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RESEARCH ARTICLE

Work-leisure conflict and job burnout in the hospitality industry: The buffering effects of psychological resilience and detachment

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ABSTRACT

This study examines the impact of work-leisure conflict on job burnout among hotel employees, with a particular focus on the moderating roles of psychological resilience and psychological detachment. Data were collected from 390 full-time employees working at five-star hotels in the Greater Cairo region, Egypt. PLS-SEM was conducted to analyze the data and test the study hypotheses using WarpPLS version 7. The results revealed that work-leisure conflict has a significant positive effect on job burnout, indicating that employees facing higher levels of work-leisure conflict are more prone to burnout. Furthermore, the study found that both psychological detachment and psychological resilience play significant buffering roles, weakening the relationship between work-leisure conflict and job burnout. These findings highlight the importance of fostering psychological resilience and promoting effective psychological detachment strategies to mitigate the negative effects of work-leisure conflict in the hospitality industry. This study contributes to a deeper understanding of the dynamics of work-leisure balance in high-pressure work environments and provides practical implications for improving employee well-being and performance in the hospitality sector.

Keywords: work-leisure conflict; job burnout; psychological resilience; psychological detachment; hospitality industry

1. Introduction

The hospitality industry is widely acknowledged for its highly demanding work environment, characterized by extended working hours, irregular schedules, intense emotional labor, and sustained customer interaction. These conditions often blur the boundaries between professional responsibilities and personal life, giving rise to Work-Leisure Conflict (WLC)—a form of role conflict in which job demands impede an individual's ability to engage in leisure activities and recover from work-related strain[1]. Persistent experiences of WLC have been associated with reduced well-being and job satisfaction, underscoring the urgent need for

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further exploration of this phenomenon, particularly in high-stress, service-intensive sectors such as hospitality[2].

Job burnout, a debilitating psychological syndrome characterized by emotional exhaustion, depersonalization, and diminished personal accomplishment, represents one of the most severe consequences of chronic work-leisure conflict[3]. This phenomenon is particularly pervasive in the hospitality sector, where frontline staff face continuous exposure to occupational stressors with inadequate recovery opportunities[4]. The increasing prevalence of burnout presents significant challenges at multiple levels. It adversely affects both individual well-being and organizational functioning[5]. At the individual level, it compromises mental health and job performance, while at the organizational level, it manifests through reduced workforce productivity, elevated employee turnover, and progressive erosion of service standards[6].

Recent research has turned its attention to personal resources that may buffer the negative effects of workplace stressors. Among these, psychological resilience conceptualized as an individual's capacity to adapt and recover from challenging circumstances has been recognized as a pivotal protective factor against work-related strain[7]. Empirical evidence suggests that resilient employees demonstrate superior coping mechanisms when navigating work-leisure conflicts, thereby exhibiting greater resistance to burnout development[8]. Parallel research highlights the critical role of psychological detachment, the cognitive and emotional disengagement from work demands during off job time as an essential recovery mechanism[9]. This protective strategy facilitates the replenishment of depleted psychological resources, serving as a buffer against the cumulative effects of occupational stress and reducing vulnerability to burnout syndrome[10].

While scholarly investigations into work-leisure dynamics and occupational health have expanded considerably, a significant research gap persists regarding the synergistic effects of psychological resilience and detachment in mitigating the work-leisure conflict-burnout relationship, particularly in hospitality settings. Current literature exhibits two primary limitations: first, predominant focus on work-family conflict rather than leisure-specific interference; second, failure to examine resilience and detachment as concurrent protective mechanisms. Furthermore, the distinctive high-stress operational environment characteristic of the hospitality industry marked by emotional labor, unpredictable schedules, and customer-facing pressures remains insufficiently addressed in existing theoretical frameworks examining these protective factors.

This study is therefore significant in both theoretical and practical terms. It contributes to the literature by integrating work-leisure conflict, job burnout, and personal coping mechanisms within a single framework, addressing a critical gap in hospitality research. Practically, the findings can guide hospitality managers in designing interventions that enhance employee resilience and promote effective detachment strategies, ultimately fostering healthier work environments, improving employee well-being, and sustaining organizational performance.

2. Literature review and hypotheses development

2.1. Work-leisure conflict

Tsaur et al.[11] introduced the concept of work–leisure conflict (WLC), proposing a compensatory relationship in which individuals must choose between work and leisure roles. This conflict arises due to the competing demands and limited temporal and psychological resources required to fulfill both roles. Tsaur et al.[11] elaborated on WLC as a form of inter-role conflict stemming from the incompatibility of expectations between work and leisure domains. Work-leisure conflict refers to the tension that arises when job demands interfere with an individual's ability to engage in leisure activities or personal time[12]. This form of conflict typically stems from long working hours, elevated job stress, or excessive work responsibilities, which

collectively limit opportunities for relaxation, personal pursuits, and family interactions[11]. Such interference has been linked to burnout, reduced life satisfaction, and adverse effects on both mental and physical health. Employees experiencing work-leisure conflict often struggle to psychologically detach from work during their non-working hours, thereby compromising their overall well-being[13]. To mitigate these challenges, organizations can foster work-leisure balance by offering flexible scheduling, sufficient paid leave, and employee-centered policies[12]. Effectively addressing work-leisure conflict is essential for enhancing employee morale, sustaining productivity, and promoting long-term job satisfaction[13].

