally, future studies can compare the boundary management strategies of lifestyle tourism entrepreneurs between the Eastern and Western contexts. Second, this study was conducted using only qualitative methods. Combining qualitative and quantitative analysis methods may allow researchers to address the boundary situations of a big sample, while also obtaining in-depth information about lifestyle entrepreneurs. Finally, this study did not consider using a longitudinal approach to collect and assess the data. However, conducting longitudinal studies is important, as they allow observation of changes over time. Consequently, future longitudinal studies may help researchers keep track of the changes of lifestyle entrepreneurs over time, including those who leave tourism destinations. Longitudinal studies may allow researchers to explore what the

entrepreneur's experiences in tourism destination meant to them or how those experiences impacted their future life.

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Table 1: Profile of lifestyle entrepreneurs in the sample

Label	Age	Marital status	Time business started	Type of business	Number of employees	Operation Pattern
LJ1	26	Married	Half a year	Handicraft shop	0	With spouse
LJ2	23	Married	One year	Restaurant	0	With spouse
LJ3	30	Married	10 months	Guesthouse	0	With spouse
LJ4	40S	Married	1 month	Guesthouse	1	With spouse
LJ5	33	Divorced	2 years	Guesthouse	0	On her own
LJ6	33	Married	2 years	Guesthouse	2	On his own
LJ7	28	Single	4 months	Restaurant	2	With friends
LJ8	56	Married	1 month	Guesthouse	0	With spouse
LJ9	28	Single	4 years	Restaurant	0	On her own
LJ10	26	Single	1 year	Guesthouse	0	With friends
LJ11	40s	Married	4 years	Guesthouse	2	On his own
LJ12	33	Divorced	4 months	Guesthouse	0	On her own
LJ13	37	Single	2 years	Guesthouse	2	On her own
LJ14	32	Married	2 years	Guesthouse	2	With spouse
DL1	30	Single	2 months	Restaurant	0	On her own
DL2	26	Single	1 year	Guesthouse	0	With friends
DL3	30	Single	2 months	Guesthouse	0	With friend
DL4	24	Single	2 years	Online store	0	On her own
DL5	39	Divorced	3 years	Book shop	0	On her own
DL6	46	Divorced	4 years	Restaurant	0	On her own
DL7	58	Married	8 years	Restaurant	4	On his own
DL8	56	Married	6 years	Guesthouse	1	On his own
DL9	23	Single	4 months	Guesthouse	0	With lover
DL10	27	Single	9 months	Guesthouse	0	With friend
DL11	42	Married	2 months	Bicycle rental shop	4	With friend
DL12	23	Single	1 year	Guesthouse	0	With friends
DL13	33	Single	3 years	Handicraft shop	1	With friend
DL14	32	Single	2 years	Guesthouse	0	On his own
DL15	24	Single	3 years	Postcard shop	0	On her own
DL16	33	Single	8 months	Specialty shop	0	On her own
DL17	38	Single	6 months	Online store	0	On her own
DL18	32	Single	4 months	Guesthouse	0	With parents
DL19	28	Single	1 year	Guesthouse	2	With lover
DL20	22	Single	3 months	Coffee shop	0	With friends
DL21	29	Married	1 year	Guesthouse	1	On his own
DL22	36	Single	2 years	Guesthouse	1	With lover