

Who cares about single childless employees in the hotel industry? Creating a workplace culture beyond family-friendly

Abstract

Although numerous studies have explored work–family issues, few have focused on the work–nonwork problems faced by single childless employees. Drawing on theories of social role and social information processing, this study developed a multilevel model to investigate how the hotel-level social inclusion of a singles-friendly culture influenced single childless employees’ work–personal conflicts at the individual level. We conducted a multi-source field study with data collected from 639 single childless employees and their direct supervisors in 29 full-service hotels in China. The results demonstrate that a socially inclusive culture improves employees’ job performance and leisure satisfaction by reducing their work-to-personal conflict. This study provides a comprehensive picture of employees’ interrole conflicts by considering their personal roles. The findings offer insights for managers seeking to create a supportive environment for single childless employees, a group that represents a growing segment of the labor force in the hotel industry.

Keywords

Single childless employees; Work–personal conflict; Social inclusion of a singles-friendly culture; Job performance; Leisure satisfaction

1. Introduction

Although organizations today offer employees a variety of family-supportive programs (e.g., on-site childcare, dependent care support, paid family leave) to reduce conflicts between the work and family domains (Butts et al., 2013), certain family-supportive policies cannot be equally applied to all employees. As such, some employees, especially those who do not have children, may view these policies unfavorably or deem them unfair (Grover, 1991; Kossek & Nichol, 1992). The resulting negative attitudes toward family-supportive policies are described as forms of work–family backlash (Perrigino et al., 2018). Researchers and managers have recently taken an increasing interest in employees with varying family structures beyond those who have responsibilities for spouses and children. For example, many studies have recognized the perceptions of single employees without dependent children and/or family responsibilities in the context of their work–nonwork conflicts (e.g., Akanji et al., 2020; Casper et al., 2007, 2016; Dumas & Perry-Smith, 2018; Kim & Kim, 2017; Salamin, 2021).

Single childless employees comprise a significant and growing segment in the present workforce of many nations and industries (Boutelle, 2017; Horowitz, 2020; Wakabayashi & Frenkel, 2020). In the United States, the percentage of employees who are single, childless, and live alone by choice has been rising in recent years (Horowitz, 2020). In many European countries, like the U.K., it has become increasingly common that male and female employees in the 30-34 and 40-44 age groups choose not to have children (Miettinen, 2015; Ro, 2021). China has also been experiencing similar trends of delayed marriage and declining birth rates (Yip, 2021). In addition, some industries (e.g., the technology industry) feature a large number of single and childless employees (Wakabayashi & Frenkel, 2020). Given the

1 assumption among employers that single childless employees have more free time and
2 fewer family responsibilities, members of this group are often expected to shoulder
3 heavier workloads, work longer hours, and travel more for work to support the family
4 demands of their married colleagues, across a wide variety of industries and national
5 contexts (Collyer, 2009; Weikle, 2018).

6 Given that the jobs in the hotel industry are highly labor-intensive, it is no
7 surprise that its labor market is dominated by single childless employees belonging to
8 Generations Y and Z (Goh & Lee, 2018; Solnet & Hood, 2008). The hotel industry is
9 a key employer of young people in many countries, including the U.S., the U.K., and
10 China (Goh & Lee, 2018; King, 2020). In China's hotel workforce, the majority of
11 single childless employees also belong to Generation Y (born after the 1980s) and
12 Generation Z (born after the mid-1990s) (China Tourist Hotel Association, 2018; Goh
13 & Lee, 2018; Lin, 2020). In China, hotel employees who hold executive-level
14 positions (e.g., general managers, department heads) tend to be younger than they
15 were in the past (Wu & Qi, 2020). Furthermore, it is increasingly common for young
16 people to marry later in life, and the average marriage age has increased in China
17 (Liang, 2020).

18 Concerns about the high costs associated with marriage and children's
19 education, alongside increasing house prices in China, have led to a growing number
20 of young people avoiding marriage and having children (Ren, 2021). Childless
21 individuals belonging to younger generations (i.e., Generation Y and Generation Z)
22 have already dominated the labor market in countries like China, particularly the hotel
23 industry (Li & Guo, 2020). However, both academics and industry leaders have thus
24 far failed to assess or identify the challenges facing single childless employees in the
25 workplace. Lawson et al. (2013) found that compared with employees with family or

1 children, single childless employees worked more hours per week, received higher
2 organizational time expectations, experienced more emotional labor, had less
3 decision-making latitude, and experienced more negative work-nonwork spillover. As
4 such, hotels need to understand single childless employees' perceptions of work–
5 nonwork issues and provide relevant organizational support to assist these employees
6 in striking a healthy work-life balance.

7 Studies on interrole interference among hospitality employees have typically
8 concentrated on work–family balance (e.g., Dai et al., 2016; Karatepe & Sokmen,
9 2006; Pan & Yeh, 2019) or work–life balance (e.g., Chiang et al., 2010; Hofmann &
10 Stokburger-Sauer, 2017; Hsieh & Lin, 2010). Recently, examinations of work–
11 nonwork interaction have evolved from the dialectic of “work–family balance/conflict”
12 to the more inclusive consideration of “work–life balance/conflict” (Keeney et al.,
13 2013). However, as Wilson and Baumann (2015) pointed out, use of the umbrella
14 term “life roles” to model a combination of family and personal roles still entails the
15 assumption that all individuals have family responsibilities (e.g., taking care of
16 children or living with spouses) regardless of their differing family structures. Casper
17 and DePaulo (2012) suggested that a family-supportive work environment is helpful
18 for employees with spouses and/or children, but organizations also need to consider
19 how supportive policies (e.g., leave policies, flexible work arrangements, on-site
20 daycare) can be applied equally to benefit single employees (without spouses and/or
21 children).

22 In the handful of studies that reported on the positive outcomes of family-
23 friendly organizational cultures (e.g., Allen, 2001; Aryee et al., 2013; O'Neill et al.,
24 2009), researchers focused on married employees with or without children. In Allen's
25 (2001) study, 436 of the 522 participants were married or living with a partner, and

1 410 of them had one or more children. In a study by O'Neill et al. (2009), 91% of the
2 participants were married or living with a partner, while Aryee et al. (2013) studied
3 married employees' perceptions of the family support they received from their direct
4 supervisors and organizations. Nevertheless, few attempts have been made to
5 investigate how single childless employees perceive organizational support with
6 regard to their work–personal issues.

7 Furthermore, although culture-related constructs regarding work–nonwork
8 interaction (e.g., work–family and work–life balance supportive culture) can be
9 studied as an aggregated construct at the group or organizational level (i.e., shared
10 belief on supportive culture) (Glisson & James, 2002; González-Romá & Hernández,
11 2017; O'Neill & Follmer, 2020; Yammarino & Dansereau, 2011), a large number of
12 studies assessed organizational culture at the individual level in isolation. In so doing,
13 these studies failed to identify organizational culture at other levels, thereby leaving
14 out a further investigation of the differences between these levels and the individual
15 level. Indeed, only a few studies in the hospitality management field provided
16 assessments using multilevel perspectives (e.g., O'Neill et al., 2009). The traditional
17 approach of using a single-level perspective may limit our understanding of
18 organizational phenomena, as this approach fails to determine whether a phenomenon
19 is caused by differences between individuals, teams, or organizations (Mathieu &
20 Chen, 2011; Schneider et al., 2013).

