



Contents lists available at ScienceDirect

International Journal of Hospitality Management

journal homepage: www.elsevier.com/locate/ijhm

How do lifestyle hospitality and tourism entrepreneurs manage their work-life balance?

Xiaoxia Sun^a, Honggang Xu^{b,*}, Mehmet Ali Köseoglu^c, Fevzi Okumus^d

^a Shenzhen Tourism College, Jinan University, Shenzhen, China

^b School of Tourism Management, Building 329, Northeast District, Sun Yat-sen University, 135 Xingang West Road, Haizhu District, Guangzhou, China

^c School of Hotel and Tourism Management, The Hong Kong Polytechnic University, Hong Kong

^d Rosen College of Hospitality Management, The University of Central Florida, FL, 32819, USA

ARTICLE INFO

Keywords:

Work-life balance

Lifestyle hospitality and tourism entrepreneur

Boundary

Self-employment

Flexibility

ABSTRACT

This study uses border theory to explore how lifestyle hospitality and tourism entrepreneurs manage their work-life balance. This research utilizes in-depth interviews and observations from Dali and Lijiang, China. Three types of findings emerged. First, for lifestyle entrepreneurs, work and personal life are not divided; business is considered a style of living, not work. Second, lifestyle entrepreneurs' boundary management tactics include temporal tactics, physical tactics, and psychological tactics. Third, the factors influencing the work-life balance of lifestyle entrepreneurs include personal factors and the contextual factors related to tourism destinations. This paper contributes to border theory by indicating how an individual's psychological borders have a decisive effect on work-life balance perception, and how both the tourism and Chinese contexts moderate the psychological borders of work-life balance to some extent.

1. Introduction

By applying border theory, this study investigates how lifestyle hospitality and tourism (H&T) entrepreneurs manage their work-life balance. Work and non-work-life are the two dominant domains people engage with daily (Clark, 2000; Guest, 2002), and the balance between work and life is related to overall life satisfaction and quality of life (Greenhaus et al., 2003; Guest, 2002). Most studies on work-life balance come from organizational perspectives rather individual ones, focusing on employees and managers; these organizational studies have found that work-life conflict relates to organizational contexts, such as long hours and work pressure (Sturges and Guest, 2004). Frequently, these studies in business and management literature examine the balance between the work and family domains related to women (Kreiner et al., 2009). The solutions for managing work-family conflict predominantly come from the organizational level, focusing on human resources policies, such as flexible work schedules and job sharing (Deery and Jago, 2009; Kreiner et al., 2009; Mulvaney et al., 2007). However, individuals also play an important role in achieving work-life balance (Kreiner et al., 2009). Greenblatt (2002) indicates that personal resources management of temporal resources, financial resources, and control can facilitate work-life balance.

Different from employees working in the context of an official organization, lifestyle H&T entrepreneurs are generally self-employed and have some degree of autonomy and flexibility related to their work (Walker et al., 2008). Some studies indicate that self-employment can promote work-life balance (Baines and Gelder, 2003; Loscocco and Smith-Hunter, 2004; Stone and Stubbs, 2007). Predominantly, previous studies on lifestyle entrepreneurs have examined the perspective of small businesses or entrepreneurship, focusing on entrepreneurship motivation and migration motives, but have rarely considered an entrepreneur's daily life experience. Lifestyle entrepreneurs set up small tourism businesses to make a living and pursue work-life balance (O'Reilly and Benson, 2009; Sun and Xu, 2017), but how they manage their work and non-work-life activities must be uncovered.

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

* Corresponding author.

E-mail addresses: sun_xx@sz.jnu.edu.cn (X. Sun), xuhonggg@mail.sysu.edu.cn (H. Xu), Mehmetali.koseoglu@polyu.edu.hk (M.A. Köseoglu), Fevzi.okumus@ucf.edu (F. Okumus).

<https://doi.org/10.1016/j.ijhm.2019.102359>

Received 13 February 2019; Received in revised form 6 July 2019; Accepted 7 August 2019

0278-4319/ © 2019 Elsevier Ltd. All rights reserved.

Responding to the research gap concerning how lifestyle entrepreneurs manage work-life balance (Ateljevic and Doorne, 2000; Cederholm and Hultman, 2010; Cunha et al., 2018; Hsieh, 2010; Hsieh and Lin, 2010), this study examines lifestyle entrepreneurs' strategies for balancing their work and personal lives and seeks to understand the factors that affect work-life balance. Exploring lifestyle H&T entrepreneurs' management of their work and life spheres, this paper contributes to border theory by addressing the important role psychological borders play on work-life balance. This research poses three questions: 1) What are lifestyle H&T entrepreneurs' perceptions of their daily work and non-work domains? 2) How do lifestyle H&T entrepreneurs manage the role boundaries between their work and personal lives? 3) What factors influence the work-life balance of lifestyle H&T entrepreneurs?

2. Literature review

2.1. Lifestyle entrepreneurs

Lifestyle entrepreneurs are usually tourism-related small business owners, whose lifestyle motivations are more important than their economic incomes (Saxena, 2015). Lifestyle H&T entrepreneurs are defined as H&T business owners actively pursuing a different way of life; they may be local residents or newcomers moving for this intention specifically (Bosworth and Farrell, 2011). This study focuses on the latter—migrants, who move for a new lifestyle in tourism destination. Lifestyle migrants frequently escape from a negative life elsewhere to pursue a new life in the new locale (Benson and O'Reilly, 2009; O'Reilly and Benson, 2009). Lifestyle entrepreneur migrants in Dali and Lijiang escape work-life conflicts in big cities, where work dominated their lives, and they usually worked long hours with significant work pressure (Sun and Xu, 2017). The lifestyles they pursue involve a new work-life balance, a better quality of life, and freedom from prior constraints (O'Reilly and Benson, 2009; Sun and Xu, 2017). Whether these entrepreneurs achieve this work-life balance, and how they manage their work and life in tourism destinations is seldom explored. Understanding how entrepreneurs manage work-life balance in daily life is the key to understanding the actual lives of lifestyle entrepreneurs in tourism destinations.

