

## NAVIGATING GEN Z HOSPITALITY EMPLOYEES' INTER-ROLE CONFLICT: A MULTI-LEVEL EXAMINATION OF WORK–PERSONAL CONFLICT

### Highlights

- Explores the unique experiences of Gen Z hospitality employees through examining their work–personal conflict.
- Investigates the impact of daily work–personal conflict on Gen Z employees' experiences in the work domain and its spillover into the personal domain.
- Examines how workplace fun at the within-person level and person–job fit at the between-person level moderate the relationship between daily work–personal conflict and emotional exhaustion.

### Abstract

Gen Z is gaining prominence in the hospitality industry workforce, making it critical to explore the dynamic interplay between Gen Z hospitality employees' personal and work lives. Drawing on role stress theory, this daily diary study examines the role of work–personal conflict in Gen Z hospitality employees' daily lives. Data was collected from 91 Gen Z Chinese hotel employees using the experience sampling method. The results show that work-to-personal and personal-to-work conflict at the within-person level increases turnover intention via emotional exhaustion. Regarding outcomes in the nonwork domain, work-to-personal conflict positively influences nostalgia. Furthermore, workplace fun at the within-person level and person–job fit at the between-person level moderate the relationship between work-to-personal conflict and emotional exhaustion. Based on the findings, hospitality companies should try to increase the fun of their employees' daily work and improve person–job fit to mitigate work–personal conflict among Gen Z employees.

**Keywords:** Work–personal conflict, Gen Z hospitality employees, Workplace fun, Person–job fit, Role stress theory

## 1. Introduction

The significance to the hospitality industry of Gen Z's growing prominence in the workforce has been widely acknowledged (Goh & Okumus, 2020). Gen Z individuals are defined as those born between 1995 and 2009 (Randstad, 2017), and they are expected to dominate entry-level positions in the hospitality industry by 2030 (McGaha, 2018). Each generational cohort is characterized by distinct traits in the workplace, such as their workplace expectations of future managers, perceptions of their industry, and work ethics (Grow & Yang, 2018). As these distinct traits may have a profound impact on industries and organizations, different measures should be adopted to attract and retain employees of different generations (Lu & Gursoy, 2016; Wong et al., 2024). To ensure that talent is attracted to and retained within the hospitality sector, scholars have focused on the specific career preferences and work expectations of Gen Z (e.g., Goh & Okumus, 2020). Studies have shown that work–life balance is an important consideration for Gen Z individuals considering employment in the hospitality industry (Self et al., 2019). However, hospitality employees consistently voice concerns about work–life imbalance (O'Neill & Follmer, 2020).

Previous studies have mainly investigated the inter-role conflict issues among all employees without specifying the unique challenges faced by distinct populations, such as those with family responsibilities and those without (Dumas & Perry-Smith, 2018). Compared with previous generations, such as Millennials, Gen Z places more emphasis on personal considerations and less on family considerations (Waworuntu et al., 2022). Gen Z exhibits a strong self-direction (Sakdiyakorn et al., 2021), and its career choices are often driven by personal interests and fulfillment needs (Barhate & Dirani, 2022). Additionally, most Gen Z individuals are unmarried and childless due to their age, with many still completing their education or starting their careers (Liang, 2020). These single and unmarried

employees may tend to prioritize personal roles and activities that are not related to family responsibilities (Wilson & Baumann, 2015). Therefore, traditional approaches to addressing employees' work–family conflict may not adequately capture the distinct experiences of single and unmarried individuals, who typically have fewer family responsibilities (Dumas & Perry-Smith, 2018). To address this research gap and accurately represent Gen Z's unique focus on personal aspects, our study investigates work–personal conflict. This conflict refers to the tension between work-related and personal demands (Wilson & Baumann, 2015).

Notably, the demanding work environments faced by hospitality employees and the labor-intensive nature of their work may cause hospitality employees to experience greater fluctuations in their thoughts and attitudes than employees with fixed work schedules (Park et al., 2023; Yu et al., 2020). The hospitality industry is characterized by fast-paced, 24/7 operations that require employees to work nonstandard hours to keep businesses running effectively (O'Neill & Follmer, 2020), which leads to daily occupational stress for all employees (Choi et al., 2022). Exploring the within-person variability acknowledges the individuality of employees within the hospitality sector (Yu et al., 2020). Hence, we posit that work–personal conflict among hospitality employees is not a static or stable phenomenon but rather fluctuates at the within-person level.

To explore the influences of work–personal conflict on Gen Z hospitality employees, we draw on role stress theory (Kahn et al., 1964) to establish our hypotheses. Role stress theory posits that inter-role conflict, which occurs when individuals must juggle multiple roles in different domains, can lead to stress (Kahn et al., 1964). The coping mechanisms and strategies adopted by individuals dealing with stress may in turn influence outcomes in different domains (Amstad et al., 2011). In the work domain, turnover can have a significant effect on performance and profitability in the hospitality industry (Park & Min, 2020). Identifying the antecedents of employees' turnover intention, as well as possible solutions,

remains an ongoing research agenda in hospitality academia (Yang & Xu, 2024). We therefore examine Gen Z hospitality employees' turnover intention as an outcome of work–personal conflict. Additionally, as most Gen Z employees have recently transitioned from being students to being employees, they have a propensity to reminisce about their past (Wang et al., 2023). Individuals who perceive a disconnection between their past and present selves are more likely to experience nostalgia (Sedikides et al., 2015). Thus, we explore nostalgia as an outcome of work–personal conflict on Gen Z hospitality employees' personal domains. Moreover, role stress theory suggests that inter-role conflict primarily affects an individual's emotional and psychological states (Kahn et al., 1964). Thus, we argue that emotional exhaustion can be an initial result of work–personal conflict, which may lead to the two outcomes examined in this study (i.e., turnover intention and nostalgia).

As Gen Z individuals place a high value on workplace fun and happiness (Goh & Okumus, 2020), workplace fun is particularly relevant when examining inter-role conflict among Gen Z employees. Workplace fun can mitigate employees' perceptions of inter-role conflict (Xu et al., 2020) and increase their sense of embeddedness in and engagement with the organization (Tsaur et al., 2019). Therefore, we consider workplace fun as a moderator that mitigates the positive influence of work–personal conflict on emotional exhaustion. Expanding our focus beyond variables at the within-person level, we also consider the interplay between work–personal conflict at the within-person level and person–job fit at the between-person level. According to person–environment theory (Edwards et al., 1998), a high level of person–job fit, which refers to the alignment between individuals and their work environment, reduces conflict and enhances well-being (Kreiner, 2006). However, Gen Z employees often have limited familiarity with hospitality jobs before embarking on hospitality industry careers (Zehr & Korte, 2020), potentially leading to a less-than-optimal

fit between them and their jobs. Consequently, we posit that the impact of work–personal conflict is mitigated when Gen Z employees experience a high level of person–job fit.

In summary, the preferences and characteristics of Gen Z employees inform our three research objectives, which draw on role stress theory (Kahn et al., 1964) and person–environment theory (Edwards et al., 1998). First, we examine the outcomes of within-person fluctuations in Gen Z employees’ work–personal conflict, specifically turnover intention and nostalgia, and the mediating role of emotional exhaustion in this relationship. Second, we explore the moderating role of workplace fun in the relationship between work–personal conflict and emotional exhaustion at the within-person level. Third, we analyze the cross-level moderating effect of person–job fit on the above relationship.

Our study makes three key contributions to the literature on inter-role conflict. First, by examining work–personal conflict this study offers a more focused exploration of the unique experiences of Gen Z hospitality employees. Previous studies have mainly utilized frameworks such as work–family conflict and work–life conflict that may inadequately capture the situation of Gen Z employees, given their limited family responsibilities. Our study contributes to clarity by making a clear distinction between the family domain and the domain of personal life. Second, we extend the scope of role stress theory by investigating how work–personal conflict influences Gen Z employees’ experiences in the work domain and how these effects spill over into the personal domain. Third, we find that the effects of work–personal conflict on emotional exhaustion are influenced by personal dynamics, specifically workplace fun and person–job fit. With its focus on both within-person and between-person processes, our multi-level analysis provides a more nuanced understanding of the boundary conditions that shape how Gen Z individuals respond to work–personal conflict.

## 2. Literature Review

### *2.1. Role Stress Theory and Work–personal Conflict*

Role stress theory suggests that the roles assigned to individuals have corresponding behavioral expectations (Kahn et al., 1964). As individuals allocate a large proportion of their finite resources to one role, they inevitably have fewer resources to invest in other roles (Hobfoll et al., 2018). They then find themselves grappling with inter-role conflict, as the demands of multiple roles in the professional and personal spheres intersect and impose conflicting pressures (Kahn et al., 1964). This interplay between roles and resource allocation reflects the complex dynamics individuals face in managing their various responsibilities.