21 Consequently, the principal goal of this research is to explore the influence of
22 organizational supportive culture (i.e., social inclusion of singles-friendly culture) at
23 the hotel level on the work and personal domains of single childless employees at the
24 individual level. Following Casper et al. (2007), we define single childless employees
25 as single adults without dependent children. Our study seeks to achieve three research

objectives: (1) to examine the influence of the hotel-level social inclusion of a singles-friendly culture on single childless employees' job performance in the workplace; (2) to investigate the effect of the hotel-level social inclusion of a singles-friendly culture on single childless employees' leisure satisfaction in the nonwork domain; and (3) to test the cross-level mediating roles of work-to-personal conflict (WPC) and personal-to-work conflict (PWC). Figure 1 depicts the conceptual model for this study.

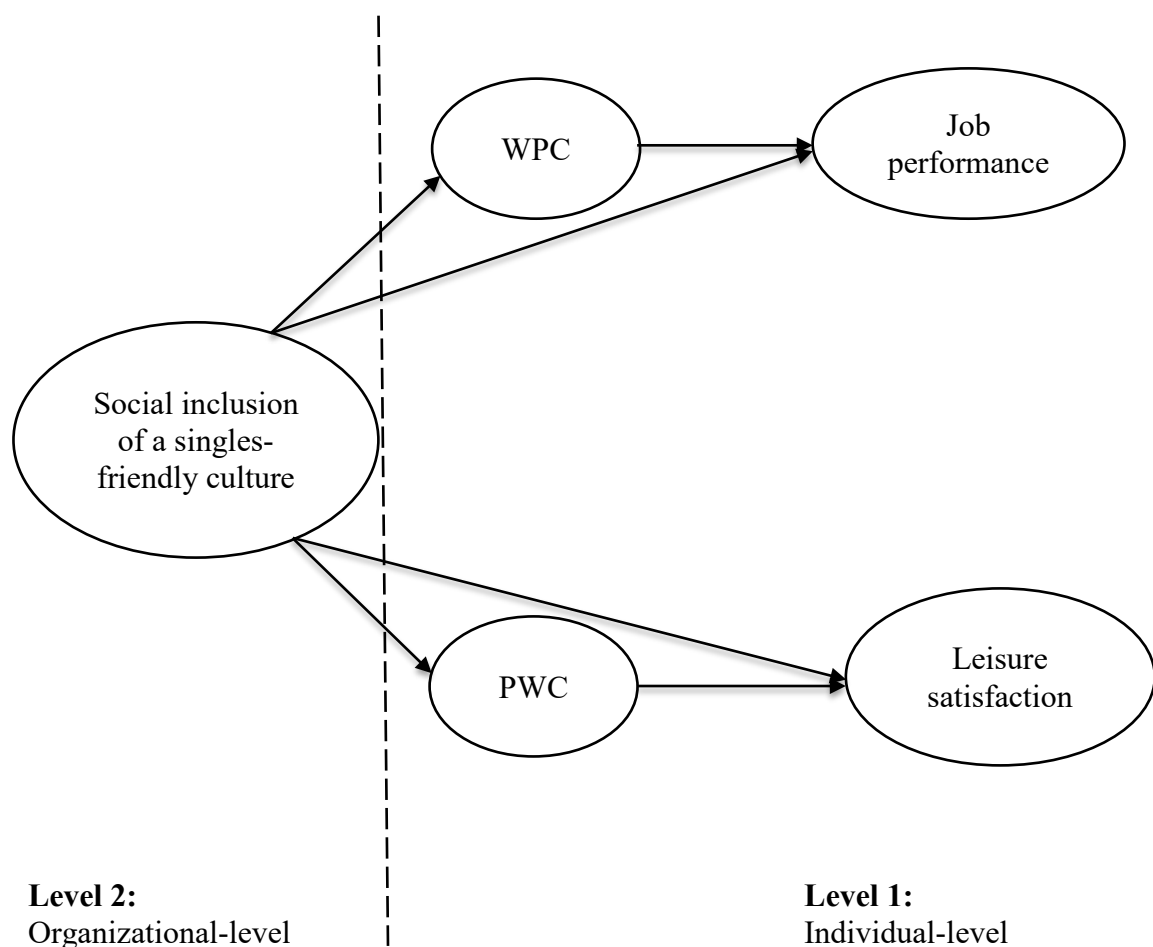


Figure 1. Research model

The first contribution of this study is the examination of the conflict between the work and personal domains for single childless employees in the hotel industry.

1 Using social role theory (Eagly, 1987), this study expands our understanding of
2 employees' personal roles outside work and family. Second, the study investigates
3 how organizations can create friendly workplaces for all employees, regardless of
4 family structure (Casper & DePaulo, 2012). O'Neill and Follmer (2020) suggested
5 that the organizational culture of the hospitality industry tended to shape policies
6 associated with work–life conflict. Indeed, more research is needed to understand the
7 role of culture at the organizational level (O'Neill & Follmer, 2020) and the role of
8 supportive culture for people with non-traditional family structures (e.g., someone
9 who is single or in a same-sex relationship) (Rothbard et al., 2021). Using social
10 information processing theory (Salancik & Pfeffer, 1978), this study examines the
11 influence of shared perceptions regarding the social inclusion of a singles-friendly
12 culture in the context of single childless employees' in the work (i.e., job performance)
13 and nonwork (i.e., leisure satisfaction) domains. Third, this study responds to the call
14 by O'Neill and Follmer (2020) for research that applies a multilevel perspective to
15 investigate both socially inclusive culture at the organizational level and employees'
16 work–personal conflicts at the individual level.

17 According to the multilevel paradigm of organizational research (Mathieu &
18 Chen, 2011), organizations feature nested structures (e.g., employees are nested
19 within teams, departments, or organizations). Hence, it is important to identify the
20 levels of the constructs concerned before examining the focal units (e.g., individuals,
21 groups, or teams) of interest in each study.

2. Literature Review

2.1. Social inclusion of a singles-friendly work culture

Organizational culture is a social context that involves shared values, beliefs, and norms that employees use as guidelines in directing certain behaviors (Schneider et al., 2013). Many studies exploring the work–family relationship have found that family-supportive work cultures were often associated with significant positive organizational outcomes, such as job satisfaction, job performance, and organizational commitment (Allen, 2001; Aryee et al., 2013). Relative to a traditional family structure (i.e., a married couple with or without children), the nontraditional family structure has recently become more prevalent (Rothbard et al., 2020). Being single is commonly defined as a nontraditional family structure (Rothbard et al., 2020). Consistent with the general organizational culture that focuses on a set of shared beliefs, the concept of a singles-friendly culture highlights the core idea of “sharedness” embedded in the definition of organizational culture (Schein, 1990). Casper et al. (2007) defined the singles-friendly culture as:

The shared assumptions, beliefs, and values regarding the extent to which an organization supports integration of work and nonwork that is unrelated to family, and the degree to which equity is perceived in the support an organization provides for employees’ nonwork roles, irrespective of family status. (p. 480)

A singles-friendly work culture can include multiple dimensions, including “social inclusion”, “equal work opportunities”, “equal access to benefits”, “respect for nonwork roles”, and “equal work expectations” (Casper et al., 2007). We focus on the dimension of social inclusion following a number of studies that found that single childless employees suffered from social isolation and loneliness (Savage, 2017;

Turnbull et al., 2016; Young, 1999). A socially inclusive culture would involve organizations providing similar social opportunities for employees, regardless of their family status (Casper et al., 2007). Furthermore, social inclusion is a key element of singles-friendly culture, given that social inclusivity is associated with both affective organizational commitment and perceived organizational support (Casper et al., 2007).