2.2. Work-life balance

Work and family became spatially and temporally segmented after the Industrial Revolution (Clark, 2000), resulting in work-life conflicts as it became increasingly difficult to meet the demands of both work and family. Consequently, the concept of work-life balance has become an important issue for people in modern society (Guest, 2002). In this context, "work" means paid employment and "life" includes activities outside of work (Guest, 2002). Balance is a metaphor, and the state of work-life balance is an individual's subjective perception that his or her work and personal life are compatible according to personal values and preferences (Guest, 2002; Kalliath and Brough, 2008). Clark (2000) defines work-life balance as "satisfaction and good functioning at work and at home, with a minimum of role conflict" (p. 751). Clark's definition emphasizes the subjective perception of role satisfaction; thus, it is often applied and accepted by researchers. Work-life balance is generally measured by work satisfaction, life satisfaction, and role conflict (Clark, 2002), and the overall appraisal of work-life balance (Hsieh and Lin, 2010; Li et al., 2013).

Most studies on work-life balance focus on front-line employees or managers in big companies from the perspective of the organization (Deery and Jago, 2009; Guillaume and Pochic, 2009; Mulvaney et al., 2007). Studies seldom examine small businesses. The present research questions center on the antecedent variables and outcome variables of work-life conflict and balance and the organizational policies that facilitate work-life balance (Aryee et al., 2005; Greenblatt, 2002; Guest,

2002). The determinants of work-life balance involve organizational factors (demands of work, culture of work, demands of home, culture of home) and individual factors (work orientation, personality, energy, personal control and coping, gender, age, life and career stage) (Aryee et al., 2005; Guest, 2002). The consequences of work-life balance or conflict include work satisfaction, life satisfaction, well-being and stress, performance at work and home, and the impact on others at work or home (Guest, 2002; Mulvaney et al., 2007). For employees or managers in huge organizations, the work and living space boundaries are relatively clear. These employees exhibit low autonomy related to work, and work-life conflicts arise when they cannot combine their work demands and family responsibilities. Unlike employees who are constrained by corporate institutions and working at a designated time and in a designated space, to some extent, lifestyle entrepreneurs acquire autonomy and control of their work (Hilbrecht and Lero, 2014).

Most of the lifestyle H&T entrepreneurs in Dali and Lijiang moved to township destinations to search for work-life balance and escape work-life conflicts in big cities (Sun and Xu, 2017). These small business owners are usually self-employed; they either work on their own or employ others (Hilbrecht and Lero, 2014). By offering flexibility and autonomy, self-employment is a proven way to achieve work and personal life balance (Hilbrecht and Lero, 2014; Walker et al., 2008). However, operating a consumer-oriented business frequently makes attaining work-life balance difficult (Glavin and Schieman, 2012). Several studies concerning how lifestyle entrepreneurs manage their work and non-work activities in the Nordic context arrived at similar conclusions (Carson et al., 2018; Cederholm, 2015). Cederholm (2015) presented the concept of ambiguity work to describe the work-life balance of female horse farmers in Sweden and found these lifestyle entrepreneurs remained caught between the commercial work and their personal lives. The structural tensions between lifestyle and business and home and business are found in commercial homes with permeable boundaries (Cederholm, 2015). Due to the seasonality of winter tourism in Sweden, international winter tourism entrepreneurs use seasonal balancing strategies to balance lifestyle and business, as frequently, they work intensely during the tourism season and travel during the off-season (Carson et al., 2018). These studies focused on the strategies lifestyle entrepreneurs used to balance work and life in the context of a commercial home (Cederholm, 2015). These strategies, however, are incomplete, as only the temporal dimension was considered in the seasonal strategy (Carson et al., 2018). Whether the lifestyle entrepreneurs achieved balance successfully, and the factors influencing balance were not discussed. In addition, as an entrepreneur's culture influences the values and norms related to work and life, this research examines how lifestyle H&T entrepreneurs manage their work and personal lives in the Chinese context, as different contexts may generate causal relationships.

2.3. Boundary/border theory and work-life balance

Border/boundary theory is the most frequently applied conceptual framework for explaining work-life balance (Allen et al., 2014; Kreiner et al., 2009). Boundary theory indicates how people create, maintain, and modify role boundaries (Ashforth et al., 2000). Borders are the dividing lines between different domains (such as work and life) in which people have different rules, modes of thinking, and actions (Clark, 2000). Permeability and flexibility are the important characteristics of boundaries between different domains (Ashforth et al., 2000; Clark, 2000). Boundary permeability is the extent to which a boundary allows for cross-over between different domains (Capitano and Greenhaus, 2018). Physical and temporal boundary permeations bring interruptions to and interference between different domains (Ashforth et al., 2000). Flexibility refers to how the boundaries contract or expand (Hall and Richter, 1989). Schedule flexibility is beneficial for balancing work and life (Clark, 2000). A highly flexible but not permeable boundary is conducive to balance, and a boundary of low

flexibility and high permeability seems to be related to high interference between work and personal life (Bulger et al., 2007). For lifestyle H&T entrepreneurs, especially the guesthouse owners living on the premises of their businesses, work and personal life domains are integrated, as the boundaries are highly flexible and highly permeable (Bulger et al., 2007; Ezzedeen and Zikic, 2017).

Boundary management is used to attain work-life balance. Several studies have focused on strategies from individual perspectives or policies from organizational perspectives (Allen et al., 2014). Nippert-Eng (1996) introduced the term “boundary work” to describe how people create, dismantle, and maintain the work-life border. By providing an individual perspective to study work-life balance, boundary work refers to boundary management strategies and statics used by individuals to manage role demands (Ezzedeen and Zikic, 2017; Kossek et al., 2005; Kreiner et al., 2009). Some studies have found that entrepreneurs experience higher levels of work-life conflict than other professionals because their work and life boundaries are of high flexibility and high permeability (Pohmann and Dulipovici, 2004; Winn, 2004), whereas other research has shown that an entrepreneur’s perceptions of work-life balance differs depending on his or her motivations (Ezzedeen and Zikic, 2017). Unlike business-oriented entrepreneurs, lifestyle entrepreneurs prioritize lifestyle over business. Previous research has indicated that lifestyle-oriented Bed and Breakfast innkeepers enjoy higher levels of work-life balance than business-oriented ones (Li et al., 2013), but these studies did not explain how lifestyle B&B operators realize that work-life balance.