The literature on inter-role conflict has focused on conflicts related to work–family and work–leisure roles (e.g., Allen et al., 2020; Karatepe & Karadas, 2016; Wang & Shi, 2022). However, in addition to work tasks, family responsibilities, and leisure activities, individuals allocate time and resources to their personal and community activities (Adkins & Premeaux, 2019; Edwards & Rothbard, 2000). Therefore, current research on work–family and work–leisure conflict may not provide a comprehensive understanding of how individuals manage the intersection of work, family, leisure, and personal roles. Furthermore, although the terms “work–life” and “work–nonwork” provide a broad perspective on individuals’ nonwork domain beyond family and leisure, they do not distinguish between the specific roles (Adkins & Premeaux, 2019; Shi & Shi, 2022). The work, family, and personal domains each deserve separate consideration and analysis as distinct entities (Adkins & Premeaux, 2019). Gen Z’s characteristic self-directness (Sakdiyakorn et al., 2021) and focus on personal interests (Waworuntu et al., 2022) makes their personal roles more meaningful and relevant to investigate than their family roles. Furthermore, given that most Gen Z employees are currently unmarried, they are more likely to be concerned about work–personal conflict than are older employees. As conflating the life/family domain with the

personal domain may confound the work–nonwork conflict experienced by Gen Z, work–personal conflict was examined in this study to more accurately reflect the situations faced by Gen Z employees. Similar to other forms of inter-role conflict, work–personal conflict can take the form of work-to-personal conflict (WPC) or personal-to-work conflict (PWC). WPC occurs when work interferes with personal interests and activities, and PWC occurs when personal interests and activities interfere with work (Wilson & Baumann, 2015). We consider both forms in our study, which we refer to as WPC/PWC.

## *2.2. The Influence of Work–personal Conflict on Employees' Work and Personal Domains*

The culture of being on-call and working extended hours in the hospitality industry has become deeply ingrained, causing employees to frequently prioritize work over personal commitments and family responsibilities (Sun et al., 2023). This imbalance may give rise to conflicts between work and personal life, negatively affecting hospitality employees' well-being (O'Neil & Follmer, 2020).

Inter-role conflict is a potential source of stress that can have adverse effects on individuals' behavior and health (Amstad et al., 2011; O'Neil & Follmer, 2020). Role stress theory suggests that individuals may engage in defensive behavior as a strategy for alleviating the stress originating from inter-role conflict (Kahn et al., 1964). In response to this stress, employees often distance themselves from their workplace, leading to increased turnover rates (Park & Min, 2020). Gerber (2021) indicated that Gen Z is the primary force behind the high levels of employee turnover in the hospitality industry, which is often referred to as the “Great Resignation.” To better understand Gen Z hospitality employees' work status, we therefore examine Gen Z employees' turnover intention, particularly its association with their work–personal conflict.

When individuals' work roles conflict with their nonwork roles, negative psychological and behavioral outcomes can occur (O'Neill & Follmer, 2020). Similarly, when demands in nonwork domains conflict with those in work-related domains, negative outcomes such as reduced job satisfaction (McGinley & Martinez, 2018) and increased exhaustion (Liu et al., 2015) can arise. Wilson and Baumann (2015) found that both WPC and PWC were negatively related to employees' job satisfaction and organizational commitment, and Shi and Shi (2022) found that WPC decreased hospitality employees' job performance while PWC negatively affected their leisure satisfaction.

However, recent research has mainly focused on exploring these conflicts by comparing differences between individuals rather than investigating within-person variations (e.g., Shi & Shi, 2022), despite past research highlighting the fluctuating nature of inter-role conflict (e. g., Brenning et al., 2023; French & Allen, 2020). For example, Shi et al. (2021) found high levels of turnover intention in employees on days when they experienced high levels of job demands. Indeed, momentary inter-role conflict is closely linked to employee stress (French & Allen, 2020), which can trigger employees' intention to quit (Abbas & Raja, 2019). We therefore posit that there is a positive relationship between employees' work–personal conflict and turnover intention at the within-person level.

**Hypothesis 1.** Gen Z hospitality employees' WPC/PWC has a positive relationship with their turnover intention.

Additionally, employees' thoughts, feelings, or behaviors in one domain can influence their conduct in another (Edwards & Rothbard, 2000). Stressful events occurring in either the work or nonwork domain on a given day can contribute to heightened perceptions of episodic inter-role conflict (French & Allen, 2020). Such stress-inducing events and the accompanying negative affect have a positive relationship with individuals' daily feelings of nostalgia



(Newman et al., 2020). As mentioned above, employees in the hospitality industry may experience more momentary changes in their thoughts than workers in other industries due to the dynamic nature of their work environment (Yu et al., 2020). Accordingly, we focus on Gen Z's daily nostalgic feelings as a personal domain outcome of work–personal conflict.

Nostalgia is defined as a sentimental longing for one's past (Sedikides et al., 2008). Its mix of positive and negative aspects makes nostalgia a mixed emotion (Newman et al., 2020). Nostalgia can serve as a coping mechanism in response to negative events and moods, potentially mitigating individuals' negative experiences in certain contexts (Sedikides & Wildschut, 2016), but it can also lead people to dwell on past negative experiences at night, resulting in less peace and calm on the following day (Newman et al., 2020). Identifying daily nostalgia and its antecedents may be helpful for preventing Gen Z employees from dwelling excessively on the past and thus avoiding the negative impacts of nostalgia.

We argue that stress-inducing events and the resulting negative affect stemming from inter-role conflict can lead to feelings of nostalgia, which can function as a resource for coping with stress (Sedikides & Wildschut, 2016). With its fast-paced and demanding nature, the hospitality industry requires employees to work on irregular schedules (Kanjanakan et al., 2023; O'Neill & Follmer, 2020). Irregular work schedules may give rise to work–personal conflict, which can elicit nostalgic emotions in hospitality employees. Thus, we propose that employees may feel a stronger sense of nostalgia on days when they experience greater levels of work–personal conflict. Our second hypothesis is therefore as follows.

**Hypothesis 2.** Gen Z hospitality employees' WPC/PWC has a positive relationship with their sense of nostalgia.

### *2.3. Mediating Role of Emotional Exhaustion*

Role stress theory suggests that individuals exhibit immediate psychological or symptomatic responses when confronted with role pressures (Kahn et al., 1964). Individuals often feel emotionally depleted when they have difficulty balancing work and nonwork roles (Brenning et al., 2023; Liu et al., 2015). Studies have suggested that a rise in work–family conflict is associated with an increase in stress levels among individuals (Amstad et al., 2011; O’Neill & Follmer, 2020), indicating a positive relationship between work–family conflict and individuals’ emotional exhaustion. Aligning with this logic, our study proposes that the experience of work–personal conflict among Gen Z employees may lead them to emotional exhaustion. Furthermore, studies have highlighted the fluctuating nature of emotional exhaustion, indicating that it can vary from one moment to the next (Brenning et al., 2023; Liu et al., 2015). Accordingly, we hypothesize that Gen Z hospitality employees are more emotionally exhausted on days when they experience more conflict between their work and personal roles.

**Hypothesis 3.** Gen Z hospitality employees’ WPC/PWC has a positive relationship with their emotional exhaustion.

Inter-role conflict induces stress in employees and subsequently increases their intention to leave the organization. Emotional exhaustion can serve as a catalyst for withdraw attitudes (e.g., turnover intention) and behaviors (e.g., service performance) (Lu & Gursoy, 2016; Ma et al., 2019). High levels of inter-role conflict and emotional exhaustion are also associated with a decline in employees’ well-being (O’Neill & Follmer, 2020), which may also prompt employees to consider quitting their jobs (Shi et al., 2021). The pronounced emotional exhaustion triggered by the daily experience of work–personal conflict is thus likely to increase employees’ intention to leave. Additionally, emotional exhaustion is a central component of burnout, and as such it affects individuals’ work and personal lives

(Maslach et al., 2001). Research has demonstrated that nostalgia serves as a replenishing force, effectively reducing emotional exhaustion (Sedikides & Wildschut, 2016). Thus, when faced with emotional exhaustion and work–personal conflict simultaneously, employees are more likely to engage in nostalgia as a coping mechanism to relieve pressure (Sedikides & Wildschut, 2020). Thus, the following hypotheses are proposed.

**Hypothesis 4.** Gen Z hospitality employees' emotional exhaustion mediates the relationship between WPC/PWC and turnover intention.

**Hypothesis 5.** Gen Z hospitality employees' emotional exhaustion mediates the relationship between WPC/PWC and nostalgia.

#### *2.4. Moderating Role of Workplace Fun*

Workplace fun plays an important role in enhancing team effectiveness in the hospitality industry, leading to improved performance (Han et al., 2016) and job embeddedness (Chen & Ayoun, 2022) among employees. Creating a fun workplace can effectively mitigate the negative effects of inter-role conflict by offering employees a protective shield against negative emotions (Wang & Shi, 2022). Despite a lack of studies on daily workplace fun, there is evidence suggesting that incorporating fun into daily work activities can bolster employees' psychological well-being, reduce their daily work stress, and improve their daily performance (Bakker et al., 2023). Thus, we examine workplace fun as a within-person level moderator of the relationship between work–personal conflict and emotional exhaustion.