2.2. Job burnout

Job burnout is a psychological condition resulting from prolonged exposure to workplace stress and is commonly defined by three core dimensions: emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment[14-16]. Emotional exhaustion refers to the depletion of emotional energy caused by sustained work pressures, whereas depersonalization is characterized by a sense of detachment or indifference toward one's job and colleagues[17,18]. The third component, diminished personal accomplishment, involves feelings of inefficacy or a lack of fulfillment in one's professional role[19,20]. Burnout typically arises when there is a persistent imbalance between job demands such as excessive workload or role ambiguity and the availability of coping resources, including autonomy and organizational support[5, 21]. While burnout can affect employees across a range of sectors, it is especially prevalent in high-pressure environments such as healthcare, education, and customer-facing industries[3,4].

Job burnout, characterized by emotional exhaustion and reduced personal efficacy, has been linked to prolonged exposure to work stressors[22]. Hussain et al.[20] emphasized the restorative role of psychological detachment from work as a mechanism to mitigate burnout, highlighting the importance of recovery experiences in work–leisure dynamics

2.3. Psychological detachment

Psychological detachment, defined as the ability to mentally disengage from work during non-working hours, is a critical mechanism for stress recovery and psychological well-being. By "switching off" from work-related thoughts, individuals can replenish cognitive and emotional resources, thereby alleviating fatigue and fostering positive affect[23]. Chronic failure to detach is associated with heightened exhaustion, prolonged stress, and adverse health outcomes, underscoring detachment's role as a protective buffer in high-pressure work environments. Importantly, detachment is not merely the passive absence of work engagement but an active process of boundary-setting, essential for sustaining long-term occupational resilience[24-26].

Xanthopoulou et al.[21] emphasize that the capacity for detachment depends on a complex interplay of individual and contextual factors. High workloads and over-identification with one's professional role often result in cognitive spillover, impeding mental disengagement. Conversely, recovery self-efficacy an individual's belief in their ability to manage stress and unwind—enhances detachment even under demanding conditions[23,24]. Organizational factors such as autonomy and supervisory support also moderate this process. Workplaces that offer emotional support and flexibility reduce the impact of work intensification, thereby facilitating more effective disengagement from job-related stressors[27]. These findings highlight the dynamic interaction between personal agency and systemic structures in shaping psychological detachment outcomes[8,25,28].

2.4. Psychological resilience

Psychological resilience is defined as an individual's capacity to adapt effectively to challenges such as adversity, trauma, or stress[9,29]. Contemporary research conceptualizes resilience not as a fixed personality

trait but as a flexible, evolving process shaped by both internal dispositions and external environmental influences[7,30]. It encompasses dynamic adaptive mechanisms such as emotional regulation, cognitive flexibility, and social support that enable individuals not only to recover from hardship but also to achieve post-adversity growth[29].

Neuroscientific evidence further underscores the biological underpinnings of resilience. Begega et al.[10] highlight the role of the habenula, a brain region implicated in stress processing, suggesting that increased habenula volume is associated with greater resilience and a lower risk of depression indicating a potential structural basis for resilience. Moreover, Widyawati et al.[9] emphasize the role of family resilience, particularly in high-stress contexts such as military life, where frequent relocations and prolonged separations necessitate intentional strategies to strengthen collective coping capacities.

2.5. Underpinning theory

The Conservation of Resources (COR) theory, proposed by Hobfoll[31] offers a foundational framework for understanding the relationship between work-leisure conflict and job burnout. According to COR theory, individuals strive to acquire, protect, and retain valued resources such as time, energy, and psychological well-being[32]. Work-leisure conflict arising when work demands interfere with personal or family life can deplete these resources, leading to prolonged stress and emotional exhaustion, a core dimension of burnout[33]. As COR theory posits, continuous exposure to resource-draining conditions without sufficient recovery opportunities significantly heightens the risk of burnout[34].

Within this framework, psychological detachment the ability to mentally disengage from work during non-working hours emerges as a crucial moderator. It fulfills a restorative function by allowing individuals to conserve and replenish depleted resources[35,36]. When employees are able to detach mentally from work, even amid high work-leisure conflict, they experience improved emotional recovery and reduced psychological strain[37]. This detachment disrupts the stressor-strain pathway outlined in COR theory, thereby weakening the adverse impact of work-leisure conflict on burnout. Empirical studies further support this moderating role, demonstrating that psychological detachment buffers the harmful effects of various work-related stressors, including work-leisure imbalance, on burnout outcomes[36].

2.6. Work-leisure conflict and job burnout

Work-leisure conflict, defined as the tension between professional demands and personal life responsibilities, has been consistently linked to elevated levels of job burnout[38]. Burnout characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment often arises when individuals are unable to balance workplace pressures with their personal or family needs[19]. Maslach and Leiter[39] emphasize that prolonged exposure to work-leisure imbalance depletes both emotional and physical resources, contributing to chronic stress and eventual burnout. Similarly, a meta-analysis by Singe et al.[40] confirms that work-family conflict significantly predicts burnout, particularly in high-stress service occupations.