Boundaries are created according to an individual’s strategies, preferences, and social contexts (Bulger et al., 2007; Desrochers and Sargent, 2004; Kossek et al., 2005). Clark (2000) found three kinds of borders between work and life: spatial, temporal, and psychological. A spatial boundary decides where domain-related activities happen and temporal borders define when domain-relevant behaviors take place. Psychological borders are “rules created by individuals that dictate when thinking patterns, behavior patterns, and emotions are appropriate for one domain but not the other” (Clark, 2000, p. 756). Predominantly, psychological borders are self-created, and they determine which domains an individual’s mental states belong in based on the individual’s perception (Clark, 2000, 2002). Entrepreneurs with highly integrated work and life domains attempt to make efforts to create and maintain temporal and spatial boundaries to reduce permeability and conflicts (Ashforth et al., 2000). Temporal and physical boundaries between work and personal life are not fixed, and they can be shifted based on the entrepreneur’s psychological perceptions (Sun and Xu, 2019). Therefore, lifestyle entrepreneurs also require psychological boundaries to balance business and lifestyle.

Border theory suggests that physical and psychological controls determine balance (Clark, 2000; Guest, 2002), but the present studies on boundary management statics refer to temporal, spatial, behavioral, and communicative tactics (Annink and Den Dulk, 2012; Hilbrecht and Lero, 2014; Kossek et al., 2005; Kreiner et al., 2009). These studies lack adequate discussion of the psychological statistics. As individuals perceive and assess differently on the spatial and temporal dimensions of work and life, psychological perception is very important for adjusting work-life balance. By using the conceptual framework of border theory, this paper examines how lifestyle H&T entrepreneurs achieve work-life balance in daily life.

3. Methodology

3.1. Research setting

Qualitative study through in-depth interviews and observations was used for this research since Hsieh (2010) indicates that studies should employ personal interviews to explore lifestyle B&B operators’ strategies for balancing work and personal life, and Allen et al. (2014) suggested conducting event-based experience research through

observation, allowing the researcher to record boundary crossing moments. This study’s fieldwork was conducted in the Chinese towns of Dali and Lijiang. Dali and Lijiang, located in northwestern Yunnan Province in China, are popular tourist destinations that attract plenty of lifestyle entrepreneur migrants from big cities (Sun and Xu, 2017). During the interviews, entrepreneurs were asked questions relating to the time of and motivation for their migration, their previous living situation, their expectations about life in the tourism destinations, how they chose their business type, their entrepreneurship motivations, their business preparation process, the business’ operation pattern, how many employees in their business, the employees’ work responsibilities, the relationship between the entrepreneur and their employees, how they cope with the daily work and non-work activities at the tourism destination, how they arrange their time, and their satisfaction with business and non-work sphere.

3.2. Data collection

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

The first interviews were conducted in Chinese from September 21, 2014 to October 27, 2014. Thirty-six tourism-related small business owners participated in these semi-structured, in-depth interviews. The interview time ranged from 45 min to two hours. The interviews were recorded using a digital voice recorder; permission to record was obtained from each respondent before the interview began. Informal observations were also conducted and recorded by the researcher during the interview, including the design and spatial layout of the business and the owner’s interaction with his or her customers. The author added most of the interviewees to WeChat after the interview; this will allow researchers to keep in touch with the subjects of this study, especially regarding future life changes. The second field survey was conducted in Dali from August 14th–27, 2017, and 23 guesthouse entrepreneurs (including DL19, DL21, DL22 in the first survey; see Table 1) accepted the interviews. The follow-up interview questions focused on the entrepreneurs’ daily experiences of managing the guesthouse, their perceptions of work-life balance, and their plans for their businesses.

Thirty-six interviews, an ideal sample size for a qualitative study according to Köseoglu et al. (2016), were completed. The researchers felt the respondents began providing similar and consistent comments, indicating data saturation had been reached (Köseoglu et al., 2018). According to the date of the interview and the sequence in which the interviews were conducted, the 36 interviewees were labeled using an acronym indicating their town as a letter (i.e., Lijiang: LJ or Dali: DL) and numbers (e.g., LJ1). Table 1 provides the relevant information regarding the respondents. The respondents were 21 guesthouse operators and 15 shop owners; 22 of these business owners had no employees. Half (10/21) of the guesthouses had employees; either the inn supervisors responsible for receiving guests or cleaners. The other guesthouses did not have employees, as the owners either had more than one partner (DL2, DL12, and DL20) or were supported by their parents (DL3, DL14, and DL18). Only four shops had employees, including the restaurant and bicycle rental shop. Almost all the small businesses ask volunteers for help during the high seasons of the

Table 1
Profile of lifestyle entrepreneurs in the sample.

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

summer holidays and the Spring Festival. Most volunteers are college students or gap-year students wanting to experience life in tourism destinations during their holidays.

3.3. Analysis

Following the interviews, the voice recordings were transcribed, forming the data set. Data were analyzed using the thematic analysis method. The thematic analysis method is used to identify, analyze, and describe themes or patterns through qualitative data (Braun and Clarke, 2006). As suggested by Braun and Clarke (2006), both the first and second authors conducted the data analysis work. In the first phase, they performed the coding work separately, read through the transcript to get familiar with it, produced the codes, and searched for the themes. In the second phase, they worked together to compare the coding results and reach a consensus on the themes. In this study, the theme analysis used the deductive method first, and two themes, autonomy and flexibility, were exacted from the literature (Annink et al., 2016; Hsieh and Lin, 2010). Following this, the inductive method was applied, and the theme uncertainty was refined from coding the interview information.