2.2. Social inclusion of a singles-friendly culture and work–personal conflict

To date, the literature on interrole conflict has mainly focused on the work–family balance of individuals, and most studies have ignored individuals’ personal nonwork roles (Wilson & Baumann, 2015). Work–family conflict refers to the conflicts that arise between employees’ work and family domains (Greenhaus & Allen, 2011). The concept of work–life balance (or work–life conflict) demonstrates that researchers’ interests have expanded beyond the family domain and into the general nonwork domain (e.g., Boswell & Olson-Buchanan, 2007; Deery, 2008; Siegel et al., 2005). The term “nonwork domain” is often used interchangeably with “life domain” in previous studies (Frone, 2003). Family roles (e.g., spouse, parent) are part of employees’ life/nonwork roles.

Although “life domain” provides a broad perspective on individuals’ nonwork roles, the term conflates individuals’ family roles with their personal roles. For example, Greenhaus and Allen (2011) defined work–life balance as people’s perceived levels of satisfaction with the ways in which their roles in different domains (i.e., work, family, personal) fit with their personal values. In Siegel et al. (2015), for example, the scales used to measure work–life balance were adapted from the scales used to measure work–family balance. Wilson and Baumann (2015), and Adkins and Premeaux (2019) suggested that the work domain, family domain, and personal domain should be treated separately.

1 According to social role theory (Eagly, 1987; Eagly et al., 2000), the
2 definitions of role differences are linked to traditional gender differences,
3 acknowledging that in many societies, males and females have traditionally had
4 differing family responsibilities. In their research on interrole conflict, in which they
5 applied social role theory to examine the role conflicts experienced by focal
6 employees, Greenhaus and Powell (2003) suggested that role senders communicated
7 the behaviors expected of focal individuals. The expected behaviors that role senders
8 signal may impose external pressures and influence focal individuals' perceived
9 spillover from one domain into another (Greenhaus & Powell, 2003). Furthermore,
10 each of the three domains (work, family, and personal life) has different role senders
11 (Adkins & Premeaux, 2019). For instance, supervisors and coworkers are often role
12 senders in the work domain. Role senders in the family domain can be parents,
13 children, significant others, and other family members. In the personal domain, role
14 senders may be close friends or new friends that individuals meet when engaging in
15 nonwork activities (e.g., volunteer work, gym activities). In other words, individuals
16 take on different responsibilities when playing various roles. As such, it may be
17 problematic to conflate personal roles and family roles in the nonwork domain.

18 Wilson and Baumann (2015) defined the personal domain as a third domain
19 that differs from the work and family domains. Single childless employees are more
20 likely to identify their personal roles as unrelated to family (Duma & Perry-Smith,
21 2018). As interrole conflict is bidirectional, Wilson and Baumann (2015) divided the
22 concept of work–personal conflict into two categories: PWC (personal-to-work
23 conflict) and WPC (work-to-personal conflict). PWC occurs when individuals'
24 personal activities interfere with their work (e.g., time spent on personal activities

1 requiring them to sacrifice their time at work). WPC takes place when individuals' job
2 demands require them to sacrifice personal time and energy to fulfill their job roles.

3 A socially inclusive work culture is linked to an organization's overall support
4 culture. Casper et al. (2007) found a positive association between encouraging a
5 singles-friendly culture and organizational support. According to perceived
6 organizational support theory, a high level of organizational support is typically
7 linked with positive organizational outcomes, such as increased affective commitment,
8 reduced role conflict, and decreased turnover intention (Rhoades & Eisenberger,
9 2002). Hence, it can be expected that single childless employees will be less likely to
10 experience WPC or PWC when they perceive a strong socially inclusive culture in
11 their organizations.

12 Studies on hospitality employees' work-life interactions (e.g., Chiang et al.,
13 2010, Choi & Kim, 2012; Zhao & Mattila, 2013) treated life-supportive or family-
14 supportive climates or cultures as individual-level constructs. This perspective ignores
15 the ways in which these constructs can also represent shared beliefs at the
16 organizational level. In our study, we therefore treat the social inclusion of a singles-
17 friendly culture as a hotel-level (i.e., organizational-level) construct, and we
18 hypothesize that single childless employees who work in hotels with strong socially
19 inclusive cultures are less likely to experience conflict between their work and
20 personal domains at the individual level.

21
22 **Hypothesis 1.** At the hotel level, the social inclusion of a singles-friendly culture has
23 a negative relationship with single childless employees' (a) WPC and (b) PWC at the
24 individual level.

2.3. Supervisor-rated job performance

Furthermore, we assess the influence of the social inclusion of a singles-friendly culture on employees' lives in the work domain. As hospitality employees' job performance is central to ensuring customers' perceptions of service quality (Kim & Koo, 2016; Li & Huang, 2017; Miao et al., 2021), we focus on job performance. In addition, although previous studies have explored hospitality employees' job performance, most used employees' self-rated job performance (Kim & Koo, 2016; Miao et al., 2021), with a few exceptions that applied supervisors' perspectives (Cai et al., 2019; Li & Huang, 2017). Heidemeier and Moser (2009) found that self-reported job performance ratings showed leniency and were typically higher than supervisor-rated job performance ratings. A growing number of recent studies on hospitality employees' job performance have encouraged future studies to consider supervisor-rated job performance to avoid ratings bias (e.g., Aguitar-Quintana et al., 2021; Miao et al., 2021).

According to the theory on perceived organizational support, employees are more likely to develop a strong sense of responsibility and to exhibit high-quality job performance when they perceive that their organizations are supportive (Rhoades & Eisenberger, 2002). Fakhar et al. (2013) noted that when employees of an organization shared the belief that the organization was supportive (e.g., open to communication, established a clear reward system), employees exhibited better job performance. In the work–family literature, studies have shown that perceived family-supportive environments have an indirect influence through organization-based self-esteem or a direct influence on employees' job performance and work withdrawal (e.g., Aryee et al., 2013).

Moreover, according to social information processing theory (Salancik & Pfeffer, 1978), individuals receive information cues from the social context in their working environment, and these cues can further influence their behaviors. In other words, employees form their perceptions of and attitudes toward workplace issues by assimilating information from their colleagues. Therefore, interpersonal relationships (e.g., between focal employees and supervisors, between focal employees and coworkers) are likely to determine how individuals evaluate their working environments (Grzywacz & Marks, 2000). For example, employees in a hotel may discuss their perceptions of the hotel's singles supportive culture with each other, thereby developing shared opinions on certain issues. We therefore argue that when single childless employees perceive that the organization encourages a supportive culture, these employees tend to display enhanced job performance at the individual level.

Hypothesis 2. At the hotel level, the social inclusion of a singles-friendly culture has a positive relationship with single childless employees' job performance at the individual level.

According to the cybernetic model of work–life balance, negative outcomes tend to occur when discrepancies arise between perceived work–life balance and desired work–life balance (Adkins & Premeaux, 2019). Furthermore, Reichl et al. (2014) found that experiencing conflict between the work and nonwork domains may reduce employees' enthusiasm for their work. A number of studies on the work–life interactions of hospitality employees' showed that conflicts between the work and nonwork domains (e.g., work–family conflict, work–family imbalance) may cause

1 increased turnover intentions and decreased job satisfaction (Karatepe & Uludag,
2 2008; Vanderpool & Way, 2013; Zhao et al., 2011). While useful, these studies did
3 not examine the effects of higher-level influences from the employees' workplaces.

4 A recent review study conducted by O'Neill and Follmer (2020) found that the
5 majority of previous studies focused on the antecedents of work–family conflict at the
6 individual level. Although organizational level factors such as supervisor support
7 culture, and policy have been found to have a significant impact on employees'
8 perceptions of work–nonwork conflict, these variables were studied and measured
9 only at the individual level (e.g., Dai et al., 2016).