In the hospitality industry, a fun work environment not only cultivates a sense of enjoyment but can also foster interpersonal trust and group cohesion (Han et al., 2016). Mutual trust enhances the ability of employees to effectively manage job-related stress, leading to reduced inter-role conflict (Hammer et al., 2004). Workplace fun reflects the

positive emotions that individuals derive from their work environment, such as enjoyment, amusement, and pleasure (Michel et al., 2019). These positive emotions can contribute to employees' general mental and physical well-being (Fredrickson & Joiner, 2018) and mitigate the negative effects of stress (Schiffirin & Nelson, 2010). Therefore, the negative effects of stress resulting from work–personal conflict may be diminished among Gen Z employees who experience higher levels of fun in the workplace. Based on these arguments, we propose that workplace fun moderates the relationship between employees' work–personal conflict and emotional exhaustion at the within-person level.

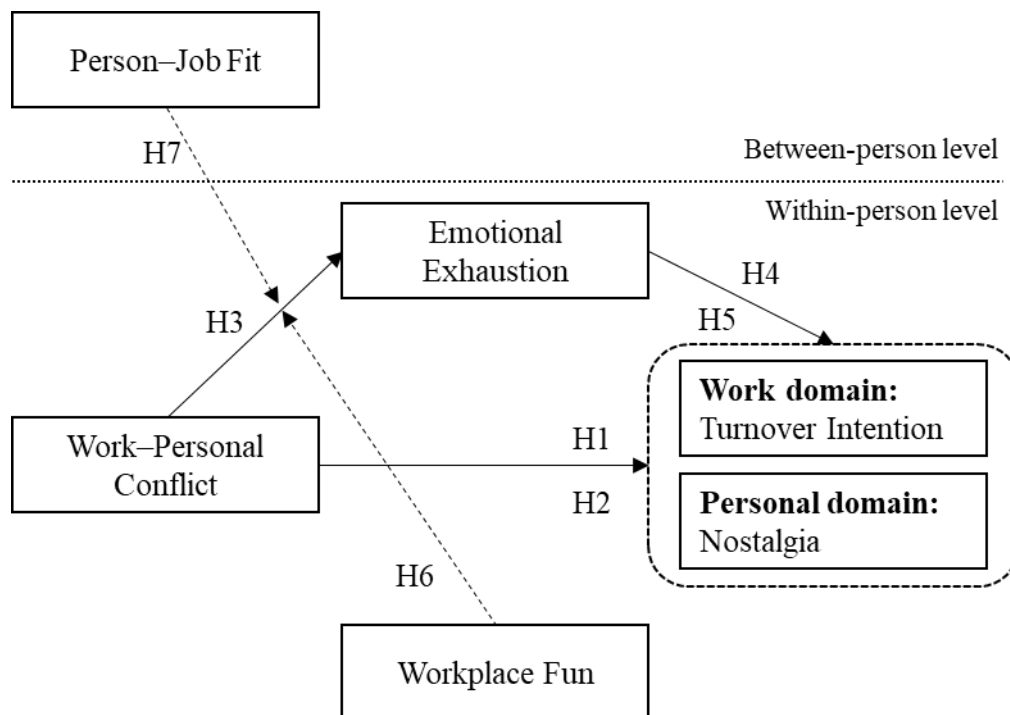
**Hypothesis 6.** Workplace fun moderates the positive relationship between Gen Z hospitality employees' WPC/PWC and emotional exhaustion, such that this relationship is weakened when employees experience a high level (vs. low level) of workplace fun.

### *2.5. Cross-level Moderating Role of Person–job Fit*

Individual characteristics play a significant role in individuals' reactions to role conflict (Kahn et al., 1964). For instance, research has highlighted the moderating roles of individual characteristics, such as segmentation preference and core self-evaluation, in the relationships between inter-role conflict and its daily outcomes (e.g., Derks et al., 2016). According to person–environment fit theory, how employees respond to job demands may hinge on the extent to which they align with their organization and their specific roles (Edwards et al., 1998). As an important individual characteristic reflecting the fit between individuals and their overall work environment, person–job fit refers to the congruence between an individual's abilities and the job requirements (Kristof-Brown et al., 2002). An individual who possesses the skills necessary to complete their tasks is well suited to the job (Kristof-Brown et al., 2002) and may transfer skills, knowledge, time, and energy from one role to another (Edwards et al., 1998).

Person–environment fit theory suggests that the match between the objective characteristics of individuals and their surrounding environment influences their subjective experiences, including their well-being (Edwards & Rothbard, 1999). When individuals perceive a mismatch between themselves (e.g., their personal values, desires, goals) and their work environment, they can suffer from increased stress (Edwards et al., 1998) and emotional exhaustion (Maslach et al., 2001). Conversely, when individuals perceive congruence between themselves and their work, they are less likely to experience stress and more likely to have a high level of well-being (Kreiner, 2006). Furthermore, when employees' skills and abilities are well-matched with their job demands, they are better equipped to manage their responsibilities in nonwork domains, thus minimizing the potential inter-role conflict (Karatepe & Karadas, 2016). Thus, employees who fit their jobs well, compared with those with a poor person–job fit, are better positioned to manage role conflict and experience reduced emotional exhaustion. We therefore propose the following hypothesis. (The conceptual model encompassing all seven hypotheses is presented in Figure 1.)

**Hypothesis 7.** Person–job fit has a cross-level moderating effect on the positive relationship between Gen Z hospitality employees' WPC/PWC and emotional exhaustion, such that the positive effects of WPC/PWC on emotional exhaustion are weaker for employees who have a high level (vs. low level) of person–job fit.