4. Findings

4.1. Perceptions of the work and personal life domains

Almost all lifestyle tourism entrepreneurs escape work-life conflicts in big cities and move to tourism destinations to obtain a new work-life balance (Sun and Xu, 2017, 2019). Lifestyle migrants want to have more leisure time (DL10), enjoy a slower pace of life (LJ3), control their own time and schedule (LJ7, DL1, and DL22), and do what they really enjoy (DL11). Small tourism businesses have low entrance barriers, offering migrants the possibility of living in tourism destinations (Xu and Ma, 2012; Sun and Xu, 2017).

According to Guest (2002), for lifestyle tourism entrepreneurs, work is related to business, and non-work-life refers to the aspects of life that have nothing to do with business. Work and life are not so divided for lifestyle entrepreneurs, as they live in their guesthouses or frequently cooperate with family members or friends. B&B innkeepers who live on the premises are extremely work-life integrated because of their highly flexible and permeable role boundaries (Allen et al., 2014). According to the 2014 survey, 20 of the 21 guesthouse operators lived in their properties. LJ14 did not live in his guesthouse because of his little son; he co-operated the business with his wife and employed his sister-in-law as a housekeeper. Although he believed work and life should be separated, his business and family life were highly integrated, as his guesthouse was a family business. His wife brought the children to the inn every day to spend time. The first author observed frequent boundary shifting between work and non-work while staying in LJ14's inn. LJ14 answered phone calls from guests asking the way to his guesthouse while holding his son at the front desk. When the garbage truck's music rang, he went out with his sister-in-law to throw out the trash. He talked with his sister-in-law about cleaning the guest rooms; he also asked her what time his son was fed and when he slept. They cooked and had meals together.

The owners of the non-guesthouse businesses lived in other locations. The temporal and spatial boundaries between work and life were clear. After closing the store, the entrepreneurs returned to their personal lives. DL7 chose to run a restaurant because of the freedom involved in opening and closing the restaurant.

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

Many lifestyle entrepreneurs believed running small businesses was different from their previous work in big cities; instead of considering these businesses work, they were a style of living. They did not distinguish between work and personal life because they lived at the slow pace of tourism destinations and enjoyed interacting with tourists.

Opening a handicraft shop is a style of life; I feel it is not work. (LJ1) Our guesthouse is not a business; it's like a home. (LJ4)

Every day we open the door and close the door without the feeling of going to and from work. The guesthouse is our home. Especially when coming back from a trip, we are going back home. (DL9)

Though tourism-related small business work is rarely as difficult as their previous employment, lifestyle entrepreneurs often experience work-life conflicts due to the highly permeable boundary. DL15 operated a postcard shop on her own and, during the high season, she was too busy answering guests' various inquiries to have time for meals. DL11 worked from 8 A.M. to 8 P.M. every day, as his partner was in America and the bicycle rental store had only been open for a few months. Thus, the workday was too long for him. DL5, a divorced woman, ran a bookstore on the first floor of the building by herself; she and her four-year-old son lived on the second floor. When the bookstore was open, her work domain was highly permeable, as the temporal and

physical boundaries between her work and personal life overlapped. The work-family conflicts arose when she was faced with demands from her customers and her son at the same time. The first author observed the following scene: DL5 was busy making afternoon tea for a family of three guests. Her boy painted coins with a pencil at the front desk, and then he played with cars in the room and bumped them around. After that, he began to misbehave, and locked the door, not allowing the guests to leave. When tourists passed by the store, the boy told them angrily that they could not take pictures. Later, with his mother's advice and guidance, the boy finally opened the door, though he held on to his mother and cried. Business and family life interfere with each other due to the integrated domains. DL5's son got angry when the guests came because the guests made his mother too busy to play with him. It was hard for DL5 to meet the demands from the guests and her son at the same time. As a mother, DL5 couldn't take care of her son while serving tourists, and she felt guilty about her son's misbehavior.

4.2. Boundary management strategies

The work-life boundaries of entrepreneurs are highly flexible and permeable, even boundaryless (Ezzedeen and Zikic, 2017). Balancing work and personal life means balancing business and lifestyle for lifestyle entrepreneurs; this is an ongoing process of boundary negotiation (Carson et al., 2018; Cederholm, 2015). Based on Clark's (2000) study, the boundary management strategies of lifestyle entrepreneurs for achieving work-life balance include temporal tactics, including controlling work time and setting vacations; physical tactics; and psychological tactics. Lifestyle entrepreneurs set up temporal and physical boundaries to separate work and life and reduce work-life conflicts; meanwhile, they attempt to adjust their psychological boundaries to balance business and lifestyle and enjoy their lives in the tourism destination.

4.2.1. Temporal tactics

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

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

Some entrepreneurs choose to employ other people to free themselves from long working hours. Some guesthouse owners employ local women to clean rooms and housekeepers to oversee guest reception (LJ4, LJ13, LJ14, DL19, and DL22). With the help of employees, the innkeepers only need to do work like marketing, handling reservations, and dealing with financial affairs; thus, their work time is reduced. The operating hours of tourism-related small businesses varied according to seasonal tourism demands. The peak tourism seasons in Dali and Lijiang include the summer holiday (40–50 days), National Day (7 days), and the Spring Festival (7–10 days). Although required to work long hours during the high season, tourism lifestyle entrepreneurs have more leisure time during the low season, when there are fewer (or no) guests.

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

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

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

I usually open the specialty shop at 10 A.M., as my leg was hurt recently. I don't open the shop when the rain is heavy, in case of [an] accidental slip. I like reading the news or books at home. (DL16)

Lifestyle entrepreneurs also set vacations to traveling in the off-season, leaving their small businesses in the care of employees or friends; sometimes, these businesses close entirely. Setting vacations can help entrepreneurs escape from daily work and further balance business and lifestyle. DL12 and her two partners set aside two 10-day and two 15-day holidays per year for each partner during the tourist off-season. They take turns taking vacations to guarantee the operation of their guesthouse. Entrepreneurs may even decide to close temporarily because of bad moods, a poor physical state, bad weather, or to go on a trip for several days (LJ9, DL6, DL15, DL16); this is especially true for the owners who operate their businesses on their own.