10 Individuals' perceptions and behaviors can be influenced by their interactions
11 with their surrounding environments (Caplan, 1987). The lack of fit between an
12 individual's perceptions of work–family balance and their work environment (i.e.,
13 organizational support) is associated with increased stress (Edwards & Rothbard,
14 1999). Similarly, for single childless employees, the incongruence between their
15 perceptions of work–personal conflicts and relevant support from their organizations
16 may result in negative consequences, such as lower job performance. Hence, we
17 suggest that creating an organizational culture that supports single childless
18 employees' personal lives helps reduce those employees' perceived work–personal
19 conflicts, thereby improving their performance at work.

20
21 **Hypothesis 3.** Single childless employees' (a) WPC and (b) PWC at the individual
22 level mediate the hotel-level social inclusion of a singles-friendly culture and
23 individual-level job performance.

2.4. *Leisure satisfaction*

In addition to examining the influence of work–personal conflict on the work domains of single childless employees, we also investigate the effects of spillovers from the work domain into the personal domain. We focus on single hospitality employees' leisure satisfaction, a key indicator of these individuals' attitudes toward the personal domain, for two reasons. First, the issues regarding hospitality employees' leisure life have become salient due to the conflictual nature of hospitality employees' work and leisure roles (Lin et al., 2013; Lin et al., 2015; Tsaur & Yen, 2018; Wang et al., 2020). The hotel industry is considered labor-intensive, as it is characterized by long working hours and non-standard work schedules (Lin et al., 2015). In addition, a large number of hotel employees face high levels of work-related stress from dealing with customers (Chiang et al., 2014). As a result, hotel industry employees tend to experience serious job interference with their nonwork lives (Wong & Lin, 2007). Given job demands and limited control over their work schedules, hospitality employees may have less time and energy for leisure activities after work, preventing them from satisfying their need for relaxation or resulting in lower levels of leisure satisfaction (Lin et al., 2013; Tsaur & Yen, 2018).

Second, members of Generations Y and Z, who make up a large proportion of the hospitality workforce, place greater value on leisure time than Baby Boomers and members of Generation X because of their personal experiences and observations (Chahil, 2015). As Generations Y and Z have grown up witnessing their parents work long hours and spend little time with family, they are cautious about jobs that require them to sacrifice their personal life for work (Loughlin & Barling, 2001). Indeed, these two generations perceive long working hours and a lack of time to spend with family and friends as potential deterrents to working in the hospitality industry (Goh

1 & Lee, 2018). In response to these trends, Goh and Ohumus (2020) suggested that
2 flexible scheduling should be offered to young employees to encourage better work-
3 life balance. Hence, it is vital to ensure single childless hotel employees' leisure
4 satisfaction.

5 Beard and Ragheb (1980) defined leisure satisfaction as positive feelings or
6 perceptions that individuals form, elicit, or gain from participating in leisure activities
7 and choices. Such feelings or perceptions explain individuals' satisfaction with
8 general leisure experiences and situations (Beard & Ragheb, 1980). Leisure life has
9 been found to enhance individuals' psychological well-being, life satisfaction, and
10 professional efficacy (Elbaz et al., 2020; Lloyd & Little, 2010). In contrast, if
11 employees' freedom, which is considered a significant element of leisure life, is
12 affected by work, they are likely to feel dissatisfied with their leisure life (Tsauro &
13 Yen, 2018). The reduction of time, energy, and opportunity for leisure life because of
14 work role demands may result in conflicts between work and leisure for employees
15 and negatively influence their attitudes toward the personal life domain.

16 The social inclusion of a singles-friendly culture is created when supervisors
17 and organizations care about the work–personal life balance of single childless
18 employees and create equal social opportunities for both single and married
19 employees (Casper et al., 2007; Casper & DePaulo, 2012). For example, organizations
20 could occasionally allow single childless employees to leave early from work for
21 personal reasons, similar to the way in which employees with children are permitted
22 to leave early for logistical reasons related to childcare. This more inclusive work
23 culture would acknowledge, respect, and support single childless employees' personal
24 and social needs. Various studies on work–family conflicts have found that family-
25 supportive work environments tended to increase employees' satisfaction with the

1 nonwork domain of their lives (e.g., Haar & Roche, 2010; Lin et al., 2015). As such,
2 we infer that it is more likely that single childless hotel employees will report feeling
3 more satisfied with the personal domain of their lives if they work in hotels that
4 feature a socially inclusive work culture.

5
6 **Hypothesis 4.** At the hotel level, the social inclusion of a singles-friendly culture has
7 a positive relationship with the leisure satisfaction of single childless employees at the
8 individual level.

9
10 For single childless employees, the main role senders in the personal domain
11 are often close friends. An organization that supports its employees' family lives may
12 not provide equal support for the personal lives of single childless employees, as the
13 resources needed by these two groups differ and the available resources are limited
14 (Adkins & Premeaux, 2019). Employees with children can take advantage of benefits
15 such as on-site childcare and parental leave policies. These resources are clearly not
16 helpful for single childless employees. In other words, implementing policies for
17 work–life balance do not always result in positive outcomes if those policies only
18 benefit married employees or employees with dependents (Perrigino et al., 2018). In
19 this study, we argue that creating a culture that supports single childless employees'
20 personal lives can reduce conflicts between work life and personal life.

21 Studies on employee satisfaction in the nonwork domain have found that when
22 employees experienced conflicts between their work and leisure activities, they were
23 more likely to report low levels of leisure satisfaction (Lin et al., 2013; Lin et al.,
24 2015). Work–leisure conflict is bidirectional, as it can include both work-to-leisure
25 conflict and leisure-to-work conflict, which are subdomains of WPC and PWC,

1 respectively. Work-to-leisure conflict describes a lack of time and energy for leisure
2 activities because of excessive work demands, and leisure-to-work conflict describes
3 over-engagement in leisure activities to the point of reducing the amounts of time and
4 energy devoted to work (Staines & O'Connor, 1980). As such, we infer that when
5 single childless employees experience conflicts between their work and personal
6 domains, they may derive low satisfaction from their leisure opportunities. In a
7 similar way, employees' perceptions of these conflicts may mediate the hotel-level
8 culture's direct influence on the employees' levels of leisure satisfaction at the
9 individual level.

10
11 **Hypothesis 5.** Single childless employees' (a) WPC and (b) PWC at the individual
12 level mediate the relationship between hotel-level social inclusion of a singles-
13 friendly culture and individual-level leisure satisfaction.

14 15 **3. Methodology**

16 *3.1. Participants*

17 We conducted multiple-source surveys with employees of 29 full-service
18 hotels in China between December 2020 and March 2021. First, we contacted the
19 hotels' general managers, human resources directors, and departmental heads to
20 obtain their consent for our data collection. Of the 35 hotels we approached, 29 agreed
21 to help us recruit participants. We stipulated that the participants needed to be full-
22 time hotel employees who were single, meaning that they had never married and did
23 not have children during the period of study. The qualified employees answered
24 several questions about their experiences with WPC, PWC, leisure satisfaction, and
25 the social inclusion of a singles-friendly culture. They were also asked to invite their

1 direct supervisors to rate their job performances. With an average of 22 employees per
2 hotel, 639 participants completed questionnaires, which we collected and used for
3 data analysis.

4 In the final data sample, 160 of the participants (25%) were male, 432 (68%)
5 were female, and 47 (7%) did not disclose gender information. The majority of the
6 participants held either an Associate's (238, 37%) or a Bachelor's degree (282, 44%).
7 A total of 314 (49%) participants were front-of-house staff (e.g., workers in the front
8 office, food and beverage service, or concierge departments), and the rest worked in
9 back-of-house positions (e.g., the sales and marketing, reservations, finance, or human
10 resources departments). Most of the participants had worked in their current jobs for
11 either 1 to 3 years (258, 40%) or for between 3 months and 1 year (169, 26%).