The mechanisms linking work-leisure conflict to burnout include sustained psychological strain and limited recovery opportunities[41]. Employees confronted with excessive work demands and insufficient time for rest or family engagement are more likely to experience heightened stress and diminished coping capacity[42]. Research by Sonnentag and Fritz[35] underscores that inadequate psychological detachment from work exacerbates emotional exhaustion a core symptom of burnout[43]. Moreover, Wang et al.[44] found that individuals with poor work-leisure integration report higher levels of cynicism and disengagement, further intensifying burnout symptoms.

Both organizational and individual-level interventions can mitigate these adverse effects. Flexible work arrangements, supportive leadership, and stress management programs have been shown to alleviate work-leisure conflict and reduce its impact on burnout[32]. Encouraging self-care practices and clear boundary-setting also equips employees to manage competing demands more effectively. By addressing work-leisure conflict proactively, organizations can cultivate healthier work environments and diminish the risk of burnout[45]. Consequently, the following hypothesis is proposed:

H1: *Work-Leisure Conflict increases job burnout.*

2.7. Psychological Resilience as a moderator

Psychological resilience plays a critical moderating role in mitigating the adverse effects of Work-Leisure Conflict on job burnout by equipping individuals with the cognitive and emotional resources necessary for effective stress management[36]. Extensive research shows that Work-Leisure Conflict arising when work demands interfere with personal or family responsibilities significantly contributes to burnout, a syndrome marked by emotional exhaustion, depersonalization, and reduced personal accomplishment[36].

However, individuals with higher levels of psychological resilience are better equipped to adapt to such stressors, maintaining emotional balance and a sense of purpose despite external pressures[37]. For example, resilient individuals frequently employ adaptive coping strategies such as positive reframing, problem-solving, and emotional regulation, which help counteract the fatigue and frustration commonly associated with Work-Leisure Conflict[35]. Moreover, resilience is associated with greater optimism and an enhanced ability to achieve psychological detachment during non-working hours—factors that are instrumental in reducing burnout symptoms[46].

Empirical findings also suggest that resilience not only buffers the direct impact of conflict on burnout but may also mediate its effects by enhancing job engagement and satisfaction[44]. This protective role is particularly valuable in high-demand professions where employees frequently face overlapping pressures from work and family domains[37]. As such, promoting resilience through targeted interventions such as mindfulness training, cognitive-behavioral strategies, and organizational support programs can be a practical and effective means of reducing burnout among employees experiencing high Work-Leisure Conflict[32]. Accordingly, the following hypothesis is proposed:

H2: *Psychological Resilience moderates the relationship between Work-Leisure Conflict and job burnout, such that higher resilience weakens this relationship.*

2.8. Psychological detachment as a moderator

Psychological detachment, defined as the ability to mentally disconnect from work during non-working hours, plays a crucial moderating role in the relationship between Work-Leisure Conflict and job burnout[34]. Work-Leisure Conflict occurs when professional demands encroach upon personal life responsibilities, often resulting in chronic stress that contributes to emotional exhaustion—one of the core dimensions of burnout[47]. However, individuals who are able to psychologically detach from work during their leisure time are better protected from these adverse effects[46].

Detachment facilitates recovery from work-related stress by replenishing emotional and psychological resources, thereby alleviating burnout symptoms[35]. Empirical studies confirm that psychological detachment significantly mitigates the detrimental impact of Work-Leisure Conflict, leading to lower levels of emotional exhaustion and depersonalization key indicators of burnout[47]. For example, Mihelič et al.[34] found that employees with high detachment capacity reported substantially lower burnout levels, even under conditions of severe work-family conflict. These findings highlight detachment as a vital coping mechanism[32].

Furthermore, interventions that enhance detachment such as mindfulness training and boundary management strategies have been shown to effectively reduce burnout in high-stress professional contexts[32,35]. Collectively, the evidence underscores the importance of fostering work environments that respect work-life boundaries and support the development of detachment skills[34]. Enhancing psychological detachment not only protects employees from burnout but also contributes to sustained job performance and satisfaction[47]. Accordingly, the following hypothesis is proposed:

H3: *Psychological detachment moderates the relationship between Work-Leisure Conflict and job burnout, such that higher detachment weakens this relationship.*

The theoretical framework of the study is illustrated below in **Figure 1**.