A few days ago, the old woman next door died, and the funeral would last for three days according to the local custom. As it may influence the business, I closed the door and made a snap decision to travel in Tengchong for five days. (DL16)

4.2.2. Physical tactics

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

Most guesthouse owners live on their properties, resulting in work-life conflicts due to vague spatial boundaries. The guesthouse is generally separated into public space, guest rooms, and the owner's personal space. Public spaces, such as the kitchen, the living room for reading/drinking tea/chatting, and the yard, are shared with tourists. As a guesthouse made of timber is small, noisy customers or the different bedtimes of guests can interfere with the owner's personal life. DL22 said the noisy guests in the public space disturbed his sleep due to the integrated physical boundary between work and life. Some guesthouse entrepreneurs indicated they wanted to go to another place for a rest to escape the work-life interferences (LJ11).

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

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

Some guesthouse owners live in different places to avoid interference between work and life (LJ14). Because his baby's crying could affect the guests and the guests could disturb the baby's rest, LJ14 rented another courtyard to live in after his son was born to reduce the work-family conflicts. Three years later, during the second interview in 2017, three more guesthouse owners had moved out of their guesthouses to improve family life (DL19, DL21, and DL22). These owners lived a walk or a short bicycle ride away from their guesthouses to combine their work and personal life.

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

4.2.3. Psychological tactics

Boundaries are self-created according to an individual's strategies and preferences (Bulger et al., 2007; Desrochers and Sargent, 2004; Kossek et al., 2005). Besides the objective temporal and physical boundary tactics, lifestyle entrepreneurs use subjective psychological tactics to achieve work-life balance. Psychological borders involve subjective perceptions concerning what role or domain they belong to. Lifestyle entrepreneurs' perceptions of their activities decide what role they play in work or leisure life.

Work and personal life boundaries can shift quickly and frequently as the entrepreneurs' perceptions vary. When LJ3 sat at the gate of her café, drinking tea and watching the passing tourists, she considered it rest. The passing tourists and the guests of her restaurant often played with her cat and chatted with her. Although LJ3 was inside her restaurant, and these activities happened during business hours, she felt chatting with her favorite guests was a kind of leisure; it made her happy.

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

I enjoy talking with guests living in my guesthouse because I am interested in their stories. I consider it is not work but a way of leisure life. (DL22)

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

Psychological borders decide a lifestyle entrepreneur's perception of their work-life balance. The guesthouse is, therefore, both a home and a business space serving guests. LJ11 considered his guesthouse his home that friends visit, as sometimes friends came to cook meals with him. When guests wanted to use the kitchen, he charged 10 RMB per person for the seasonings, and the kitchen became a public commercial space for him. For DL21, the stage in his yard was his relaxation space for leisure, although it was also open to guests. He often played guitar and sang songs on the stage; the guests often joined him. If entrepreneurs feel relaxed and can accept the integrated business and lifestyle, they can attain work-life balance.

I designed the small stage in my yard, and I often play guitar and sing songs there. Some guests sing together or interact with me. I enjoy singing and playing guitar, which relax me. (DL21)

4.3. Factors influencing boundary management and work-life balance

Individual preferences related to work-life boundaries and environmental factors influence boundary management (Annink et al., 2016; Kreiner et al., 2009). The contextual factors for entrepreneurs include entrepreneurship motivations, family demands, and venture stage (Ezzedeen and Zikic, 2017). The factors affecting the work-life balance of lifestyle entrepreneurs include the personal and contextual factors related specifically to tourism destinations. The personal factors consist of economic capacity and personal management skills, such as time management, space management, and operation capacity.

Lifestyle entrepreneurs without strong capacity can achieve work-life balance to some extent as they are satisfied with the life in tourism destination, except the low-income from the small business. DL4, a young girl in her twenties, depicted her life in Dali as "I am poor like a beggar, but happy like a prince." Poor means having low economic income, and happy means satisfaction with the present leisurely style of life.

The income from the guesthouse is not so desirable, even less than that of when I worked for others before. I have five guestrooms and I am so busy, noisy and bothering when all the rooms are full, but there is no income when there are no guests. We yearn for this free life, but the reality pulls us back. (LJ5)

Whether the entrepreneurs work on their own or have employees impacts their daily experience and further influences their work-life balance (Annink and den Dulk, 2012). The business owners employing others have more control over their temporal boundary, as they need not be distracted by face-to-face service, leaving them enough leisure time to do what they enjoy. Without the help of a housekeeper, DL10 spent so much time taking care of his inn that he had little free time, which made him dissatisfied with his current life.

I hired a housekeeper before, but the housekeeper could not stay for a long time. Now my partner and I work at the guesthouse in morning and evening shifts, respectively. I think I am trapped by the guesthouse; it takes me too long time to do what I like, such as traveling and drawing, and I have to talk with guests I dislike. (DL10)

The observed boundary management tactics varied according to the stage of tourism development in the tourism destination. Business owners value the leisure atmosphere in tourism destinations, which is related to quality of life. However, with the large number of speculators and investors interested in township tourism destinations and the rising level of tourism commercialization, house rents have increased. In the ancient towns of Dali and Lijiang, immigrants cannot buy local houses, as these houses are protected as part of world cultural heritage. Migrants can only rent local houses to run businesses, and rent is usually their most significant cost. High rents and increased competitive pressure are the two main barriers resulting from tourism commercialization (Wang et al., 2015). The rising level of tourism commercialization destroys the integral atmosphere of tourism destinations, attracting too many tourists. With the rising level of tourism commercialization and higher rents, lifestyle owners must invest more of their time on their businesses, making it much more difficult to achieve work-life balance. In 2012, with lower rent, DL15 could open her postcard store six days per week and close the door for her leisure activities. Now, she must open the shop every day to make a living due to the rising house rent, and she complained the constrained life which was negative to balance work and life.