12 *3.2. Measurement*

13 The questionnaire was developed in English and then translated into Chinese.
14 We used the back-to-back translation method (Brislin, 1970) to guide the translation
15 process, and to ensure the accuracy of the survey questions. Following the steps
16 recommended by Douglas and Craig (2007), two bilingual (Chinese and English)
17 researchers who were familiar with this study translated the questionnaire into the
18 relevant language. First, one researcher translated the original English version into
19 Chinese. Then, the other researcher translated the Chinese version back into English.
20 After this initial translation, a third independent reviewer compared the two versions,
21 after which the survey was finalized after addressing inconsistencies and correcting
22 inaccuracies. All of the items in the questionnaire were measured with a 5-point
23 Likert scale, where 1 represents "strongly disagree" and 5 represents "strongly agree."

24 WPC and PWC were measured with the 10-item scale developed by Wilson
25 and Baumann (2015). A sample item for WPC was, "The demands of my work

1 interfere with my personal activities.” A sample item for PWC was, “My personal
2 activities produce stress that makes it difficult to concentrate at work.” The internal
3 consistency and reliability (Cronbach’s α) for WPC and PWC were 0.95 and 0.97,
4 respectively.

5 Leisure satisfaction was measured using the 3-item scale adapted by Lin et al.
6 (2015) and originally developed by Neal et al. (1999). A sample item was, “I have
7 been feeling very good about the way I spend my leisure time after work.” The scale’s
8 Cronbach’s α was 0.79.

9 Supervisors rated job performance using a 7-item scale from Williams and
10 Anderson (1991). A sample item was, “This employee performs tasks that are
11 expected of him/her.” The Cronbach’s α for the scale was 0.71.

12 The social inclusion of a singles-friendly culture was measured using a 17-
13 item social inclusion sub-scale from the singles-friendly culture scale developed by
14 Casper et al. (2007). Items included, “My organization considers the preferences of
15 both parents and childless employees when planning social events” and “My
16 organization supports hosting formal social events that cater to employees both with
17 and without children.” The Cronbach’s α of this scale was 0.98.

18 Following previous studies of work–life interaction (e.g., Duma et al., 2018;
19 Wilson & Baumann, 2015), we controlled for gender because it was deemed a key
20 element in research on work–life interference (Eby et al., 2005). We also used work
21 role identification as a control variable, as this feature has been found to influence
22 individuals’ perceptions of pressures from work (Greenhaus & Beutell, 1985), and
23 levels of leisure satisfaction (Snir & Harpaz, 2002). We used the 2-item scale
24 developed by Rothbard and Edwards (2003) to measure work role identification. The
25 two items were, “I consider my job to be very central to my existence” and “The most

1 important things that happen to me involve my job.” Last, we controlled for trait
2 affect, which includes trait positive affect (PA) and trait negative affect (NA). Trait
3 affect indicates individuals’ disposition to experience certain positive or negative
4 emotions (Watson et al., 1988). Trait affect was controlled because employees with
5 higher trait PA or lower trait NA tend to report less conflict (Eby et al., 2005). Trait
6 PA and trait NA were measured using the validated Chinese version of the PANAS
7 scale from Qiu et al. (2008).

8 *3.3. Detection of organizational-level variance*

9 Given that the social inclusion of a singles-friendly culture is an
10 organizational-level variable, the first step of our hierarchical linear modeling (HLM)
11 was to determine whether there was a between-organization difference in this variable.
12 Following Bliese’s (1998) suggestion, we calculated two forms of the intraclass
13 correlation coefficient (ICC): $ICC_{(1)}$, which represented the variance that could be
14 explained by the between-group difference, and $ICC_{(2)}$, which indicated the reliability
15 of the group means. To calculate $ICC_{(1)}$, we established a null model (unconditional
16 model) with the social inclusion of a singles-friendly culture as the dependent variable
17 and the intercept as the only independent variable (see Equation 1).

18 In Equation (1), i represented each employee and j represented each hotel.
19 $ICC_{(1)}$ was calculated using the variance of the group mean divided by the sum of the
20 group mean variance and the variance of residuals (see Equation 2). The $ICC_{(1)}$ of the
21 social inclusion of a singles-friendly culture was 0.05. According to Bryk and
22 Raudenbush (1992), the minimum value of $ICC_{(1)}$ for conducting HLM is 0.05.
23 LeBreton and Senter (2008) explained that an $ICC_{(1)}$ of 0.05 represents a small to
24 medium effect, suggesting that group level effects influence the individual level.
25 Bliese (1998) simulated situations in which only 1% of the variance was attributed to

group-level influence, and they detected strong group-level influence at the individual level. The findings described above necessitated treating the social inclusion of a singles-friendly culture as an organizational-level variable.

$$\begin{aligned} Single_Culture_{ij} &= \beta_{0j} + e_{ij} \\ \beta_{0j} &= \gamma_{00} + \mu_{0j} \end{aligned} \quad (1)$$

$$ICC_{(1)} = \rho = \frac{\sigma_{U_j}^2}{\sigma_{U_j}^2 + \sigma_{R_{ij}}^2} \quad (2)$$

In addition, the Spearman–Brown formula given below (see Equation 3) was used to calculate $ICC_{(2)}$, as suggested by Shrout and Fleiss (1979) and Bliese (1998). The $ICC_{(2)}$ for the social inclusion of a singles-friendly culture was 0.46, which was higher than the cutoff value of 0.4 suggested by Cicchetti (1994). In summary, the results indicated that the organizational-level means showed good reliability.

$$ICC_{(2)} = \frac{k \cdot ICC_{(1)}}{1 + (k-1)ICC_{(1)}} \quad (3)$$

4. Results

4.1. Data analysis strategy

As the data structure of this study involved an individual level (level 1) nested within the organization level (level 2), we used HLM (Raudenbush et al., 2004) to conduct our data analysis. To generate unbiased coefficient parameters, we applied the group-mean centering strategy for all level 1 variables (i.e., WPC, PWC, leisure satisfaction, job performance), and we used the grand-mean centering approach for the level 2 variables (i.e., the social inclusion of a singles-friendly culture) to test the cross-level mediation effects (Hofmann & Gavin, 1998).

4.2. Preliminary analysis

Table 1 shows the means, standard deviations, skewness, kurtosis, and correlations between the variables of interest. According to the cutoff values of kurtosis, and skewness recommended by Curran et al. (1996) and Hair et al. (2010), the data appeared to follow a normal distribution. Before testing the hypotheses, we performed a confirmatory factor analysis (CFA) to examine the measures' construct distinctiveness (See Table 2). First, we submitted the 5 items for WPC, the 5 items for PWC, the 17 items for the social inclusion of a singles-friendly culture, the 3 items for leisure satisfaction, and the 7 items for job performance to a CFA, using the maximum likelihood estimation. The standardized factor loadings of the items for WPC, PWC, the social inclusion of a singles-friendly culture, and leisure satisfaction, were greater than 0.5, and were statistically significant ($p < 0.001$), indicating convergent validity. Three of the items in the job performance scale ("This employee often engages in activities that directly affect his/her performance evaluation," "This employee often neglects aspects of the job he/she is obligated to perform," and "This employee often fails to perform essential duties") did not perform well and were removed. After we removed the three items from the job performance scale, the results showed that the new model provided a significantly better fit ($\chi^2 = 2676.47, df = 517, p < 0.001, CFI = 0.91, TLI = 0.90, NFI = 0.90, IFI = 0.91, RMSEA = 0.08$) than the original model ($\chi^2 = 3908.06, df = 619, p < 0.001, CFI = 0.87, TLI = 0.86, NFI = 0.85, IFI = 0.87, MSE = 0.09$).