**Notes.** Work–personal conflict includes work-to-personal conflict (WPC) and personal-to-work conflict (PWC).

**Figure 1** Conceptual model

### 3. Methodology

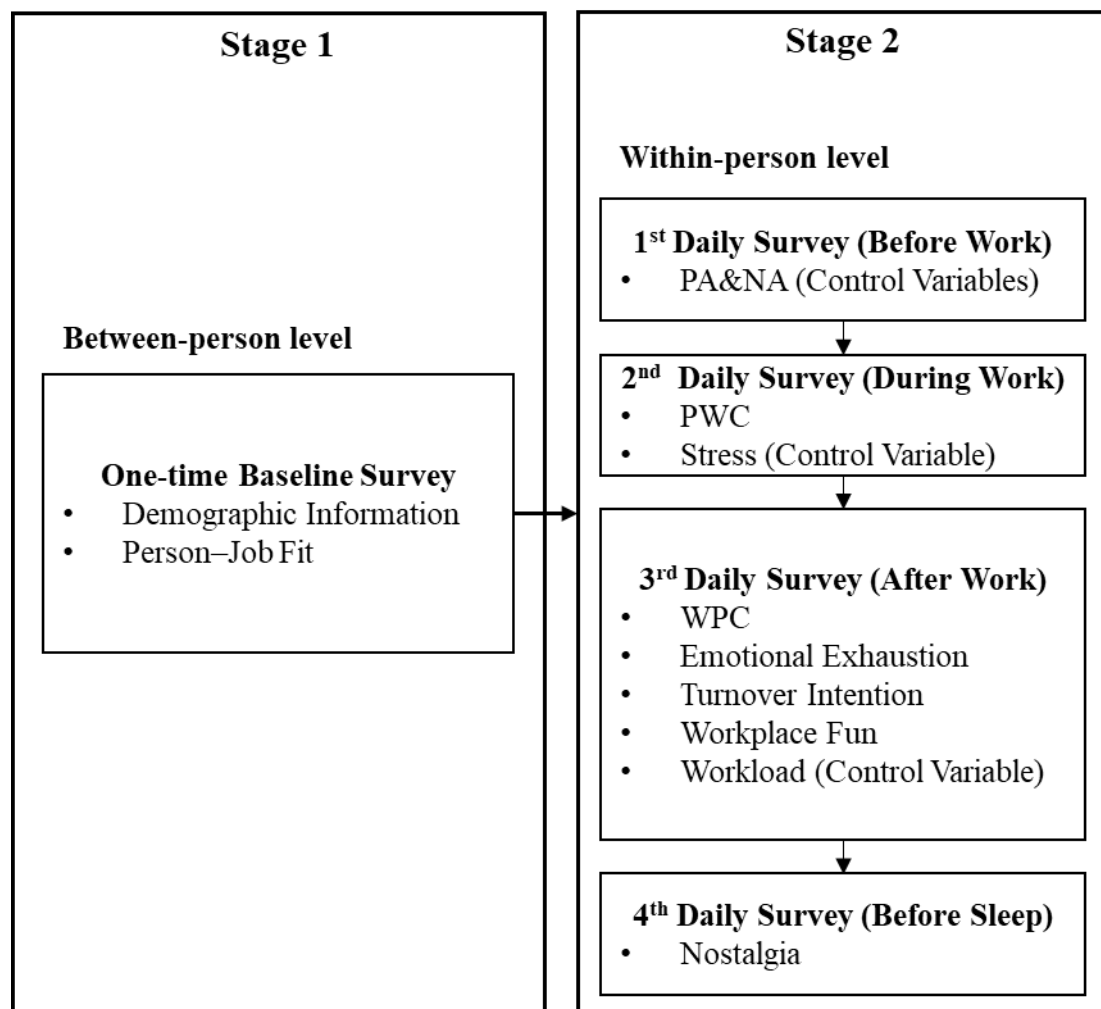
#### 3.1. Participants and Procedures

The participants were recruited from seven full-service upscale hotels in a city in eastern China. Hotel human resource managers were contacted through the researchers' professional networks as part of participant recruitment. To qualify, the participants had to be full-time and unmarried employees born after 1995. We collected data between August and December 2022. We applied the experience sampling method to repeatedly measure the within-person level variables. These repeated measurements enabled us to capture daily fluctuations in individual states and examine their short-term causes and consequences (Hektner et al., 2007). The translation process was guided by the back-to-back translation method (Brislin, 1970) to ensure the accuracy of the survey questions.

The data were collected in two stages. In Stage 1, a one-time baseline survey was conducted to collect demographic and person–job fit data. In Stage 2, we conducted a daily diary study over a continuous 10-workday period, following the methodology used in previous daily diary studies (e.g., Ilies et al., 2007). Each daily survey consisted of four sections, which measured different variables. Figure 2 gives the data collection procedures and measurements used in each section of the daily survey. The first section of the daily survey was administered before the participants began work and measured positive affect (PA) and negative affect (NA). PA and NA were used as control variables because affect has been found to influence perceived inter-role conflict (Karatepe & Uludag, 2008). In the second section of the daily survey, PWC was measured during the participants' work shifts. We also measured daily stress as an additional control variable, as stress influences individuals' moods and behaviors (Bolger et al., 1989). The third section of the daily survey was conducted after employees had completed their work shifts and assessed the extent to which work was influencing their personal lives through WPC. We also measured emotional exhaustion and turnover intention in the third section. To account for potential confounding factors and to mitigate the impact of the varied work roles of different employees, we selected workload as the control variable, as this has a significant influence on inter-role conflict at the within-person level (Ilies et al., 2007). In the final section of the daily survey, the participants were asked to what extent they felt nostalgic before they went to bed.

The research team sent the survey links four times a day, based on each participant's work schedule. Each participant received RMB100 (approximately USD13.81) as compensation for completing the baseline and daily surveys. Ninety-three qualified participants were recruited, but one completed only the baseline survey and one dropped out after completing two daily surveys. We therefore received usable responses from 91 of the original 93 participants, giving a final sample of 910 daily observations. To estimate the

necessary sample size, we conducted a power analysis using the Monte Carlo simulation of multilevel models recommended by Enders et al. (2023) with 1,000 replicates. The results showed that a minimum of 90 people at the between-person level with at least 6 days at the within-person level were needed to achieve a power of 0.8. We collected data from 91 participants for 10 days, which was sufficient to achieve the desired power. The profile of the participants is shown in Appendix I.



**Figure 2** Data collection procedure



## 3.2. Measurement

### 3.2.1. One-time Baseline Survey Measures

*Person–job fit.* Person–job fit was measured using the three-item scale developed by Donavan et al. (2004). A sample item is “My skills and abilities perfectly match what my job demands.” Cronbach’s alpha of this scale in this study was 0.77.

*Demographics.* We asked the participants to report their gender, age, tenure in the current hotel, tenure in the hotel industry, department, position, and educational background.

### 3.2.2. Daily Survey Measures

*PWC and WPC.* The two directions of work–personal conflict were measured using adapted versions of the five-item PWC and five-item WPC measurement scales developed by Wilson and Baumann (2015). A sample PWC item is “Today, I missed my work activities due to the amount of time that I spent in my personal life.” A sample WPC item is “Today, the demands of my work interfered with my personal life.”

*Emotional exhaustion.* To measure emotional exhaustion, we adapted a scale devised to measure experienced burnout, which includes nine items (Maslach & Jackson, 1981). A sample item is “At this moment, I feel emotionally drained from my work.”

*Workplace fun.* To measure workplace fun, we adapted the scale developed by Han et al. (2016). A sample item is “Today, at the workplace, we tried to have fun whenever we could.”

*Turnover intention.* Turnover intention was measured using the four-item turnover intention scale from the daily diary study of Shi et al. (2021). A sample item is “Today, during my shift, I thought of quitting my job.”

*Nostalgia.* Nostalgia was measured using the four-item daily Personal Inventory of Nostalgic Experiences scale developed by Newman et al. (2020). A sample item is “I feel nostalgic today.”

### 3.2.3 Control Variables at the Within-person Level

*PA and NA.* PA and NA were measured using the short version of the Positive and Negative Affect Schedule scale developed by Sonnentag et al. (2008), which consists of 12 items. The PA items are “interested,” “excited,” “inspired,” “alert,” “active,” and “strong,” and the NA items are “upset,” “distressed,” “jittery,” “nervous,” “irritable,” and “hostile.”

*Stress.* Stress was adapted for a daily survey from the 10-item stress scales of Cohen and Williamson (1988). The scale has been utilized in studies examining daily experiences (e.g., Stefaniak et al., 2022). A sample item is “Today, I feel upset because of something that happened unexpectedly.”

*Workload.* Workload was measured using the daily version of the scale developed by Ilies et al. (2007). A sample item is “For today’s work shift, there was too much work to do.”

All items were measured using 5-point Likert scales (1 = “strongly disagree” to 5 = “strongly agree”). Within-person reliability ( $R_c$ ) was measured to evaluate the reliability of the daily variables. The  $R_c$  values for PWC, WPC, emotional exhaustion, workplace fun, turnover intention, nostalgia, PA, NA, stress, and workload were 0.88, 0.86, 0.91, 0.89, 0.88, 0.89, 0.80, 0.48, and 0.92, respectively. All of the daily variable values of  $R_c$  fell within the reliability cutoff range suggested by Shrout (1998).

### 3.3. Data Analytical Strategy

Our data structure consisted of days nested within individuals. Thus, we used multilevel linear modeling (MLM) (Bryk & Raudenbush, 1992) to investigate the relationships among within-person level work–personal conflict, emotional exhaustion, turnover intention, nostalgia, workplace fun, and cross-level effects of person–job fit. The *nlme* and *lme4* packages in R studio were used to test the random coefficient model. To minimize between-level variance, Level 1 (within-person) variables (i.e., *WPC*, *PWC*, *emotional exhaustion*, *turnover intention*, *nostalgia*, and *workplace fun*) were centered on the

individuals' mean ("group mean") (Enders & Tofighi, 2007). The grand mean was then used to center the Level 2 (between-person) variable (i.e., *person–job fit*).

## 4 Results

### 4.1. Descriptive Statistics and Preliminary Analysis

Table 1 in the supplementary file presents the variables along with their means, standard deviations, and correlations. Before testing the hypotheses, the standardized factor loadings of all items were tested. The item loadings for all of the other variables were greater than 0.5. The average variance extracted (AVE) scores for *WPC*, *PWC*, *emotional exhaustion*, *turnover intention*, *nostalgia*, *workplace fun*, and *person–job fit* were 0.75, 0.70, 0.73, 0.90, 0.81, 0.75, and 0.56, respectively. The AVE values were all more than 0.5 and thus exceeded the suggested threshold (Hair et al., 2010). The AVE values for all the constructs were also greater than the squared intercorrelations between the constructs.

Before testing the hypotheses, we conducted a multilevel factor analysis (MCFA) using the *lavaan* package (Huang, 2017) in R studio. The MCFA results indicated a good model fit ( $\chi^2 = 31.56$ ,  $df = 18$ , CFI = 0.99, TLI = 0.98, RMSEA = 0.04, SRMR = 0.03). The intraclass correlation coefficient (ICC) was used to analyze the variance caused by between-person differences (Kammeyer-Mueller et al., 2005). The ICC values for *WPC*, *PWC*, *emotional exhaustion*, *turnover intention*, *nostalgia*, and *workplace fun* were 0.63, 0.55, 0.59, 0.60, 0.68, and 0.46, respectively. The within-person variance was 47% for *WPC*, 33% for *PWC*, 42% for *emotional exhaustion*, 49% for *turnover intention*, 46% for *nostalgia*, and 54% for *workplace fun*. These results indicate the necessity of using MLM in this study.