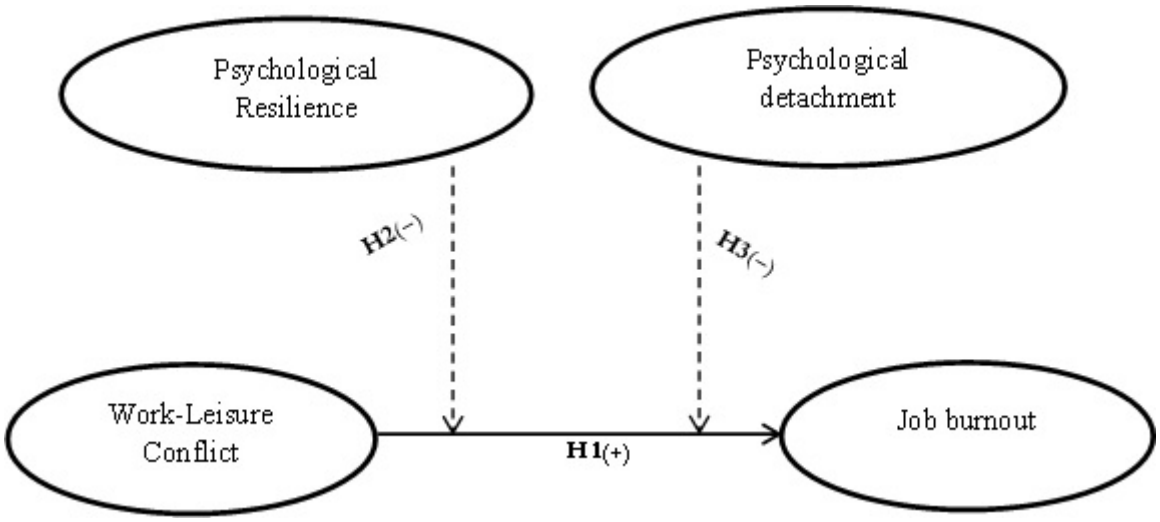

Figure 1. The theoretical framework of the study.

3. Methodology

3.1. Research design and measurement instruments

This study employed a quantitative research design to investigate the influence of work-leisure conflict on job burnout among hotel employees, emphasizing the moderating effects of psychological resilience and psychological detachment. A structured survey instrument was utilized, consisting of two sections. The first measured the study's primary latent constructs—work-leisure conflict, job burnout, psychological resilience, and psychological detachment—while the second captured demographic and background characteristics of respondents.

All constructs were measured using established, validated scales, each rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Specifically:

- Work-leisure conflict was assessed using a five-item scale developed by Wong and Lin[48].
- The eight items used to assess job burnout in this study were adapted based on the conceptual foundation of the Maslach Burnout Inventory (MBI)[22], one of the most widely validated measures of occupational burnout. However, to ensure contextual and cultural relevance for the Egyptian hospitality sector, we referred to Irfan et al.[49], who adapted and operationalized the MBI for respondents working in different companies in developing countries.
- Psychological resilience was evaluated using a 14-item scale adapted from Block and Kremen[50] and Yang et al.[37].

- Psychological detachment was measured with a four-item scale adapted from Sonnentag and Fritz[35].

A complete list of measurement items is provided in Appendix A.

To ensure cultural and linguistic validity for Arabic-speaking participants, the questionnaire underwent a rigorous translation and back-translation process based on Brislin's[51] guidelines. The English version was initially translated into Arabic by a bilingual expert. A second independent bilingual translator, unfamiliar with the original, then translated it back into English. This procedure ensured conceptual equivalence and addressed potential discrepancies, thereby enhancing the instrument's validity and reliability in the Arabic context. In addition, a pilot study with 30 hotel employees was conducted to assess the clarity, appropriateness, and cultural relevance of the items. Minor adjustments in wording were made based on participant feedback to enhance comprehension without altering the constructs' meanings.

3.2. Sampling strategy and data collection

Five-star hotels were selected as the research context due to their demanding work environments, characterized by long hours and high-performance expectations—conditions that intensify work-leisure conflict and burnout. Within such settings, psychological resilience and detachment are critical coping mechanisms for employee well-being.

Data were collected from full-time employees working in five-star hotels located in Greater Cairo, Egypt. According to the Egyptian Ministry of Tourism and Antiquities[52], there were 30 five-star hotels in this region as of 2022. Given the absence of official data on the exact number of employees in these hotels, Cochran's (1963) formula was applied to determine a statistically representative sample size, resulting in a target of 385 responses. Cochran's[53] formula, which is a widely accepted scientific approach specifically designed for cases where the population size is unknown or infinite. This method allows for the calculation of an appropriate sample size that ensures generalizability within a defined margin of error and confidence level. By using Cochran's formula at a 95% confidence level and a 5% margin of error, we ensured that the sample size is statistically sound and reasonably representative of the broader hotel workforce. This approach has been used extensively in hospitality and social science research under similar conditions.

A total of 600 questionnaires were distributed across 25 participating hotels using a convenience sampling technique, due to logistical challenges and the geographic dispersion of hotels. The study achieved a response rate of 65%, yielding 390 valid responses for analysis.

3.3. Data analysis procedures

Data analysis was conducted using WarpPLS 7.0, a specialized software for Partial Least Squares Structural Equation Modeling (PLS-SEM)[55]. PLS-SEM was deemed suitable for the following reasons:

1. It supports early-stage theory development and exploratory model testing, even when theoretical grounding is still emerging.
2. It accommodates non-normal data distributions, which are common in social science research settings.

To verify the representativeness of the sample and assess potential non-response bias, t-tests were conducted comparing responses from early and late participants. Since late respondents often resemble non-respondents, the absence of significant differences ($p > 0.05$) confirmed that non-response bias was not a threat.

In addition, to address potential common method bias (CMB)—an inherent concern in self-reported data Harman's single-factor test was performed. The analysis revealed that no single factor accounted for more than

50% of the total variance, indicating that CMB was not a significant concern, thereby reinforcing the robustness of the findings.