Therefore, the 5-factor model was justified with a 4-item scale of job performance, and this model was used to test the hypotheses. The average variance extracted (AVE) scores for the constructs of WPC, PWC, the social inclusion of a singles-friendly culture, job performance, and leisure satisfaction were 0.78, 0.86,

1 0.71, 0.59, and 0.75, respectively (see Table 2). The AVE value of every construct
2 was larger than the squared correlation estimates for the constructs. These results
3 confirmed the discriminant validity (Hair et al., 2010). Additionally, the composite
4 reliability values for the above-described constructs were all above 0.8, which
5 surpassed the recommended standard of 0.7 (see Table 2). In summary, both the
6 reliability and validity of the measures were confirmed.

1 **Table 1**
2 Descriptive statistics
3

	M	SD	Skew	Kurtosis	1	2	3	4	5	6	7	8
Level 1:												
Individual level												
1. WPC	2.81	1.05	0.13	−0.60								
2. PWC	2.06	1.02	1.02	0.51	0.58***							
3. Job performance	3.94	0.74	−0.52	0.89	−0.29***	−0.11**						
4. Leisure satisfaction	4.07	0.70	−0.72	1.24	−0.19***	−0.07	0.58***					
5. Work role identification	3.64	0.85	−0.20	0.01	−0.04	0.04	0.47***	0.43***				
6. Trait PA	3.42	0.85	0.04	0.00	−0.22***	0.02	0.59***	0.46***	0.46***			
7. Trait NA	2.12	0.99	0.80	0.85	0.32***	0.41***	−0.11**	−0.05	−0.03	0.01		
8. Gender	1.82	0.54	−0.10	−0.01	−0.05	−0.13***	−0.08*	−0.15***	−0.13**	−0.11**	−0.05	
Level 2:												
Organizational level												
9. Social inclusion	4.15	0.77	−1.13	2.40	−0.24***	−0.17***	0.56***	0.51***	0.38***	0.41***	−0.09*	−0.04

4 *Notes.*
5 SD = standard deviation; M = Mean; SD = standard deviation; WPC = work-to-personal conflict; PWC = personal-to-work conflict; trait PA =
6 trait positive affect; trait NA = trait negative affect; social inclusion = social inclusion of a singles-friendly culture; Gender (1 = Male, 2 =
7 Female); * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$
8
9
10

1 **Table 2**
2 Standardized factor loadings, CR, and AVE results

	Factor loadings	CR	AVE
<i>Social inclusion of a singles-friendly culture</i>			
1) My supervisor encourages single and married employees equally to attend company-sponsored social events.	0.82	0.98	0.71
2) My supervisor plans social events for our work group that are appropriate for both single employees and those with families.	0.83		
3) My supervisor believes that work-related social gatherings should be appealing to both single and married employees.	0.84		
4) My supervisor believes that work-related social events should include all work group members, regardless of family status.	0.84		
5) My supervisor supports hosting work-related social events that include employees both with and without children.	0.88		
6) My company considers the preferences of both single and married employees when planning social events.	0.88		
7) My company considers the preferences of both parents and childless employees when planning social events.	0.89		
8) My company supports hosting formal social events that cater to employees both with and without children.	0.89		
9) My company considers the fact that single employees might enjoy different social events than workers with families when planning company gatherings.	0.76		
10) My company is aware that different social events may appeal to employees who are parents and those without children.	0.81		
11) Social events in this company are equally fun for single employees and those with families.	0.89		
12) My company ensures that company social events will be of interest to both married and single workers, with and without families.	0.87		
13) In my company, employees with and without children are equally likely to attend work-related social events.	0.79		
14) My coworkers feel that company social events should be fun for both single and married employees.	0.85		
15) Single and non-single employees in my company are just as likely to attend work-related social events.	0.82		
16) Employees with and without children are equally welcome at social gatherings hosted by my coworkers.	0.83		
17) My coworkers acknowledge that hosting social events that appeal to both parent and non-parent employees is important.	0.82		

Table 2 (continued).

<i>Work-to-personal conflict</i>				
1)	The demands of my work interfere with my personal activities.	0.87	0.95	0.78
2)	My job produces strain that makes it difficult to fulfill personal interests.	0.88		
3)	When I get home from work I am often too exhausted to participate in personal activities.	0.87		
4)	My work takes up time that I'd like to spend on personal activities.	0.91		
5)	Responsibilities at work often prevent me from participating in personal activities.	0.90		
<i>Personal-to-work conflict</i>				
1)	I miss work activities due to the amount of time I spend on personal activities.	0.90	0.97	0.86
2)	My personal activities produce stress that makes it difficult to concentrate at work.	0.90		
3)	My personal activities drain me of energy I need to do my job.	0.93		
4)	I am often too tired to be effective at work because of my involvement in personal activities.	0.96		
5)	My personal interests prevent me from completing work responsibilities.	0.95		
<i>Leisure satisfaction</i>				
1)	I do things that are fulfilling when I am off work.	0.87	0.81	0.59
2)	I have been feeling very good about the way I spend my leisure time after work.	0.81		
3)	Leisure time after work is very important to me.	0.60		
<i>Job performance</i>				
1)	This employee adequately completes assigned duties.	0.94	0.94	0.75
2)	This employee fulfills responsibilities specified in job description.	0.93		
3)	This employee performs tasks that are expected of him/her.	0.83		
4)	This employee meets formal performance requirements of the job.	0.84		

1 **Table 3**
2 Hypothesis testing
3

	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Variables	WPC	PWC		Job performance			Leisure satisfaction	
Intercept (γ_{00})	3.07(.14)***	2.41(.14)***	3.97(.08)***	3.99(.08)***	3.97(.08)***	4.26(.08)***	4.27(.08)***	4.27(.08)***
Independent variable								
social inclusion (γ_{01})	-.26(.07)***	-.24(.06)***	.36(.05)***	.34(.05)***	.35(.05)***	.33(.05)***	.31(.05)***	.32(.05)***
Control variables								
Trait PA (γ_{10})	-.28(.05)***	.01(.05)	.29(.03)***	.27(.03)***	.29(.03)***	.19(.03)***	.18(.03)***	.10(.03)***
Trait NA (γ_{20})	.28(.04)***	.37(.04)***	-.05(.02)**	-.04(.02)	-.05(.02)**	-.01(.02)	.01(.02)	-.01(.03)
Work role identification (γ_{30})	.16(.05)***	.11(.05)**	.13(.02)***	.14(.03)***	.13(.03)***	.14(.03)***	.16(.03)***	.23(.03)***
Gender (γ_{40})	-.13(.07)*	-.20(.07)***	-.02(.04)	-.03(.04)	-.02(.04)	-.11(.04)***	-.11(.04)***	-.11(.04)***
Mediators								
WPC (γ_{50})				-.07(.02)***			-.05(.02)*	
PWC (γ_{60})					-.01(.02)			-.01(.02)
Variance components								
Level 1 residual variance (r_{ij})	.83	.78	.24	.24	.24	.28	.28	.28
Level 2 residual variance (μ_{0j})	.06	.06	.02	.03	.02	.01	.01	.01

4 *Notes.*
5 The independent variable is at the hotel level. The mediators, control variables, and dependent variables are at the individual level. The values in
6 parentheses are standard errors. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

4.3. Hypothesis testing

Table 3 shows the results of hypothesis testing. The first set of hypotheses proposed that at the hotel level, the social inclusion of a singles-friendly culture is negatively related to (a) WPC and (b) PWC at the individual level. We found that the social inclusion of a singles-friendly culture was negatively associated with both WPC ($\gamma_{01} = -0.26, p < 0.001$; see Model 1 in Table 3) and with PWC ($\gamma_{01} = -0.24, p < 0.001$; see Model 2 in Table 3). Equation (4) is an example of a multilevel equation used for testing hypothesis 1(a). β_{0j} is the hotel-level intercept, γ_{01} represents the hotel-level slope for predicting β_{0j} with the social inclusion of a singles-friendly culture, and μ_{0j} is the unique effect of hotel j on the social inclusion of a singles-friendly culture. γ_{01} is the parameter used to test the relationship between the hotel-level independent variable and the individual-level dependent variable. The results supported both hypotheses 1(a) and 1(b).