### 4.2. Testing of Direct and Indirect Relationships at the Within-person Level

Hypotheses 1 and 2 propose relationships between work–personal conflict and outcomes (i.e., turnover intention and nostalgia). Models 1 and 2 of Table 2 show that *turnover intention* was positively related to *WPC* (estimate = 0.22,  $p < .001$ ) and *PWC*

(estimate = 0.10,  $p < .05$ ). Model 3 of Table 2 indicates that *WPC* was positively associated with *nostalgia* (estimate = 0.18,  $p < .001$ ). However, there was no relationship between *nostalgia* and *PWC* (estimate = -0.01,  $p = n.s.$ ) (see Model 4 in Table 2). Thus, Hypothesis 1 was supported, and Hypothesis 2 was partially supported.

Before testing the indirect effects of *emotional exhaustion*, we tested Hypothesis 3, which posits a relationship between work–personal conflict and emotional exhaustion. As shown in Models 1 and 2 of Table 3, *emotional exhaustion* was positively related to *WPC* (estimate = 0.28,  $p < .001$ ) and *PWC* (estimate = 0.07,  $p < .05$ ). Thus, Hypothesis 3 was supported. We then tested the effects of emotional exhaustion on two outcomes (i.e., turnover intention and nostalgia). Models 3 and 4 in Table 3 show that emotional exhaustion had a positive effect on turnover intention (estimate = 0.51,  $p < .001$ ) and nostalgia (estimate = 0.18,  $p < .001$ ). To test the mediating effect of emotional exhaustion, we applied the Monte Carlo method using the online calculator developed by Preacher and Selig (2010). With 20,000 replications, the mediating effect of emotional exhaustion on the *WPC*–turnover intention relationship was significant, with a 95% bias-corrected bootstrap confidence interval of [0.065, 0.146]. We also found an indirect effect of emotional exhaustion on the *PWC*–turnover intention relationship, with a 95% bias-corrected bootstrap confidence interval of [0.007, 0.092]. Hypothesis 4 was therefore supported. The mediating effect of emotional exhaustion on the *WPC*–nostalgia relationship was also significant, with a 95% bias-corrected bootstrap confidence interval of [0.006, 0.065]. As we found no direct effect of *PWC* on nostalgia, we did not test the indirect effect of emotional exhaustion. Thus, Hypothesis 5 was only partially supported.

**Table 2** Direct effects of work–personal conflict on turnover intention and nostalgia

	Turnover intention		Nostalgia	
	Model 1	Model 2	Model 3	Model 4
<i>Fixed effects</i>				
Intercept	2.25(.10)***	2.25(.10)***	2.99(.10)***	2.99(.10)***
WPC	.22(.04)***		.18(.04)***	
PWC		.10(.04)*		-.01(.04)
PA	-.09(.03)**	-.10(.03)***	.04(.03)	.03(.03)
NA	.07(.04)	.08(.04)	.08(.04)	.08(.05)
Stress	.05(.04)	.11(.04)**	-.09(.04)*	-.06(.04)
Workload	.24(.04)***	.35(.03)***	.01(.04)	.10(.04)**
<i>Random effects</i>				
Residual variance at level 1	.38	.39	.45	.45
Residual variance at level 2	.79	.79	.96	.96

**Notes.** WPC = Work-to-personal conflict; PWC = Personal-to-work conflict; PA = Positive affect; NA = Negative affect, \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .01$ .

**Table 3** Indirect effects of emotional exhaustion on turnover intention and nostalgia

	Exhaustion Model 1	Model 2	Turnover intention Model 3	Nostalgia Model 4
<i>Fixed effects</i>				
Intercept	2.43(.08)***	2.43(.08)***	2.25(.10)***	2.99(.10)***
WPC	.28(.03)***			
PWC		.07(.03)*		
Exhaustion			.51(.04)***	.18(.05)***
PA	-.07(.02)**	-.08(.02)***	-.06(.03)*	.05(.03)
NA	.04(.03)	.04(.03)	.05(.04)	.08(.05)
Stress	.02(.03)	.09(.03)**	.05(.04)	-.08(.04)
Workload	.43(.03)***	.57(.02)***	.06(.04)	-.002(.04)
<i>Random effects</i>				
Residual variance at level 1	.20	.22	.34	.45
Residual variance at level 2	.61	.61	.79	.96

**Notes.** WPC = Work-to-personal conflict; PWC = Personal-to-work conflict; Exhaustion = Emotional exhaustion; PA = Positive affect; NA = Negative affect, \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

#### 4.3. Testing of Moderating Effect at the Within-person Level

To test Hypothesis 6, the interaction of *workplace fun* with *WPC* was added to the Level 1 regression. The variable *workplace fun* was found to moderate the relationship between *WPC* and *emotional exhaustion* (estimate =  $-0.06$ ,  $p < .05$ ) (see Model 1 in Table 4). A simple slope analysis revealed that the strength of the relationship between *WPC* and *emotional exhaustion* was weaker for employees with high levels of *workplace fun* (+1 SD) (estimate =  $0.22$ ,  $p < .001$ ) than for those with a low level (-1 SD) (estimate =  $0.31$ ,  $p < .001$ ). The pattern of this interaction is shown in Figure 3 in the supplementary file. The interaction of *workplace fun* and *PWC* had no effect on *emotional exhaustion* (estimate =  $-0.02$ ,  $p = n.s.$ ) (see Model 2 in Table 4). Thus, Hypothesis 6 was partially supported.

#### 4.4. Testing of the Cross-level Moderating Effect

To test Hypothesis 7, *person-job fit* was added to the Level 2 regression. As shown in Model 3, Table 4, the interaction effect of *person-job fit* and *WPC* on *emotional exhaustion* was significant (estimate =  $-0.06$ ,  $p < .05$ ). A simple slope analysis showed that Gen Z employees with a low level of *person-job fit* (-1 SD) (estimate =  $0.32$ ,  $p < .001$ ) were more likely to experience emotional exhaustion when they encountered *WPC* than those with a high level of *person-job fit* (+1 SD) (estimate =  $0.24$ ,  $p < .001$ ) (see Figure 4 in the supplementary file). As shown in Model 4, Table 4, the interaction of *person-job fit* and *PWC* at the cross-level was also significant (estimate =  $-0.10$ ,  $p < .05$ ). A simple slope analysis showed that *PWC* had a positive relationship with *emotional exhaustion* only for individuals with low *person-job fit* levels (-1 SD) (estimate =  $0.13$ ,  $p < .001$ ); there was no such relationship among individuals with high levels of *person-job fit* (+1 SD) (estimate =  $-0.01$ ,  $p = n.s.$ ) (see Figure 5 in the supplementary file). Therefore, Hypothesis 7 was supported.

**Table 4** Moderating effects of workplace fun and person–job fit

	Exhaustion Model 1	Model 2	Model 3	Model 4
<i>Fixed effects</i>				
Intercept	2.43(.08)***	2.43(.08)***	2.44(.08)***	2.44(.08)***
WPC	.26(.04)***		.28(.03)***	
PWC		.07(.04)		.05(.03)*
Fun	-.05(.02)**	-.08(.02)***		
PJ-fit			-.47(.10)***	-.47(.10)***
PA	-.06(.02)**	-.07(.02)**	-.07(.02)***	-.08(.02)***
NA	.03(.03)	.03(.03)	.04(.03)	.03(.03)
Stress	.05(.03)	.11(.03)***	.03(.03)	.10(.03)**
Workload	.41(.03)***	.51(.03)***	.43(.03)***	.56(.03)***
WPC*Fun	-.06(.03)*			
PWC*Fun		-.02(.04)		
WPC*PJ-fit			-.06(.03)*	
PWC*PJ-fit				-.10(.04)*
<i>Random effects</i>				
Residual variance at level 1	.18	.21	.50	.23
Residual variance at level 2	.61	.61	.20	.50
Variance linear slope	.04	.05	N/A	N/A

**Notes.** WPC = Work-to-personal conflict; PWC = Personal-to-work conflict; Exhaustion = Emotional exhaustion; Fun = Workplace fun; PJ-fit = Person–job fit; PA = Positive affect; NA = Negative affect, \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .



## 5. Discussion and Conclusions

In this study, we explored the daily variations in work–personal conflict among Gen Z hospitality employees, the impact of such conflict on work and personal domains, and the mediating effects of within-person level emotional exhaustion on these relationships. We also examined the role of workplace fun as a within-person level moderator and the role of person–job fit as a cross-level moderator. The results revealed that work–personal conflict increased Gen Z employees’ turnover intention via emotional exhaustion. We found that WPC increased nostalgia, but this effect was not observed for PWC. The lack of evidence for the mediating role of emotional exhaustion in the relationship between PWC and nostalgia may be explained by the perception that nonwork-to-work conflict is less depleting than work-to-nonwork conflict and can even be energizing during the workday (French & Allen, 2020). Consequently, the experience of PWC during a work shift does not result in heightened feelings of nostalgia in the evening. Furthermore, emotional exhaustion was found to mediate the relationship between WPC and nostalgia, and workplace fun moderated the positive relationship between WPC and emotional exhaustion. However, workplace fun did not moderate the relationship between PWC and emotional exhaustion. A possible explanation for this finding is that work domain factors, such as workplace fun, are more closely related to work-to-nonwork conflict than to nonwork-to-work conflict (Xu et al., 2020). Therefore, workplace fun may have a limited effect on employees’ perceptions of PWC. Last, we found that cross-level person–job fit moderated the emotional exhaustion caused by both WPC and PWC.