4. Results

4.1. Participant's profile

Table 1 presents the demographic characteristics of the 390 full-time hotel employees who participated in the study. The majority of respondents were male (67.95%), while females accounted for 32.05%. Most participants fell within the 30 to 45 age range (47.69%), followed by those over 45 years old (28.72%), and those under 30 years (23.59%). In terms of education, the majority held a bachelor's degree (67.44%), while 21.03% had a master's or PhD, and 11.54% had completed high school. Regarding marital status, most participants were married (70.77%), while 24.62% were single, and a small proportion were divorced (3.59%) or widowed (1.03%). To ensure informed responses, only employees with at least one year of work experience were included, as this duration is generally sufficient for individuals to understand workplace culture and norms[54].

Table 1. Participant's profile (N=390).

		Frequency	Percent
Gender	Male	265	67.95
	Female	125	32.05
Age	< 30 years	92	23.59
	30 : 45 years	186	47.69
	>45	112	28.72
Education	High schools	45	11.54
	Bachelor	263	67.44
	Master/PhD	82	21.03
Marital status	Single	96	24.62
	Married	276	70.77
	Divorced	14	3.59
	Widow	4	1.03

To ensure that participants could provide informed and objective responses, only employees with at least one year of work experience were included in the study. This criterion aligns with Morrison's[54] assertion that employees typically develop a solid understanding of an organization's culture and norms within the first six months of employment, making them well-positioned to evaluate the variables under investigation.

4.2. Measurement model

Appendix (B) presents the model fit and quality indices proposed by Kock's[55] for the proposed four-factor model, which includes work-leisure conflict, job burnout, psychological detachment, and psychological resilience. The model was evaluated using WarpPLS 7.0, and the results indicate a good model fit across all key criteria: The average path coefficient (APC) was 0.353 ($p < 0.001$), indicating statistically significant relationships among the constructs. The average R-squared (ARS) and average adjusted R-squared (AARS) values were 0.507 and 0.492 respectively (both $p < 0.001$), suggesting moderate to strong explanatory power. Multicollinearity assessments showed acceptable values, with AVIF = 3.081 and AFVIF = 1.871, both within recommended thresholds. The Tenenhaus Goodness-of-Fit (GoF) index was 0.592, exceeding the cutoff for a

large effect size (≥ 0.36), indicating a robust overall model fit. Additional quality indices such as the Sympson's Paradox Ratio (SPR), R-squared Contribution Ratio (RSCR), Statistical Suppression Ratio (SSR), and Nonlinear Bivariate Causality Direction Ratio (NLBCDR) all scored 1.000, meeting or exceeding ideal thresholds and confirming the absence of statistical anomalies or suppression effects. Together, these results affirm that the model is statistically sound and suitable for hypothesis testing.

The results presented in **Table 2** demonstrate that all constructs—work-leisure conflict, job burnout, psychological detachment, and psychological resilience—exhibit satisfactory psychometric properties. All item loadings exceed 0.60, and both composite reliability (CR) and Cronbach's alpha (CA) values are above the recommended thresholds, indicating strong internal consistency. Average Variance Extracted (AVE) values are above 0.50, supporting convergent validity. Additionally, VIF values are below 3.3, suggesting no multicollinearity concerns, and the skewness and kurtosis statistics indicate an acceptable level of normality for SEM analysis. Overall, the measurement model is reliable and valid for further testing.

Table 2. Results of psychometric properties.

Construct	Indicators	Loading	CR	CA	AVE	VIF	Skew.	Kurt.
Work-leisure conflict (WLC)	WLC.1	0.733	0.827	0.738	0.544	1.219	-0.225	0.270
	WLC.2	0.691						
	WLC.3	0.731						
	WLC.4	0.732						
	WLC.5	0.799						
Job burnout (JB)	JB.1	0.804	0.916	0.895	0.579	1.830	-1.309	1.825
	JB.2	0.652						
	JB.3	0.785						
	JB.4	0.777						
	JB.5	0.764						
	JB.6	0.703						
	JB.7	0.764						
	JB.8	0.821						
Psychological detachment (PD)	PD.1	0.753	0.845	0.756	0.578	1.838	-0.761	0.526
	PD.2	0.807						
	PD.3	0.762						
	PD.4	0.715						
Psychological resilience (PR)	PR.1	0.832	0.924	0.904	0.604	1.310	-0.162	-0.695
	PR.2	0.785						
	PR.3	0.861						
	PR.4	0.837						
	PR.5	0.868						
	PR.6	0.852						
	PR.7	0.807						
	PR.8	0.815						
	PR.9	0.821						

Construct	Indicators	Loading	CR	CA	AVE	VIF	Skew.	Kurt.
	PR.10	0.647						
	PR.11	0.666						
	PR.12	0.682						
	PR.13	0.678						
	PR.14	0.667						

"CR: Composite reliability; CA: Cronbach's alpha; AVE: average variance extracted; VIF: variance inflation factors ".

Table 2. (*Continued*)

Table 3 presents the correlation matrix among the latent variables along with the square root of the AVE values shown on the diagonal in bold. The square roots of AVEs for all constructs— work-leisure conflict (0.738), job burnout (0.761), psychological detachment (0.760), and psychological resilience (0.777)—exceed their inter-construct correlations, supporting discriminant validity based on the Fornell-Larcker criterion.

Table 3. Correlations among latent variables with the square root of AVEs.