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

5. Discussion

5.1. Boundary characteristics and work-life balance

Individuals have different subjective perceptions and attitudes toward work-life balance (Ezzedeen and Zikic, 2017). Integrative work-life arrangements can help individuals balance work and life because the role shift is easy to achieve, but if the work and life domains are so

highly flexible and permeable that the boundaries are blurred, work-life conflicts will occur (Desrochers and Sargent, 2004).

Guesthouse owners have no spatial boundaries between work and personal life because they live on their property. The temporal boundaries are vague, as these entrepreneurs must meet the demands of their guests whenever they happen (Hsieh, 2010). Eventually, guesthouse entrepreneurs implemented the strategy of segmenting their working and living space to reduce these conflicts. The other small business entrepreneurs, such as the owners of the restaurant and coffee shop, were better able to achieve work-life balance, as they could obtain private time and space after closing the business every day. This observation is in line with Bulger et al.'s (2007) finding that flexible and impermeable boundaries are conducive to balance.

The present study shows that people can realize work-life balance more effectively by segmenting their work and living spaces in modern society—whether in big cities or small towns. Working as lifestyle entrepreneurs in tourism towns, however, can provide an improved feeling of work-life balance because the entrepreneurs are much more psychologically empowered to adjust to challenges. For instance, by considering their customers as their friends, serving them is not work but a kind of leisure. By feeling one has the autonomy to control the role shift also added to their overall satisfaction regarding achieving a certain kind of work-life balance.

5.2. Chinese context

Lifestyle owners in the Western world are often retired, with retirement pay; they set up small businesses to earn pocket money (Harris et al., 2007), so the income from their small businesses is not as vital to their survival. In contrast, lifestyle entrepreneurs in Dali and Lijiang are relatively young—some in their 20s and 30s—and their small businesses are their only source of income. Business is crucial for them, and they must earn enough to survive in increasingly expensive tourism destinations. Furthermore, the rising rents and the growing number of tourism businesses intensify the competition (Wang et al., 2015). The difficulty of doing business is destructive to the work-life balance of entrepreneurs (Annink et al., 2016).

The findings of this study are similar to those of previous studies (Marcketti et al., 2006). The tourism context provides lifestyle entrepreneurs with the possibility of adjusting their work and personal life to attain work-life balance. Due to the alternations between the high and low tourism seasons, tourism entrepreneurs can use the low tourism season to restore and prepare for their busy work life during the high season; this can help improve life satisfaction and their work-life balance. Compared with their previous lives in big cities, lifestyle entrepreneurs are under greater financial pressures, but achieving work-life balance and feeling happier is easier in tourism destinations.

5.3. The mobility of lifestyle entrepreneurs

Running a small business in a tourism town is not easy. This is especially true for lifestyle entrepreneurs in Dali and Lijiang. There are two main reasons for this. The first is the rising rental costs for houses. The migrants cannot buy; they can only rent houses from local people in Dali and Lijiang, leading to the high mobility of lifestyle entrepreneurs. Those who rent the houses directly from the landlord must borrow the money to make a lump sum payment of a few years' rents, and they must spend a lot of borrowed money decorating the guest rooms. Rising rents due to increasing tourism commercialization further adds to the economic burden of lifestyle entrepreneurs. For migrants who sublet houses from the previous entrepreneur migrant, the lease term is usually only one or two years, and the rent is relatively higher. After their contracts expire, they look for new opportunities, frequently leaving for new places with lower rent. The second reason running a business in Dali and Lijiang is difficult is the intense competition from other small businesses. As tourism increased, more businesses opened

and the competition for customers became fierce. These customers tend to be much more demanding, making the tourism destination less relaxed.

Although lifestyle entrepreneurs use various strategies to maintain their work-life balance—and they achieve work-life balance to some extent—they cannot control the external business environment. With rising rents and the fiercer competition, the entrepreneurs must devote more time to the business (Wang et al., 2015). In the end, they frequently discover that work has taken up too much time and energy, while their financial struggles have made them vulnerable and unable to enjoy a peaceful life. This situation is in direct opposition to their original motivation to start a business to achieve a work-life balance. Thus, lifestyle entrepreneurs end up searching for another ideal place to live, or they return to the cities, and they are of high mobility (Xu and Wu, 2016).

6. Conclusions

This research used in-depth interviews and observations to explore how lifestyle tourism entrepreneurs manage their work and non-work lives. Thirty-six interviews were conducted in China. The findings show that, for lifestyle entrepreneurs, work and personal life are not particularly divided and their businesses are more of a lifestyle than a kind of work. Second, lifestyle entrepreneurs' boundary management tactics include temporal tactics and physical tactics to separate work and life and reduce work-life conflicts; this finding agrees with those of other studies (Annink and Den Dulk, 2012; Hilbrecht and Lero, 2014; Kreiner et al., 2009). However, the use of psychological tactics to balance business and lifestyle is a unique finding. Third, the factors influencing the work-life balance of lifestyle entrepreneurs include personal factors and contextual factors related to the tourism destinations, in line with Annink et al. (2016).

One of the primary contributions of this study is the finding that an individual's psychological border decides their perception of work-life balance. Although this study repeats the conclusion that work-life balance can be better achieved by segmenting work and living spaces in modern society, it builds on the literature by acknowledging that subjective perception is vital to an entrepreneur's perception of work-life balance and their satisfaction with work. Psychological borders can be adjusted according to one's preferences. For tourism entrepreneurs in small tourism destinations, the sense of controlling the allocation of time and space enables them to feel a kind of balance. Additionally, this research found that the social relationships and interactions with customers were sometimes considered a leisure activity rather than business-related work for lifestyle entrepreneurs.