Level 1:

$$WPC_{ij} = \beta_{0j} + \beta_{1j}(PA_{ij}) + \beta_{2j}(NA_{ij}) + \beta_{3j}(Work_{ij}) + \beta_{4j}(Gender_{ij}) + \gamma_{ij}$$

Level 2:

$$\begin{aligned}\beta_{0j} &= \gamma_{00} + \gamma_{01}(Culture_j) + \mu_{0j} \\ \beta_{1j} &= \gamma_{10} \\ \beta_{2j} &= \gamma_{20} \\ \beta_{3j} &= \gamma_{30} \\ \beta_{4j} &= \gamma_{40}\end{aligned}\tag{4}$$

Note. Work = Work role identification; Culture = the social inclusion of a singles-friendly culture

To appropriately model the multilevel mediation analysis, we followed recommendations found in Bauer et al. (2006) and Selig and Preacher (2008) by using the Monte Carlo method for assessing mediation (MCMAM) in multilevel models. We established models to specify the direct and indirect effects of the social inclusion

of a singles-friendly culture on individuals' job performances in terms of WPC and PWC. We simultaneously took account of the direct effects and the nesting of lower-level variables within the higher-level variables. As demonstrated by Model 3 in Table 3, we found a positive relationship between the social inclusion of a singles-friendly culture at the organizational level and individual job performance ($\gamma_{01} = 0.36$, $p < 0.001$), which supported hypothesis 2. We then incorporated the WPC and PWC factors into Model 3 to test their mediating roles.

Model 4 shows the results when WPC was added to the model. We found that when WPC was added, the effect of the social inclusion of a singles-friendly culture on job performance was still significant ($\gamma_{01} = 0.34$, $p < 0.001$), but the effect was reduced. We then applied the MCMAM and found that the cross-level indirect effect of WPC was statistically significant. Bootstrapping with a 95% confidence interval (CI) and 20,000 repetitions of the simulation showed that the CI did not contain zero (0.01835, 0.05888). Model 5 shows the results with PWC added. In this case, there was no significant relationship between PWC and job performance ($\gamma = -0.01$, $p = ns.$). Overall, these findings confirmed the mediation effect stated in hypothesis 3(a), although hypothesis 3(b) was not supported.

Finally, we tested the direct and indirect effects of the social inclusion of a singles-friendly culture on leisure satisfaction via the mediating roles of WPC and PWC. As hypothesized, we found a positive relationship between the social inclusion of a singles-friendly culture and leisure satisfaction ($\gamma_{01} = 0.33$, $p < 0.001$, see Model 6 in Table 3). Hypothesis 4 was therefore supported. We then tested the mediating roles of WPC and PWC in the relationship between the social inclusion of a singles-friendly culture and leisure satisfaction. After adding WPC in Model 6, we found that the relationship between the social inclusion of a singles-friendly culture, and leisure

1 satisfaction was still significant ($\gamma_{01} = 0.31, p < 0.001$, see Model 7 in Table 3),
2 indicating that WPC was a potential mediator. We then applied the MCMAM to test
3 the indirect effect of the social inclusion of a singles-friendly culture on leisure
4 satisfaction, via WPC. The effect was significant, with the 95% CI around the indirect
5 effect not containing zero (0.0155, 0.05375). Hypothesis 5(a) was therefore supported.
6 When adding PWC in the relationship between the social inclusion of a singles-
7 friendly culture and leisure satisfaction, we found that there was no significant
8 relationship between PWC and leisure satisfaction ($\gamma = -0.01, p = ns.$, see Model 8 in
9 Table 3). Hypothesis 5(b) was therefore not supported.

10

11 **5. Discussion and Conclusions**

12 Few studies have examined single childless employees' work–nonwork
13 conflicts outside the family domain. The commonly used terms “work–family conflict”
14 and “family-supportive organizational culture” do not apply to employees who do not
15 have family responsibilities relating to childcare or supporting dependent family
16 members. We sought to address this gap in the interrole conflict literature. Our study
17 sheds light on the individual-level mediating role of work–personal conflict between
18 the organizational-level social inclusion of a singles-friendly culture and several
19 individual-level outcome variables (i.e., job performance and leisure satisfaction).
20 Using a multilevel perspective, this study found that single childless employees
21 working in hotels with a socially inclusive culture experienced low levels of conflict
22 between their work and personal domains. These employees showed better job
23 performance and higher levels of leisure satisfaction.

24 Furthermore, we found that the social inclusion of a singles-friendly culture at
25 the hotel level influenced employees' job performance and leisure satisfaction through

1 the mediating effects of WPC at the individual level. We did not find that PWC
2 played a mediating role. Previous work–family studies found that work domain
3 factors were closely related to work-to-family conflict, and that family domain factors
4 were closely related to family-to-work conflict (e.g., Michel et al., 2011). A possible
5 explanation for these results may relate to personal domain variables (e.g., personal
6 role involvement, personal time demands, personal support) playing important roles in
7 influencing employees’ perceptions through PWC.

8 *5.1. Theoretical implications*

9 This study enriches our knowledge about how the personal roles of single
10 childless employees can interfere with their work roles. First, building on social role
11 theory (Eagly, 1987), we examined employees’ roles in the personal domain. We also
12 responded to the suggestion by Adkins et al. (2019) that the family and personal
13 realms should be treated as separate domains in employees’ lives. We made this
14 distinction because the role senders in these two domains were different from each
15 other. Failing to separately assess the requirements of employees’ personal roles
16 ignores the unique responsibilities of individuals who have personal roles in their
17 nonwork domains. In their study, Wilson and Baumann (2015) argued that personal
18 roles involved a high degree of choice, distinguishing personal roles from family roles.
19 Our study indicated that at the individual level, the conflicts between work and
20 personal roles affect single childless employees’ perceptions or behaviors in their
21 work–nonwork domains. As such, including the consideration of personal roles offers
22 a more comprehensive picture of employees’ conflicts between their various life roles.

23 Second, our study contributes to both theory and practice by focusing on the
24 effectiveness of a singles-supportive organizational culture and by paying special
25 attention to single childless employees, who represent a growing proportion of the

1 workforce. This portion of the workforce has been largely unaddressed in previous
2 studies on the work–nonwork interface (Dumas & Perry-Smith, 2018). Despite the
3 growing availability of family-friendly practices and programs in organizations, some
4 recent studies noted that these programs (e.g., on-site childcare) were sometimes
5 considered unfair because they could not be used by single childless employees
6 (Perrigino et al., 2018). Organizational cultures and policies that are supportive of the
7 nonwork domain can play a pivotal role in alleviating employees’ perceptions of
8 work–life conflict (O’Neill & Follmer, 2020). The effectiveness of such supportive
9 organizational cultures depends on whether the practices match the needs of
10 employees at different stages of their family life and in diverse family structures
11 (Rothbard et al., 2021).

