IMPACT OF LEISURE TRAVELLING ON WORK DYNAMICS: A STUDY ON EMPLOYEE'S INNOVATIVE WORK BEHAVIOR, WORK INTENSITY AND KNOWLEDGE SHARING

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ABSTRACT

This paper examines how leisure-travel satisfaction affects the behaviours of employees on a post-travel, focusing more on the innovative work behaviour, perceived work intensity and knowledge sharing. Using Effort recovery Theory, self-determination Theory and Social Exchange Theory as a guide, a cross-sectional survey was conducted among 520 working individuals who had engaged in leisure travelling activity within the last one year. The model of hypotheses was tested using Partial Least Squares Structural Equation Modelling (PLS-SEM). The results indicate that the leisure-travel satisfaction has a statistically significant positive impact on all the three outcomes with the highest relationship to knowledge sharing, moderate to innovative work behaviour, and the lowest degree of influence on work intensity. The findings support the hypothesis that leisure travel is a recovery-based psychological asset that strengthens employee commitment, hard work, and team behavior subsequently. The study contributes to the organizational-behaviour literature and guides practical implications that can be used to consider the well-being of employees and human-resource intervention in the workplace by demonstrating positive spillover effects of non-work areas to workplace performance.

Keywords: Leisure Travel Satisfaction, Innovative Work Behavior, Knowledge

Sharing, Work Intensity, Employee Recovery

INTRODUCTION

In the modern, fast changing work environments, productivity, creativity and ability to share knowledge has become a key organisational asset. At the same time, there is a paradigm shift that employee well-being and work-life balance are considered key factors of improving these outcomes. Of the wellness practices that have been receiving academic attention, leisure travel, which was once seen as a strictly individual pursuit, has been viewed as a possible driver of better working relations, such as creative behaviour, knowledge sharing, and work-reduced work stress. The growing literature on psychological and organisational-behaviour studies has also redefined leisure as not only an individual affair but also as a process that can enhance creativity, resilience and relationship capital in the workplace (Chen et al., 2023). Leisure travel helps the individual to be psychologically unattached, psychologically detached, and emotionally renewed by allowing mental detachment to occupational stressors (Chen et al., 2023). As a result, workers, who come back to work having undergone such experiences, tend to exhibit improved mood, motivation, and interpersonal communication, which are the requirements of positive behaviours, including knowledge sharing and creative thinking (Aydın & Erkılıç, 2020).

THEORETICAL FRAMEWORK

The description of the connection between leisure-travel satisfaction and post-travel work behaviour is supported by the comprehensive explanation of the Conservation of Resources Theory (COR) that indicates that the experiences of recovery help people gain or renew the resources that are later utilised in the working field (Hobfoll, 1989). This recovery of resources is in the form of increased task orientation, reduced emotional strain, and an increased ability to work collaboratively especially in challenging, knowledge-intensive industries. Travel can also break the existing paradigms, as the communication with other cultures and ways of living can make the employees build more heterogeneous mental models and, therefore, increase problem-solving and innovation (Sumarliah et al., 2021). The empirical data suggest that leisure travel is an equivalent of a resetting mechanism, allowing an individual to re-enter high-intensity work settings with an increased energy supply and better cognitive performance (Tajpour et al., 2023). These revelations invite an interesting discussion about the managerial implications of supporting the organised leisure and making a regular work of rest normal. A culture that treats employee rejuvenation as an investment instead of loss of productive time is made by leadership (Aydın & Erkılıç, 2020).

Although there has been a growing demand in the literature on workplace well-

being and innovation, there is little empirical study that expressly validates the causal relationship between leisure travel and work relationships. There is a critical literature gap about the psychological and behavioural processes through which leisure travel can influence post- travelling employee behaviour, particularly in terms of innovation, sharing of knowledge and work endurance. By empirically investigating the connection between satisfaction gained through leisure travel and three fundamental organisational behaviours which are considered as innovative work behaviour, work intensity and knowledge sharing in various industry settings, this research aims to fill this gap. Burnout, creative stagnation, and disengagement are some of the problems modern organisations have to deal with, and that are enhanced by high job demands and limited time to rest (Chen et al., 2023). This changing environment has led to the need to further investigate ways of rejuvenating employees as alternative mechanisms. Whereas a large body of scholarly and practitioner scholarship has focused on the presence of workplace wellness programmes, little has been researched on leisure travel as a psychological reset, and its downstream impact on the behaviour of employees as a part of the broader organisational-behaviour literature (Kim & Lee, 2013). To this end, the potential value of post-travel satisfaction in boosting work engagement and establishing the culture of innovation and collaboration is under-theorised and under-measured. The current study thus intends to identify the moderating effects of employee satisfaction with leisure travel in innovative work behaviour, perceived work intensity, and sharing of knowledge in the workplace, and building an integrated model through which leisure travel is connected to post-travel workplace performance.