### *5.1. Theoretical Implications*

First, this study significantly increases our understanding of the interplay between work and personal roles among Gen Z hospitality employees. Gen Z’s emerging presence in the hospitality industry is receiving more academic attention (Goh & Okumus, 2020;

Sakdiyakorn et al., 2021). By focusing on Gen Z employees, our study reveals the significant impacts of both WPC and PWC on Gen Z employees' outcomes across the work and personal domains. Our findings suggest that for Gen Z employees, WPC has a significant influence on both domains whereas PWC primarily affects the work domain. Studies have shown that Gen Z individuals place a higher value on their personal lives than on their work (e.g., Self et al., 2019). Being able to derive personal satisfaction from a job is considered important by Gen Z individuals when they are choosing between employment options (Maloni et al., 2019). However, few empirical studies have explored how Gen Z's work and personal domains conflict and influence each other. By focusing on Gen Z employees, the investigation of work–personal conflict in our study provides a clearer picture of this generation's work and personal life dynamics without the confounding effect of family roles.

Second, this study extends role stress theory by demonstrating the influence of daily fluctuations in work–personal conflict on the work domain and personal domain outcomes of Gen Z hospitality employees. The results highlight that both WPC and PWC can vary from day to day and have an immediate impact on Gen Z's turnover intention after work. The effects of WPC also spill over into the personal domain (in the form of nostalgia) in the evening. Due to the labor-intensive nature of the work and the prevalence of irregular scheduling in the hospitality industry, employees in this industry may encounter more daily fluctuations in their thoughts and feelings than those in industries with more stable work schedules (Park et al., 2023; Shi et al., 2021; Yu et al., 2020). Utilizing a daily diary method allowed us to capture work–personal conflict in real time (French & Allen, 2022), offering accurate insights into Gen Z hospitality employees' behaviors and experiences. Our study highlights the temporary nature of work–personal conflict and offers a detailed view of its direct impact on the daily work outcomes of these employees as well as its spillover effects into the personal domain.

Finally, exploring personal differences as boundary conditions is meaningful for understanding the negative effects of employees' daily work–nonwork imbalance (Calderwood et al., 2022). Our results show that workplace fun at the within-person level and individual differences in person–job fit at the between-person level can serve as boundary conditions that influence the relationship between work–personal conflict and emotional exhaustion at the within-person level among Gen Z employees. Goh and Okumus (2020) noted the importance for the hospitality industry of enhancing workplace fun to attract and retain Gen Z employees. This study offers valuable insights into how workplace fun can alleviate the negative effects of work–personal conflict encountered by Gen Z employees. Unlike other studies that have mainly examined person–job fit and its effects on inter-role conflict by taking a between-person approach (e.g., Karatepe & Karadas, 2016), we adopted a cross-level approach to investigate how inter-individual differences in person–job fit influence intra-individual inter-role conflict.

## *5.2. Practical Implications*

The hospitality industry faces unprecedented challenges in seeking to retain Gen Z employees, who exhibit high turnover rates. Our findings have valuable implications for human resource managers in this industry. First, hospitality organizations have implemented policies and measures to mitigate the negative effects of employees' work–family conflicts. However, Gen Z employees, who are often single and childless and tend to prioritize self-interest, may place a greater emphasis on their personal roles. Existing organizational measures may not adequately address the needs of this generation as they enter the industry. Given that personal roles allow for more flexible choices (Wilson & Baumann, 2015), and considering the temporary nature of work–personal conflict, hospitality companies should strive to identify issues relevant to Gen Z's personal roles and create adaptable policies to minimize the negative impact of daily work–personal conflict. Notably, nonwork-to-work

conflict may have more severe consequences than the reverse because the former conflict is more salient and manifested at work (Liu et al., 2015). Gen Z employees may prioritize their own interests when personal activities interfere with their work (i.e., PWC), with immediate effects on their work outcomes. Therefore, hospitality organizations should acknowledge, respect, and support these young employees' needs and encourage them to strike an appropriate balance.

Second, creating a fun atmosphere in the workplace helps to reduce the negative effects of work–personal conflict, particularly when employees are experiencing this conflict at high levels. Our findings suggest that fostering workplace fun should be an ongoing effort, as daily enjoyment needs to be nurtured consistently. Given that work–personal conflict can vary daily, organizations should aim to enhance fun at work every day. For instance, hospitality organizations should develop regular fun activities rather than relying on occasional events. Moreover, it is important for hospitality organizations to tailor their policies and activities to align with the preferences of Gen Z employees. A personalized approach can ensure that efforts to create a fun workplace environment are valued by Gen Z employees.

Finally, our study reveals that employees' person–job fit moderates the relationship between work–personal conflict and emotional exhaustion. Recruitment and selection managers could consider including a “person–job fit” assessment when selecting from job candidates. Additionally, new entrants could be given opportunities to interact with incumbents in similar roles to allow them to gain shadowing experiences and increase their understanding of the job. Workshops could also be given to enhance Gen Z employees' understanding of their job requirements, thus improving their person–job fit.

### *5.3. Limitations and Future Research*

The limitations of this study can provide directions for future research. First, the Gen Z employees were recruited from hotels in China, so the findings may not be generalized to other contexts. To assess the generalizability of the findings, future studies could cross-validate the results with Gen Z individuals from different countries or with different cultural backgrounds. For instance, research has shown that the impact of work–family conflict on satisfaction is less pronounced in more collectivistic cultures than in less collectivistic cultures (Allen et al., 2020). Accordingly, investigating our model with Gen Z employees in a less collectivistic country than China, such as the United States, may reveal different patterns. Second, studies have shown that Gen Z differs from other generations (e.g., Goh & Okumus, 2020; Self et al., 2019). Future studies could compare these attitudes of Gen Z employees with those of other generations to examine if generational differences influence the relationships between work–personal conflict and its outcomes. Third, factors at the organizational or group level, such as support provided by supervisors and the organization for the nonwork domains, might influence employees’ reactions to inter-role conflict (O’Neill & Follmer, 2020; Shi & Shi, 2022). Thus, future studies could adopt a multilevel model to examine how the degree of supportive climate for employees’ nonwork duties at the organizational level influences Gen Z employees’ perceptions of work–personal conflict.

## References

- Abbas, M., & Raja, U. (2019). Challenge-hindrance stressors and job outcomes: The moderating role of conscientiousness. *Journal of Business and Psychology, 34*, 189-201. <https://doi.org/10.1007/s10869-018-9535-z>
- Adkins, C. L., & Premeaux, S. F. (2019). A cybernetic model of work-life balance through time. *Human Resource Management Review, 29*(4), 100680. <https://doi.org/10.1016/j.hrmr.2019.01.001>
- Allen, T. D., French, K. A., Dumani, S., & Shockley, K. M. (2020). A cross-national meta-analytic examination of predictors and outcomes associated with work–family conflict. *Journal of Applied Psychology, 105*(6), 539-576. <https://doi.org/10.1037/apl0000442>
- Amstad, F. T., Meier, L. L., Fasel, U., Elfering, A., & Semmer, N. K. (2011). A meta-analysis of work–family conflict and various outcomes with a special emphasis on cross-domain versus matching-domain relations. *Journal of Occupational Health Psychology, 16*(2), <https://doi.org/151-169.10.1037/a0022170>
- Bakker, A. B., Breevaart, K., Scharp, Y. S., & de Vries, J. D. (2023). Daily self-leadership and playful work design: Proactive approaches of work in times of crisis. *The Journal of Applied Behavioral Science, 59*(2), 314-336. <https://doi.org/10.1177/00218863211060453>
- Barhate, B., & Dirani, K. M. (2022). Career aspirations of generation Z: a systematic literature review. *European Journal of Training and Development, 46*(1/2), 139-157. <https://doi.org/10.1108/EJTD-07-2020-0124>
- Bolger, N., DeLongis, A., Kessler, R. C., & Schilling, E. A. (1989). Effects of daily stress on negative mood. *Journal of Personality and Social Psychology, 57*(5), 808-818. <https://doi.org/10.1037/0022-3514.57.5.808>
- Brenning, K., Mabbe, E., & Soenens, B. (2023). Work–family conflict and toddler parenting: A dynamic approach to the role of parents' daily work–family experiences in their day-to-day parenting practices through feelings of parental emotional exhaustion. *Community, Work & Family, 26*(4), 507-524. <https://doi.org/10.1080/13668803.2022.2037517>
- Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of Cross-Cultural Psychology, 1*(3), 185-216. <https://doi.org/10.1177/135910457000100301>
- Bryk, A. S., & Raudenbush, S. W. (1992). *Hierarchical models: Applications and data analysis methods*, CA: Sage.
- Calderwood, C., Breaux, R., Ten Brummelhuis, L. L., Mitropoulos, T., & Swanson, C. S. (2022). When daily challenges become too much during COVID-19: Implications of family and work demands for work–life balance among parents of children with special needs. *Journal of Occupational Health Psychology, 27*(5), 516-527. <https://doi.org/10.1037/ocp0000333>