	WLC	JB	PD	PR
Work-leisure conflict (WLC)	**0.738**			
Job burnout (JB)	0.343	**0.761**		
Psychological detachment (PD)	0.237	0.615	**0.760**	
Psychological resilience (PR)	0.299	0.330	0.442	**0.777**

Table 4 presents the Heterotrait-Monotrait (HTMT) ratios used to assess discriminant validity among the latent variables. All HTMT values are below the conservative threshold of 0.85. This indicates that the constructs are sufficiently distinct from one another, thus confirming strong discriminant validity.

Table 4. Discriminant validity (HTMT).

	WLC	JB	PD	PR
Work-leisure conflict (WLC)				
Job burnout (JB)	0.445			
Psychological detachment (PD)	0.353	0.753		
Psychological resilience (PR)	0.473	0.422	0.609	

4.3. Structural model and hypotheses testing

Table 5 presents the results of the structural model testing both direct and moderating effects. The direct effect (H1) shows that work-leisure conflict (WLC) has a significant positive impact on job burnout (JB) (β=0.20, p=0.01, f^2=0.100), supporting the hypothesis that increased work-leisure conflict contributes to higher burnout levels. For the moderating effects, psychological detachment (PD) significantly weakens the relationship between WLC and JB (H2: β=-0.59, p< 0.01, f^2=0.302), indicating a strong buffering role. Similarly, psychological resilience (PR) also moderates this relationship (H3: β=-0.26, p < 0.01, f^2 =0.110), indicating medium effect size. The model explains 51% of the variance in job burnout (R^2 = 0.51), reflecting substantial explanatory power.

Table 5. Hypothesis testing.

H	Structural Paths	Path Coefficient (β)	*P*-values	Effect Size (f^2)	Result
Direct Effect					
H1	WLC →JB	0.20	0.01	0.100	Supported
Moderating Effect					
H2	WLC *PD → JB	-0.59	<0.01	0.302	Supported
H3	WLC *PR → JB	-0.26	<0.01	0.110	Supported
$R^{2:} = 0.51$					

5. Discussion

This study aims to investigate the impact of work-leisure conflict on job burnout among hotel employees, with a particular emphasis on the moderating effects of psychological resilience and psychological detachment.

The findings indicate that work-leisure conflict contributes to increased job burnout among hotel employees, consistent with the results of Mansour and Tremblay[56] and Elbaz et al.[57]. One of the primary reasons work-leisure conflict contributes to burnout is the demanding work schedules inherent in the hotel industry[56,58]. Employees often work long hours, irregular shifts, and are required to be available during evenings, weekends, and holidays. This schedule directly conflicts with personal leisure time, reducing opportunities for relaxation and social activities. Additionally, hotel employees engage in high emotional labor, as they must manage their emotions while providing exceptional customer service[59]. This continuous emotional regulation can be draining, particularly when employees lack sufficient time to recover. When work consistently encroaches on leisure time, employees experience reduced recovery opportunities, leading to accumulated fatigue and an increased risk of burnout[60,61]. Moreover, the inability to engage in leisure activities also contributes to heightened stress levels and diminished well-being[62]. Employees who struggle to balance work and personal life often report lower life satisfaction and higher psychological distress, which further exacerbates burnout symptoms. Without adequate leisure time, employees may feel disconnected from their personal lives, fostering resentment and dissatisfaction with their jobs[63].

The findings also indicate that psychological resilience moderates the relationship between work-leisure conflict and hotel employees' job burnout, aligning with the results of Omreore and Nwanzu[65], Tükel et al.[66], Azimi[67], and Khaksar et al.[68], who argued that psychological resilience plays a crucial role in mitigating work-leisure conflict and job burnout. In this framework, psychological resilience moderates the impact of work-leisure conflict on burnout. Employees with high resilience are better equipped to manage stressors[68], maintaining a positive outlook[69], regulating emotions[70], and seeking social support when facing work-related pressures[71,72]. They also develop proactive coping mechanisms, such as problem-solving strategies and emotional detachment techniques, which help them navigate workplace demands without feeling overwhelmed[73,74]. As a result, even when experiencing work-leisure conflict, they are less likely to suffer from severe burnout. Conversely, employees with low resilience struggle to adapt to workplace stressors. Difficulties in emotional regulation, adjusting to work demands, and maintaining work-leisure balance heighten their vulnerability to emotional exhaustion, cynicism, and disengagement, ultimately increasing their risk of burnout[75,76]. Without effective coping strategies, these employees may become trapped in a cycle of chronic stress and diminished well-being.

Lastly, the findings suggest that psychological detachment moderates the relationship between work-leisure conflict and hotel employees' job burnout. This is consistent with Karabinski et al.[77] and Hamilton Skurak et al.[78], who emphasized the buffering role of psychological detachment in mitigating the negative

impact of work-leisure conflict. In the context of the hospitality industry where employees often face long hours, irregular shifts, and high job demands psychological detachment is especially critical. It enables employees to mentally disengage from work during their off-hours, fostering opportunities for rest, emotional recovery, and personal well-being. By creating a clear boundary between work and leisure, psychological detachment helps reduce emotional exhaustion and protects against the risk of job burnout. On one hand, employees with strong detachment skills can mentally switch off from work during their personal time even when work responsibilities interfere with leisure, they can create a psychological boundary that prevents work-related stress from dominating their thoughts[23,36,77]. This ability to separate work from personal life allows for genuine relaxation and emotional recovery, ultimately reducing the negative effects of work-leisure conflict. By giving themselves space to recharge, these employees are less likely to experience burnout. On the other hand, employees who struggle to mentally disconnect from work are more vulnerable to burnout[79]. They may find themselves ruminating about work-related issues, experiencing difficulty unwinding, and failing to enjoy their personal time. This constant preoccupation with work prevents the necessary psychological recovery, leading to accumulated stress and an increased risk of burnout. Without effective detachment strategies, work-leisure conflict becomes more damaging, intensifying emotional exhaustion and reducing overall well-being.