12 We have expanded the body of research on family-supportive work culture
13 with an examination of the social inclusion of singles-friendly culture by considering
14 single childless employees. The findings of this study revealed in particular that
15 creating an organizational-level culture that was socially inclusive was an effective
16 way to reduce single childless employees’ WPC and PWC. Casper et al. (2007)
17 posited that social inclusion as a dimension of singles-friendly work culture was
18 especially important given its positive association with single employees’
19 organizational commitment and perceived organizational support. Our study also
20 found that social inclusion at the organizational level could influence single
21 employees’ job performance in the work domain and leisure satisfaction in the
22 nonwork domain.

23 Last, by adopting a multilevel approach, this study contributes to the literature
24 on work–nonwork interrole conflict in the hospitality industry. We examined the
25 direct and indirect effects of a hotel-level antecedent on the individual-level factors of

1 single childless employees' job performance and leisure satisfaction via work–
2 personal conflict. Organizations can be viewed as multilevel systems in which each
3 entity is defined as a unique level such that the individual, team, and organizational
4 levels are arranged in a nested structure (González-Romá & Hernández, 2017;
5 Kozlowski & Klein, 2000). In a recent study on hospitality work–family conflict,
6 O'Neill and Follmer (2020) suggested that using a multilevel perspective was
7 necessary to investigate phenomena that were associated with hospitality employees'
8 work–family conflicts. In a similar way, employees who are single and childless may
9 also be influenced by managerial support and policy at the organizational level.
10 Through the application of social information processing theory (Salancik & Pfeffer,
11 1978) and by considering level-related issues (e.g., individuals, groups, organizations)
12 in the development of organizational theory (González-Romá & Hernández, 2017),
13 this study provides robust evidence regarding the effects of the social inclusion of a
14 singles-friendly culture at the hotel level on employees.

15 *5.2. Managerial implications*

16 The study can assist hotel industry managers in recognizing single childless
17 employees as an important, distinct, and growing segment of the labor force. The
18 findings highlight the significance of the social inclusion of a singles-friendly culture
19 for both employees and organizations. In a study conducted by O'Neill and Follmer
20 (2020), the authors noted that hotel managers identified the need to enhance their
21 employees' work–life balance and developed various family-supportive programs and
22 policies. However, many of these programs and policies, such as on-site childcare and
23 dependent care support, only applied to employees who were married and had family
24 responsibilities, and not to single childless employees. The findings of this study
25 underscore the importance of the personal roles played by single childless employees

1 and illustrate the note the effect of the social inclusion of a singles-friendly culture on
2 enabling a balance between the work and personal roles of single childless employees.

3 The multilevel perspective used in this study provides several insights to
4 encourage hotels to develop a socially inclusive work environment at the
5 organizational level and to strengthen the implementation of programs and policies at
6 the individual level. At the hotel level, companies can establish singles-friendly
7 programs and policies to eliminate negative stereotyping toward single childless
8 employees and to ensure they are not singled out in the workplace. Although members
9 of this group do not require support for family responsibilities, they do require support
10 for personal and social matters. Thus, hotels need to acknowledge, respect, and
11 support single childless employees' needs and encourage a balance in work-nonwork
12 life for all employees. In addition, team-building activities and well-being
13 improvement events can be offered to both single childless employees and married
14 employees to enhance mutual understanding between these two groups. In the long
15 run, the harmonious working relationships between these two groups of employees
16 will contribute to the hotels' sustainable development.

17 At the individual level, supervisors and coworkers play critical roles in
18 reducing conflicts between single childless employees' work and personal lives and in
19 improving their leisure life satisfaction. Studies have found that members of
20 Generations Y and Z valued their leisure time more than older generations did at the
21 same age (Chahil, 2015). Studies have also indicated that having supportive
22 supervisors and coworkers was linked to higher levels of employee leisure satisfaction
23 (e.g., Lin et al., 2014). Offering flexible work arrangements can be useful in
24 addressing the personal needs of single childless employees and in guaranteeing their
25 leisure satisfaction. It is therefore critical to train supervisors to identify the demands

1 and concerns of single childless employees and to encourage coworkers to be more
2 supportive and considerate, particularly when members of this group need help.

3 The findings of this study also indicate that the nature of social inclusion of
4 singles-friendly culture varies from hotel to hotel. As such, hotels should take their
5 unique organizational cultures and characteristics into consideration when developing
6 socially inclusive programs and policies. For example, hotels may infuse their vision,
7 mission, and core values into such programs and policies, thereby enabling single
8 childless employees to understand the purposes of these supportive programs and
9 policies. Employee recruitment officers can highlight the availability of the supportive
10 programs and policies to new graduates and job applicants. Managers of hotel chains
11 may want to apply consistent socially inclusive programs and policies in all of their
12 hotels. In these cases, employees who are transferred from one hotel to another within
13 a single management company can quickly adjust to their new environments and feel
14 a sense of belonging.

15 In addition, managers should recognize that their employees' opinions play a
16 crucial role in creating and maintaining a socially inclusive work culture and
17 environment. To help create a supportive culture, human resources departments can
18 invite single childless employees to speak freely about their expectations of a socially
19 inclusive environment and the specific support they require to improve their work–
20 personal life balance. Their ideas can be elicited through annual hotel satisfaction or
21 engagement questionnaires. These initiatives would provide single childless
22 employees with the opportunity to feel that their opinions are valued and their well-
23 being is considered.

1 *5.3. Limitations and suggestions for future research*

2 Although our study contributes to the literature in many important ways, we
3 need to acknowledge its limitations. First, this study has a cross-sectional design that
4 cannot capture changes in employees' perceived conflict between the work and
5 personal domains. Previous daily diary studies have shown that employees'
6 perceptions of work–family conflict and work–life balance can fluctuate daily
7 (Calderwood et al., 2020; Ilies et al., 2007). Therefore, a future study could establish a
8 three-level model to examine the effects of organizations (e.g., policy, climate, culture)
9 and individuals (e.g., personality traits) on the daily experiences of single childless
10 employees (e.g., after-work recovery experiences). Second, as suggested by Rothbard
11 et al. (2020), examinations of “nontraditional” family structures can include single
12 parents or same-sex couples.

13 While our study takes an important first step in examining the work–personal
14 conflicts of single childless employees, future studies can extend the scope of
15 investigation by exploring the perceptions of work–nonwork conflict among people in
16 other types of family structures. Third, we did not consider the influence of the
17 percentage of single childless employees in each hotel. According to social
18 information processing theory (Salancik & Pfeffer, 1978), employee behavior can be
19 influenced by information cues from colleagues. As such, it is likely that a single
20 employee's perception of single supportive policies would be different depending on
21 the number of single childless employees they work with. Moreover, we specifically
22 explored the role of social inclusion, as it is a particularly important facet of singles-
23 friendly culture (Casper et al., 2007). We suggest that future research on single
24 employees can further explore the role of other dimensions of a singles-friendly work
25 culture, such as equal work expectations and respect for nonwork roles. Last, we note

1 that life stages influence individuals' roles in both the work and nonwork domains
2 (Rothbard et al., 2020). Although this study demonstrates the importance of
3 employees' personal roles, different life and work roles can coexist for certain
4 employees. It would therefore be meaningful to examine how the changes in
5 employees' life stages (e.g., from single to married) alter their perceptions of work
6 roles, family roles, and personal roles. Longitudinal studies that track fluctuations in
7 employees' responses to family-supportive policies, and personal life supportive
8 policies can also be informative in this regard.

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