- Chen, H., & Ayoun, B. (2022). Does national culture matter? Restaurant employees' workplace humor and job embeddedness. *Journal of Hospitality & Tourism Research*, 46(6), 1096-1121. <https://doi.org/10.1177/10963480211027927>
- Choi, W., Kelley, T., Walden, E., McCool, B., & O'Boyle, M. (2022). Emotional Dissonance Among Frontline Hospitality Employees: An Exploratory Study Examining Habituation Theory Using fMRI. *Journal of Hospitality & Tourism Research*, 46(1), 174-188. <https://doi.org/10.1177/10963480211011633>
- Cohen, S., & Williamson, G. (1988). Perceived stress in a probability sample of the United States. In Spacapan, S., Oskamp, S. (Eds.), *The social psychology of health: Claremont symposium on applied social psychology* (pp.31-67). CA: Sage.
- Derks, D., Bakker, A. B., Peters, P., & van Wingerden, P. (2016). Work-related smartphone use, work–family conflict and family role performance: The role of segmentation preference. *Human Relations*, 69(5), 1045-1068. <https://doi.org/10.1177/0018726715601890>
- Donavan, D. T., Brown, T. J., & Mowen, J. C. (2004). Internal benefits of service-worker customer orientation: Job satisfaction, commitment, and organizational citizenship behaviors. *Journal of Marketing*, 68(1), 128-146. <https://doi.org/10.1509/jmkg.68.1.128.24034>
- Dumas, T. L., & Perry-Smith, J. E. (2018). The paradox of family structure and plans after work: Why single childless employees may be the least absorbed at work. *Academy of Management Journal*, 61(4), 1231-1252. <https://doi.org/10.5465/amj.2016.0086>
- Edwards, J. R., Caplan, R. D., & Harrison, R. V. (1998). Person–environment fit theory: Conceptual foundations, empirical evidence, and directions for future research. In Cooper, C. L. (Ed.), *Theories of organizational stress* (pp.28-67). England: University Press Oxford.
- Edwards, J. R., & Rothbard, N. P. (1999). Work and family stress and well-being: An examination of person-environment fit in the work and family domains. *Organizational Behavior and Human Decision Processes*, 77(2), 85-129. <https://doi.org/10.1006/obhd.1998.2813>
- Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*, 25(1), 178-199. <https://doi.org/10.5465/amr.2000.2791609>
- Enders, C. K., & Tofighi, D. (2007). Centering predictor variables in cross-sectional multilevel models: a new look at an old issue. *Psychological Methods*, 12(2), 121-138. <https://doi.org/10.1037/1082-989X.12.2.121>
- Enders, C. K., Keller, B. T., & Woller, M. P. (2023). A simple Monte Carlo method for estimating power in multilevel designs. *Psychological Methods*. <https://doi.org/10.1037/met0000614>.

- Fredrickson, B. L., & Joiner, T. (2018). Reflections on positive emotions and upward spirals. *Perspectives on Psychological Science*, 13(2), 194-199. <https://doi.org/10.1177/1745691617692106>
- French, K. A., & Allen, T. D. (2020). Episodic work-family conflict and strain: A dynamic perspective. *Journal of Applied Psychology*, 105(8), 863-888. <https://doi.org/10.1037/apl0000470>
- Gerber, T. (2021). Work-life balance in jeopardy: New Adobe research reveals the impact COVID-19 has on our time. <https://blog.adobe.com/en/publish/2021/08/26/new-research-from-adobe-document-cloud-shows-how-pandemic-is-changing-our-relationship-with-time>.
- Goh, E., & Okumus, F. (2020). Avoiding the hospitality workforce bubble: Strategies to attract and retain generation Z talent in the hospitality workforce. *Tourism Management Perspectives*, 33, 100603. <https://doi.org/10.1016/j.tmp.2019.100603>
- Grow, J. M., & Yang, S. (2018). Generation-Z enters the advertising workplace: Expectations through a gendered lens. *Journal of Advertising Education*, 22(1), 7-22. <https://doi.org/10.1177/1098048218768595>
- Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). *Multivariate data analysis: A global perspective*. UK: Prentice Hall.
- Hammer, T. H., Saksvik, P. Ø., Nytrø, K., Torvatn, H., & Bayazit, M. (2004). Expanding the psychosocial work environment: workplace norms and work-family conflict as correlates of stress and health. *Journal of Occupational Health Psychology*, 9(1), 83-97. <https://doi.org/10.1037/1076-8998.9.1.83>
- Han, H., Kim, W., & Jeong, C. (2016). Workplace fun for better team performance: Focus on frontline hotel employees. *International Journal of Contemporary Hospitality Management*, 28(7), 1391-1416. <https://doi.org/10.1108/IJCHM-11-2014-0555>
- Hektner, J. M., Schmidt, J. A., & Csikszentmihalyi, M. (2007). *Experience sampling method: Measuring the quality of everyday life*. CA: Sage.
- Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 103-128. <https://doi.org/10.1146/annurev-orgpsych-032117-104640>
- Huang, F. L. (2017). Conducting Multilevel Confirmatory Factor Analysis Using R. <http://faculty.missouri.edu/huangf/data/mcfa/MCFainRHUANG.pdf>
- Ilies, R., Schwind, K. M., Wagner, D. T., Johnson, M. D., DeRue, D. S., & Ilgen, D. R. (2007). When can employees have a family life? The effects of daily workload and affect on work-family conflict and social behaviors at home. *Journal of Applied Psychology*, 92(5), 1368-1379. <https://doi.org/10.1037/0021-9010.92.5.1368>
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. NY: Wiley.



- Kammeyer-Mueller, J. D., Wanberg, C. R., Glomb, T. M., & Ahlburg, D. (2005). The role of temporal shifts in turnover processes: it's about time. *Journal of Applied Psychology*, 90(4), 644-658. <https://doi.org/10.1037/0021-9010.90.4.644>
- Kanjanakan, P., Zhu, D., Doan, T., & Kim, P. B. (2023). Taking stock: a meta-analysis of work engagement in the hospitality and tourism context. *Journal of Hospitality & Tourism Research*, 47(5), 851-876. <https://doi.org/10.1177/10963480211066958>
- Karatepe, O. M., & Karadas, G. (2016). Service employees' fit, work-family conflict, and work engagement. *Journal of Services Marketing*, 30(5), 554-566. <https://doi.org/10.1108/JSM-02-2015-0066>
- Karatepe, O. M., & Uludag, O. (2008). Affectivity, conflicts in the work-family interface, and hotel employee outcomes. *International Journal of Hospitality Management*, 27(1), 30-41. <https://doi.org/10.1016/j.ijhm.2007.07.001>
- Kreiner, G. E. (2006). Consequences of work-home segmentation or integration: A person-environment fit perspective. *Journal of Organizational Behavior*, 27(4), 485-507. <https://doi.org/10.1002/job.386>
- Kristof-Brown, A. L., Jansen, K. J., & Colbert, A. E. (2002). A policy-capturing study of the simultaneous effects of fit with jobs, groups, and organizations. *Journal of Applied Psychology*, 87(5), 985-993. <https://doi.org/10.1037/0021-9010.87.5.985>
- Liang, Q. (2020). *240 million people are single*. STCN. [https://news.stcn.com/sd/202011/t20201107\\_2512574.html](https://news.stcn.com/sd/202011/t20201107_2512574.html)
- Liu, Y., Wang, M., Chang, C. H., Shi, J., Zhou, L., & Shao, R. (2015). Work-family conflict, emotional exhaustion, and displaced aggression toward others: The moderating roles of workplace interpersonal conflict and perceived managerial family support. *Journal of Applied Psychology*, 100(3), 793-808. <https://doi.org/10.1037/a0038387>
- Lu, A. C., & Gursoy, D. (2016). Impact of Job Burnout on Satisfaction and Turnover Intention. *Journal of Hospitality & Tourism Research*, 40(2), 210-235. <https://doi.org/10.1177/1096348013495696>
- Ma, Z., Kim, H., & Shin, K. (2019). From Customer-Related Social Stressors to Emotional Exhaustion: An Application of the Demands-Control Model. *Journal of Hospitality & Tourism Research*, 43(7), 1068-1091. <https://doi.org/10.1177/1096348019849667>
- Maloni, M., Hiatt, M., & Campbell, S. (2019). Understanding the work values of Gen Z business students. *The International Journal of Management Education*, 17(3), 100320. <https://doi.org/10.1016/j.ijme.2019.100320>
- Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Organizational Behavior*, 2(2), 99-113. <https://doi.org/10.1002/job.4030020205>
- Maslach, C., Schaufeli, W.B., & Leiter, M.P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397-422. <https://doi.org/10.1146/annurev.psych.52.1.397>