5.1. Theoretical implications

This study contributes to the literature on work–leisure conflict and job burnout by extending its application to the hospitality industry, particularly within the context of five-star hotels in Egypt. While previous research has primarily focused on work–family conflict, this study emphasizes the broader construct of work–leisure conflict, which is particularly relevant in service-intensive industries where employees contend with long, irregular work hours. By conceptualizing work–leisure conflict as a distinct antecedent of burnout, the study enhances our understanding of how insufficient personal time and recovery opportunities deplete employees' psychological resources, ultimately leading to exhaustion and disengagement.

Moreover, this research extends the Conservation of Resources (COR) theory by illustrating how work–leisure conflict functions as a significant resource-draining condition in high-demand environments. According to COR theory, individuals strive to obtain, retain, and protect their resources, and when these resources are threatened or lost—such as through persistent work intrusions into leisure time—burnout is a likely outcome. The findings reinforce this perspective by demonstrating that work–leisure conflict undermines psychological well-being, especially in the hospitality context, where both time demands and emotional labor are intensive.

This study further contributes by identifying psychological resilience and psychological detachment as important independent moderating mechanisms in the relationship between work–leisure conflict and job burnout. While some readers may infer a joint or interactive influence, the analysis specifically examines the separate effects of these personal resources. Resilience enables employees to maintain adaptive functioning and emotional balance in the face of work–leisure tensions, while psychological detachment facilitates recovery through mental disengagement from work. These findings affirm that both mechanisms play unique and valuable roles in reducing burnout but do not assess whether their interaction produces additive or synergistic effects. We acknowledge this distinction to clarify the scope of the present study and suggest that future research explore their combined or interactive influence, which remains underexplored.

Lastly, this study offers a cross-cultural contribution by contextualizing work–leisure conflict and burnout within the Egyptian hotel sector—a labor-intensive, customer-facing industry in a developing country. While socio-cultural dynamics such as collectivism, hierarchical workplace relationships, and societal norms likely influence how employees perceive and manage work–leisure boundaries, these cultural variables were not directly measured. We recognize this as a limitation and advise that future studies include explicit cultural

constructs (e.g., power distance, time orientation) to more rigorously examine their moderating or mediating roles. Nevertheless, by situating the findings in a non-Western context, this study broadens the theoretical lens on employee well-being and burnout, encouraging a more inclusive and context-sensitive understanding of these phenomena.

5.2. Practical implications

The findings of this study offer several valuable implications for hotel managers, policymakers, and HR professionals in the hospitality industry, particularly in Egypt's five-star hotels. Given the strong link between work-leisure conflict and job burnout, hotel managers must recognize the detrimental effects of excessive work demands encroaching on employees' personal time. To mitigate these negative effects, hotels should implement work-leisure balance initiatives, such as flexible scheduling, structured shift rotations, and adequate rest periods. Establishing policies that prevent excessive overtime and ensure sufficient time off can help employees recover from work stress, ultimately reducing burnout and enhancing overall job satisfaction.

Additionally, the study highlights the importance of psychological resilience as a key factor in mitigating burnout. Hotel organizations should invest in resilience-building programs, such as stress management workshops, mindfulness training, and mentorship opportunities. Providing employees with access to resilience-enhancing resources can help them develop coping strategies that enable them to manage stressors more effectively. Furthermore, HR departments should consider incorporating resilience assessments during recruitment and employee development programs, ensuring that staff members are equipped with the psychological resources needed to thrive in high-pressure environments.

Another critical implication of this study is the role of psychological detachment in buffering the effects of work-leisure conflict on burnout. Hotel employees often struggle to disconnect from work due to the nature of their roles, which involve continuous customer interactions and unpredictable work schedules. Employers can support psychological detachment by encouraging employees to engage in non-work-related activities during their time off. Promoting wellness programs, leisure activities, and digital disconnection policies (e.g., limiting work-related communication outside working hours) can help employees mentally disengage from work, leading to better recovery and reduced burnout.

Moreover, this study underscores the need for a cultural shift in the hospitality industry toward prioritizing employee well-being alongside guest satisfaction. Many hotel enterprises operate under the assumption that long hours and constant availability are necessary for excellent service delivery. However, the findings suggest that neglecting employees' personal time and well-being ultimately leads to burnout, decreased performance, and higher turnover rates. To retain skilled staff and sustain service quality, hotel leaders must foster a supportive work environment where employees feel valued, have control over their schedules, and are encouraged to maintain a healthy work-leisure balance.

Finally, these findings have implications for policymakers and labor regulations within the hospitality sector. Regulatory bodies should consider enforcing policies that protect employees from excessive workloads and ensure mandatory rest periods. Implementing industry-wide standards for work-leisure balance could help create a more sustainable work environment for hospitality employees. By addressing work-leisure conflict and promoting psychological resilience and detachment, hotel enterprises in Egypt can enhance employee well-being, reduce burnout rates, and ultimately improve organizational performance.