Looking specifically at the Chinese background, the contextual factors of tourism destinations have a significant influence on the work-life balance of lifestyle entrepreneurs related to the individual characteristics of tourism entrepreneurs and the business environments of tourism destinations. The ease of doing business is related to the work-life balance of entrepreneurs (Annink et al., 2016). However, in China, the rising demand for tourism often leads to a quick arrival of mass tourists and business environments in the tourism destinations the lifestyle entrepreneurs initially believed to be peripheral. On the individual level, young, Chinese lifestyle entrepreneurs often do not make adequate preparations for entrepreneurship before moving to tourism destinations (Sun and Xu, 2017), it is much more difficult for them to run the business with high cost due to the increasing tourism commercialization.

One practical implication of this study is that, for the lifestyle migrants moving from big cities to tourism destinations to pursue work-life balance, business management skills and skills related to business operations are vital. The success of a business is the key to balancing work and life. Additionally, the factors of tourism destinations influencing the cost of living and the living environment, so it is important to choose an appropriate place to move. Finally, as the experience of living

in tourism destinations may involve only a short period of their lives, preparing for the future is important.

This study has several implications for future studies. First, future studies can compare the boundary management strategies of lifestyle tourism entrepreneurs between the Eastern and Western contexts. Second, this study was conducted using only qualitative methods. Combining qualitative and quantitative analysis methods could allow researchers to address the boundary situations of a large sample while also obtaining in-depth information about lifestyle entrepreneurs. Finally, conducting longitudinal studies is important, as they allow for the observation of changes over time. Consequently, future longitudinal studies could help researchers keep track of the changes in lifestyle entrepreneurs over time, including those who leave tourism destinations. Longitudinal studies could allow researchers to explore what the entrepreneur's experiences in tourism destination meant to them or how those experiences impacted their life.

Acknowledgements

The authors wish to thank Prof. Eric Cohen and Dr. Qingming Cui for their suggestions, and also thank for the funding of National Natural Science Foundation of China (NSFC 41701156, NSFC 41771145).