- McGaha, K. (2018). *An interpretive phenomenological study of America's emerging workforce: Exploring Generation Z's leadership preferences*. [Doctoral dissertation, University of Phoenix].
- McGinley, S., & Martinez, L. (2018). The Moderating Role of Career Progression on Job Mobility: A Study of Work–Life Conflict. *Journal of Hospitality & Tourism Research*, 42(7), 1106-1129. <https://doi.org/10.1177/1096348016678449>
- Michel, J., Tews, M., & Allen, D. (2019). Fun in the workplace: A review and expanded theoretical perspective. *Human Resource Management Review*, 29(1), 98-110. <https://doi.org/10.1016/j.hrmr.2018.03.001>
- Newman, D., Sachs, M., Stone, A., & Schwarz, N. (2020). Nostalgia and well-being in daily life: An ecological validity perspective. *Journal of Personality Social Psychology*, 118(2), 325-347. <https://doi.org/10.1037/pspp0000236>
- O'Neill, J., & Follmer, K. (2020). A multilevel review of hospitality industry work–family conflict research and a strategy for future research. *Journal of Hospitality & Tourism Research*, 44(1), 3-44. <https://doi.org/10.1177/1096348019864653>
- Park, I., Hai, S., & Kim, P. B. (2023). How capricious supervisors affect hospitality employees' service performance? A diary study from the employees' emotional perspective. *Journal of Hospitality & Tourism Research*, 47(8), 1371-1398. <https://doi.org/10.1177/10963480221076782>
- Park, J., & Min, H. K. (2020). Turnover intention in the hospitality industry: A meta-analysis. *International Journal of Hospitality Management*, 90, 102599. <https://doi.org/10.1177/10963480221085510>
- Preacher, K.J., & Selig, J.P. (2010). Monte carlo method for assessing multilevel mediation: an interactive tool for creating confidence intervals for indirect effects in 1-1-1 multilevel models. *Monte Carlo Method for Multilevel Mediation*. [www.quantpsy.org/medmc/medmc111.html](http://www.quantpsy.org/medmc/medmc111.html)
- Randstad. (2017). *Gen Z and millennials collide at work*. <https://workplacetrends.com/wp-content/uploads/2017/07/Gen-Z-and16MillennialsCollide-at-Work-Final.pdf>
- Sakdiyakorn, M., Golubovskaya, M., & Solnet, D. (2021). Understanding Generation Z through collective consciousness: Impacts for hospitality work and employment. *International Journal of Hospitality Management*, 94, 102822. <https://doi.org/10.1016/j.ijhm.2020.102822>
- Schiffirin, H., & Nelson, S. (2010). Stressed and happy? Investigating the relationship between happiness and perceived stress. *Journal of Happiness Studies*, 11, 33-39. <https://doi.org/10.1007/s10902-008-9104-7>
- Sedikides, C., & Wildschut, T. (2016). Nostalgia: A bittersweet emotion that confers psychological health benefits. In Wood, A. M. & Johnson, J. (Eds.). *Wiley handbook of positive clinical psychology* (pp.125-136). NJ: Wiley Blackwell.

- Sedikides, C., & Wildschut, T. (2020). The motivational potency of nostalgia: The future is called yesterday. *Advances in Motivation Science*, 7, 75-111. <https://doi.org/10.1016/bs.adms.2019.05.001>
- Sedikides, C., Wildschut, T., Arndt, J., & Routledge, C. (2008). Nostalgia: Past, present, and future. *Current Directions in Psychological Science*, 17(5), 304-307. <https://doi.org/10.1111/j.1467-8721.2008.00595.x>
- Sedikides, C., Wildschut, T., Routledge, C., & Arndt, J. (2015). Nostalgia counteracts self-discontinuity and restores self-continuity. *European Journal of Social Psychology*, 45(1), 52-61. <https://doi.org/10.1002/ejsp.2073>
- Self, T., Gordon, S., & Jolly, P. (2019). Talent management: A Delphi study of assessing and developing Gen Z hospitality leaders. *International Journal of Contemporary Hospitality Management*, 31(10), 4126-4149. <https://doi.org/10.1108/IJCHM-11-2018-0915>
- Shi, X., Gordon, S., & Tang, C. (2021). Momentary well-being matters: Daily fluctuations in hotel employees' turnover intention. *Tourism Management*, 83, 104212. <https://doi.org/10.1016/j.tourman.2020.104212>
- Shi, X., & Shi, J. (2022). Who cares about single childless employees in the hotel industry? Creating a workplace culture beyond family-friendly. *Tourism Management*, 90, 104477. <https://doi.org/10.1016/j.tourman.2021.104477>
- Shrout, P. E. (1998). Measurement reliability and agreement in psychiatry. *Statistical methods in medical research*, 7(3), 301-317. <https://doi.org/10.1177/096228029800700306>
- Sonnentag, S., Binnewies, C., & Mojza, E. (2008). "Did you have a nice evening?" A day-level study on recovery experiences, sleep, and affect. *Journal of Applied Psychology*, 93(3), 674-684. <https://doi.org/10.1037/0021-9010.93.3.674>
- Stefaniak, A., Blaxton, J., & Bergeman, C. (2022). Age differences in types and perceptions of daily stress. *The International Journal of Aging and Human Development*, 94(2), 215-233. <https://doi.org/10.1177/00914150211001588>
- Sun, N., Liang, S., Li, H., & Song, H. (2023). Ex post i-deals, work-life balance, and work well-being in the hospitality industry: the moderating role of gender. *International Journal of Contemporary Hospitality Management*, 35(9), 3077-3094. <https://doi.org/10.1108/IJCHM-03-2022-0350>
- Tsaur, S., Hsu, F., & Lin, H. (2019). Workplace fun and work engagement in tourism and hospitality: The role of psychological capital. *International Journal of Hospitality Management*, 81, 131-140. <https://doi.org/10.1016/j.ijhm.2019.03.016>
- Wang, F., & Shi, W. (2022). The effect of work-leisure conflict on front-line employees' work engagement: A cross-level study from the emotional perspective. *Asia Pacific Journal of Management*, 39(1), 225-247. <https://doi.org/10.1007/s10490-020-09722-0>
- Wang, Y., Wildschut, T., Sedikides, C., Wu, M., & Cai, H. (2023). Trajectory of nostalgia in emerging adulthood. *Personality and Social Psychology Bulletin*, 01461672221143241. <https://doi.org/10.1177/01461672221143241>

- Waworuntu, E., Kainde, S., & Mandagi, D. (2022). Work-life balance, job satisfaction and performance among millennial and Gen Z employees: a systematic review. *Society*, 10(2), 286-300. <https://doi.org/10.33019/society.v10i2.464>
- Wilson, K. S., & Baumann, H. M. (2015). Capturing a more complete view of employees' lives outside of work: The introduction and development of new interrole conflict constructs. *Personnel Psychology*, 68(2), 235-282. <https://doi.org/10.1111/peps.12080>
- Wong, A., Kim, S., Gamor, E., Koseoglu, M., & Liu, Y. (2024). Advancing Employees' Mental Health and Psychological Well-being Research in Hospitality and Tourism: Systematic Review, Critical Reflections, and Future Prospects. *Journal of Hospitality & Tourism Research*. <https://doi.org/10.1177/10963480241271084>
- Xu, S., Wang, Y., Ma, E., & Wang, R. (2020). Hotel employees' fun climate at work: Effects on work-family conflict and employee deep acting through a collectivistic perspective. *International Journal of Hospitality Management*, 91, 102666. <https://doi.org/10.1016/j.ijhm.2020.102666>
- Yang, W., & Xu, S. (2024). Should we be more mindful? The joint impact of an abusive work environment and mindfulness on employee well-being and turnover intentions. *Journal of Hospitality & Tourism Research*, 48(4), 712-724. <https://doi.org/10.1177/10963480231156832>
- Yu, Y., Xu, S., Li, G., & Shi, D. (2020). Applications of the experience sampling method: A research agenda for hospitality management. *International Journal of Contemporary Hospitality Management*, 32(4), 1625-1641. <https://doi.org/10.1108/IJCHM-04-2019-0362>
- Zehr, S. M., & Korte, R. (2020). Student internship experiences: learning about the workplace. *Education & Training*, 62(3), 311-324. <https://doi.org/10.1108/ET-11-2018-0236>