5.3. Limitations and further research

Despite its valuable contributions, this study has several limitations that should be acknowledged. First, the study relies on cross-sectional data, which limits the ability to establish causal relationships between work-

leisure conflict, job burnout, psychological resilience, and psychological detachment. Future research could employ a longitudinal design to capture changes in these relationships over time and provide stronger causal inferences. Additionally, self-reported measures were used to assess all variables, which may introduce common method bias. While procedural remedies were applied to mitigate this concern, future studies could incorporate multi-source data, such as supervisor or peer evaluations, to enhance the robustness of the findings.

Second, the study was conducted exclusively within five-star hotels in Egypt, which may limit the generalizability of the findings to other hospitality settings or different cultural contexts. Work-leisure conflict and burnout may vary depending on country-specific labor laws, cultural attitudes toward work-leisure balance, and industry norms. Future research should examine these relationships across diverse hospitality sectors, including budget hotels, resorts, and international chains, as well as in different geographical regions to determine the extent to which the findings hold across various settings. In addition, although the sample provides a useful snapshot, the generalizability of the findings may be constrained. Future research should consider stratified or multi-site sampling to enhance representativeness across different job functions and hotel categories.

Another limitation is the potential influence of unexamined variables that could shape the relationship between work-leisure conflict and burnout. While this study focused on psychological resilience and psychological detachment as moderating factors, other personal and organizational variables, such as emotional intelligence, organizational support, and leadership styles, may also play significant roles. Future studies should explore these additional moderating or mediating factors to gain a more comprehensive understanding of how employees cope with work-leisure conflict and burnout in the hospitality industry.

Furthermore, this study did not differentiate between various sources of work-leisure conflict, such as time-based, strain-based, or behavior-based conflict. Future research could investigate how these different dimensions of work-leisure conflict uniquely contribute to burnout and whether psychological resilience and detachment moderate these effects differently. This nuanced approach would help develop more targeted interventions for managing work-leisure conflict in hotel settings.

Finally, while this study provides valuable insights into mitigating burnout, it does not address the long-term organizational outcomes of work-leisure conflict, such as employee turnover, job satisfaction, and service quality. Future research should examine how burnout resulting from work-leisure conflict affects broader organizational performance indicators in the hospitality industry. By expanding the scope of analysis, future studies can provide a more holistic view of how work-leisure balance challenges impact both employees and organizations.

Conflict of interest

The authors declare no conflict of interest.

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Appendix (A): Measurement items

Job burnout

- My work keeps me from my family activities more than I would like
- The time I must devote to my job keeps me from participating equally in household responsibilities and activities.
- The time I spend with my family often causes me not to spend time at work activities that could be helpful to my career.
- The time I spend on family responsibilities often interferes with my work responsibilities
- I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.
- Due to all the pressures at work, sometimes when I come home, I am too stressed to do the things I enjoy.
- The problem-solving behaviors I use in my job are not effective in resolving problems at home.
- The behaviors that work for me at home do not seem to be effective at work..

Psychological resilience

- I am generous with my friends.
- I will recover quickly after being frightened.
- I enjoy dealing with new and unusual situations.
- I usually succeed in making a favorable impression on people.
- I enjoy trying new foods I have never tasted before.
- I am regarded as a very energetic person.
- I like to take different paths to familiar places.
- I am more curious than most people.
- Most of the people I meet are likeable.
- I usually think carefully about something before acting.
- I like to do new and different things.
- My daily life is full of things that keep me interested.
- I would be willing to describe myself as a pretty "strong" personality.
- I can quickly recover from anger.

Psychological detachment

- I distance myself from my work during non-work time
- I forget about work during non-work time.
- I don’t think about work at all.
- I get a break from the demands of work.

Work-leisure conflict

- I do not have enough time for leisure activities because of my job
- I do not have enough time to participate in leisure activities with my family/friends because of my job
- I do not have energy to participate in leisure activities because of my job
- I am not able to participate in leisure activities because of my job
- I have never been in a suitable frame of mind to participate in leisure activities because of my job

Appendix (B): Model fit and quality indices			
	Assessment	Criterion	Decision
Average path coefficient (APC)	0.353, P<0.001	P<0.05	Supported
Average R-squared (ARS)	0.507, P<0.001	P<0.05	Supported
Average adjusted R-squared (AARS)	0.492, P<0.001	P<0.05	Supported
Average block VIF (AVIF)	3.081	acceptable if ≤ 5, ideally ≤ 3.3	Supported
Average full collinearity VIF (AFVIF)	1.871	acceptable if ≤ 5, ideally ≤ 3.3	Supported
Tenenhaus GoF (GoF)	0.592	small ≥ 0.1, medium ≥ 0.25, large ≥ 0.36	Supported
Sympson's paradox ratio (SPR)	1.000	acceptable if ≥ 0.7, ideally = 1	Supported
R-squared contribution ratio (RSCR)	1.000	acceptable if ≥ 0.9, ideally = 1	Supported
Statistical suppression ratio (SSR)	1.000	acceptable if ≥ 0.7	Supported
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	acceptable if ≥ 0.7	Supported