References

- Allen, T.D., Cho, E., Meier, L.L., 2014. Work–family boundary dynamics. *Annu. Rev. Organ. Psychol. Organ. Behav.* 1 (1), 99–121.
- Annink, A., Den Dulk, L., Amorós, J.E., 2016. Different strokes for different folks? The impact of heterogeneity in work characteristics and country contexts on work-life balance among the self-employed. *Int. J. Entrepreneur. Behav. Res.* 22 (6), 880–902.
- Annink, A., den Dulk, L., 2012. Autonomy: The panacea for self-employed women's work-life balance? *Community Work Fam.* 15 (4), 383–402.
- Aryee, S., Srinivas, E.S., Tan, H.H., 2005. Rhythms of life: antecedents and outcomes of work-family balance in employed parents. *J. Appl. Psychol.* 90 (1), 132–146.
- Ashforth, B.E., Kreiner, G.E., Fugate, M., 2000. All in a day's work: boundaries and micro role transitions. *Acad. Manag. Rev.* 25 (3), 472–491.
- Ateljevic, I., Doorne, S., 2000. 'Staying within the fence': lifestyle entrepreneurship in tourism. *J. Sustain. Tour.* 8 (5), 378–392.
- Baines, S., Gelder, U., 2003. What is family friendly about the workplace in the home? The case of self-employed parents and their children. *New Technol. Work Employ.* 18 (3), 223–234.
- Benson, M., O'Reilly, K., 2009. Migration and the search for a better way of life: a critical exploration of lifestyle migration. *Sociol. Rev.* 57 (4), 608–625.
- Bosworth, G., Farrell, H., 2011. Tourism entrepreneurs in Northumberland. *Ann. Tour. Res.* 38 (4), 1474–1494.
- Braun, V., Clarke, V., 2006. Using thematic analysis in psychology. *Qual. Res. Psychol.* 3 (2), 77–101.
- Bulger, C.A., Matthews, R.A., Hoffman, M.E., 2007. Work and personal life boundary management: boundary strength, work/personal life balance, and the segmentation-integration continuum. *J. Occup. Health Psychol.* 12 (4), 365.
- Capitani, J., Greenhaus, J.H., 2018. When work enters the home: antecedents of role boundary permeability behavior. *J. Vocat. Behav.* 109, 87–100.
- Carson, D.A., Carson, D.B., Eimermann, M., 2018. International winter tourism entrepreneurs in northern Sweden: understanding migration, lifestyle, and business motivations. *Scand. J. Hosp. Tour.* 18 (2), 183–198.
- Cederholm, A.E., 2015. Lifestyle enterprising: the 'ambiguity work' of Swedish horse-farmers. *Commun. Work Fam.* 18 (3), 317–333.
- Cederholm, A.E., Hultman, J., 2010. The value of intimacy—negotiating commercial relationships in lifestyle entrepreneurship. *Scand. J. Hosp. Tour.* 10 (1), 16–32.
- Clark, S.C., 2000. Work/family border theory: a new theory of work/family balance. *Hum. Relat.* 53 (6), 747–770.
- Clark, S.C., 2002. Communicating across the work/home border. *Community Work Fam.* 5 (1), 23–48.
- Cunha, C., Kastenholz, E., Carneiro, M.J., 2018. Lifestyle entrepreneurs: the case of rural tourism. *Entrepreneurship and Structural Change in Dynamic Territories*. Springer, Cham, pp. 175–188.
- Deery, M., Jago, L., 2009. A framework for work-life balance practices: addressing the needs of the tourism industry. *Tour. Hosp. Res.* 9 (2), 97–108.
- Desrochers, S., Sargent, L.D., 2004. Boundary/border theory and work-family integration. *Organ. Manag. J.* 1 (1), 40–48.
- Ezzedeen, S.R., Zikic, J., 2017. Finding balance amid Boundarylessness: an interpretive study of entrepreneurial work-life balance and boundary management. *J. Fam. Issues* 38 (11), 1546–1576.
- Glavin, P., Schieman, S., 2012. Work–family role blurring and work–family conflict: the moderating influence of job resources and job demands. *Work Occup.* 39, 71–98.
- Greenblatt, E., 2002. Work/life balance: wisdom or whining. *Organ. Dyn.* 31 (2), 177–193.
- Greenhaus, J.H., Collins, K.M., Shaw, J.D., 2003. The relation between work–family balance and quality of life. *J. Vocat. Behav.* 63 (3), 510–531.
- Guest, D.E., 2002. Perspectives on the study of work-life balance. *Soc. Sci. Inf.* 41 (2), 255–279.
- Guillaume, C., Pochic, S., 2009. What would you sacrifice? Access to top management and the work-life balance. *Gen. Work Organ.* 16 (1), 14–36.
- Hall, D.T., Richter, J., 1989. Balancing work life and home life: what can organizations do to help? *Acad. Manag. Execut.* (1987–1989) 2 (3), 213–223.
- Harris, C., McIntosh, A., Lewis, K., 2007. The commercial home enterprise: labour with love. *Tourism* 55, 391–402.
- Hilbrecht, M., Lero, D.S., 2014. Self-employment and family life: constructing work-life balance when you're 'always on'. *Commun. Work Fam.* 17 (1), 20–42.
- Hsieh, Y.C., 2010. Bed-and-breakfast innkeepers in the United States: when the boundary between work and personal life is blurred. *J. Hum. Resour. Hosp. Tour.* 9 (2), 200–217.
- Hsieh, Y.C., Lin, Y.H., 2010. Bed and breakfast operators' work and personal life balance: a cross-cultural comparison. *Int. J. Hosp. Manag.* 29 (4), 576–581.
- Kalliath, T., Brough, P., 2008. Work-life balance: a review of the meaning of the balance construct. *J. Manag. Organ.* 14 (3), 323–327.
- Kossek, E.E., Lautsch, B.A., Eaton, S.C., 2005. Flexibility enactment theory: implications of flexibility type, control, and boundary management for work–family effectiveness. In: Kossek, E.E., Lambert, S.J. (Eds.), *Work and Life Integration: Organizational, Cultural, and Individual Perspectives*. Lawrence Erlbaum Associates, Mahwah, NJ, pp. 243–261.
- Köseoglu, M.A., Chan, E.S., Okumus, F., Altin, M., 2018. How do hotels operationalize their competitive intelligence efforts into their management processes? Proposing a holistic model. *Int. J. Hosp. Manag.* <https://doi.org/10.1016/j.ijhm.2018.11.007>. in press.
- Köseoglu, M.A., Ross, G., Okumus, F., 2016. Competitive intelligence practices in hotels. *Int. J. Hosp. Manag.* 53, 161–172.
- Kreiner, G.E., Hollensbe, E.C., Sheep, M.L., 2009. Balancing borders and bridges: negotiating the work-home interface via boundary work tactics. *Acad. Manag. J.* 52 (4), 704–730.
- Li, Y., Miao, L., Zhao, X.Y., Lehto, X.R., 2013. When family rooms become guest lounges: work-family balance of B&B innkeepers. *Int. J. Hosp. Manag.* 34 (1), 138–149.
- Loscocco, K., Smith-Hunter, A., 2004. Women home-based business owners: insights from comparative analyses. *Women Manag. Rev.* 19 (3), 164–173.
- Marcketti, S.B., Niehm, L.S., Fuloria, R., 2006. An exploratory study of lifestyle entrepreneurship and its relationship to life quality. *Fam. Consum. Sci. Res. J.* 34 (3), 241–259.
- Mulvaney, R.H., O'Neill, J.W., Cleveland, J.N., Crouter, A.C., 2007. A model of work-family dynamics of hotel managers. *Ann. Tour. Res.* 34 (1), 66–87.
- Nippert-Eng, C.E., 1996. *Home and Work: Negotiating Boundaries through Everyday Life*. University of Chicago Press.
- O'Reilly, K., Benson, M., 2009. Lifestyle migration: escaping to the good life? *Lifestyle Migrations: Expectations, Aspirations and Experiences*. Ashgate, UK, pp. 1–13.
- Pohlmann, C., Dulipovici, A., 2004. Fostering Flexibility: Work and Family—Results of the CFIB Survey on Workplace Practices. Canadian Federation of Independent Business, Ottawa, Ontario, Canada.
- Saxena, G., 2015. Imagined relational capital: an analytical tool in considering small tourism firms' sociality. *Tour. Manag.* 49, 109–118.
- Stone, I., Stubbs, C., 2007. Enterprising expatriates: lifestyle migration and entrepreneurship in rural southern Europe. *Entrep. Reg. Dev.* 19 (5), 433–450.
- Sturges, J., Guest, D., 2004. Working to live or living to work? Work/life balance early in the career. *Hum. Resour. Manag. J.* 14 (4), 5–20.
- Sun, X.X., Xu, H.G., 2019. Role shifting between entrepreneur and tourist: a case study on Dali and Lijiang, China. *J. Travel Tour. Mark.* <https://doi.org/10.1080/10548408.2019.1598535>. in press.
- Sun, X.X., Xu, H.G., 2017. Lifestyle tourism entrepreneurs' mobility motivations: a case study on Dali and Lijiang, China. *Tourism Manage. Perspect.* 24, 64–71.
- Walker, E., Wang, C., Redmond, J., 2008. Women and work-life balance: is home-based business ownership the solution? *Equal. Oppor. Int.* 27 (3), 258–275.
- Wang, S., Hung, K., Bao, J.G., 2015. Is lifestyle tourism business in the age of commercialization just a dream? Challenges and remedies. *J. China Tour. Res.* 11 (1), 19–34.
- Winn, J., 2004. Entrepreneurship: not an easy path to top management for women. *Women Manag. Rev.* 19, 143–153.
- Xu, H.G., Ma, S.Y., 2012. Regional environment of destination and the entrepreneurship of small tourism businesses: a case study of Dali and Lijiang of Yunnan Province. *Asia Pacific J. Tour. Res.* 19 (2), 144–161.
- Xu, H.G., Wu, Y.F., 2016. Lifestyle mobility in China: context, perspective and prospects. *Mobilities* 11 (4), 509–520.