The Social Exchange Theory as defined by Blau (1964) is the understanding that social behaviour occurs as a result of an exchange process that aims at maximising benefits and minimising costs. This is implemented in organisations as a psychological relationship between employees and employers, in which favorable behaviour of giving leisure to or allowing travel to employees is responded by engagement, loyalty, or innovation (Khwaja et al., 2023). Sial et al. (2021) reported that autonomy and well-being in the workplace promoted by positive work environments triggered innovation in SMEs, which confirms the principle of reciprocity in SET. Employees are more willing to return the favours by mentoring, sharing knowledge and ideating when they feel that their emotional and cognitive needs are being respected (Yang & Lee, 2021, p.12). The Self-Determination Theory (SDT) is a theory of intrinsic motivation proposed by Deci and Ryan (1985) and focuses on meeting three psychological requirements, including autonomy, competence, and relatedness. With their fulfilment, people feel high levels of well-being, interest, and activity (Deci et al., 2001). Leisure travel is usually associated with very high rates of self-managed activities hence restoring a feeling of autonomy- a fundamental SDT factor. Lin et al. (2025) established that tourism experiences that encouraged co-creation and empowerment of the self greatly

improved hedonic and eudaimonic wellbeing, which fits SDT. Combining SET and SDT provides a comprehensive guideline on the understanding of how leisure travelling enhances not only well-being but also productive behaviours. SDT explains the internal emotional and motivation changes after traveling whereas SET explains the behaviours displayed towards the organisation in reciprocating. The consequent argument by Tan et al. (2025) is that benevolent leadership can create a two-way impact, which is to not only satisfy the motivational needs of SDT but also to solidify the social contract of SET. This Frankenstein motivation framework is especially relevant when the travel is post-related and the workers come back with more mental balance and emotional range.

The available literature gives a solid demonstration that leisure travel is a complex resource. It makes employees working in high workload conditions refreshed, boosts their ingenuity output and makes them share knowledge more freely and reliably. No longer perceived luxury, but nowadays, in the post-pandemic environment, remote and hybrid work is the norm, recovery-enhancing options, including travel, have become crucial, which is necessary to maintain the health of organizations over the long term. The authors of the future research should thus explore sector-specific models and cross-cultural patterns in order to maximize interventions related to travel.

Conceptual Model and Hypothesis Development
H1: *There is a significant positive relationship between employees' leisure travel satisfaction (TS) and their innovative work behavior (IWB).*
H2: *Leisure travel satisfaction (TS) significantly enhances perceived work intensity (WI) among employees upon returning to work.*
H3: *Leisure travel satisfaction (TS) significantly enhances employees' knowledge-sharing behavior (KS) in the workplace.*

Figure 1 *Conceptual Model*
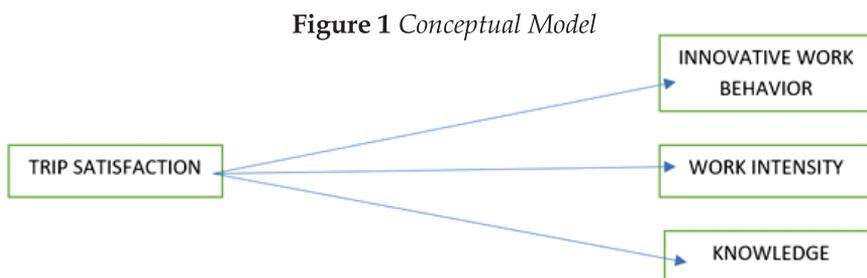
Source Author's Own

RESEARCH METHODOLOGY
The current study uses the quantitative research design applying a cross-sectional survey research method to test the interrelations between satisfaction of employees to leisure travel and the consequent workplace behaviours including; innovative

work behaviour, perception of work intensity and behaviour of knowledge sharing. The study theoretical background is based on two complementary models Effort-Recovery Theory (Meijman and Mulder 1998) which explains the way in which people recover after stress due to the leisure experience and Social Cognitive Theory (Bandura 1986) that explains the effect of the environment and personal cognition in shaping the behavior.

The group studied will be the working population of various fields of employment including the employment in the private sphere, state jobs, entrepreneurship, and self-employment. A criterion of inclusion meant that the participants had to have made at least one leisure visit in the last twelve months, hence making sure that the responses relating to travel were made based on the recent experience. Purposive sampling was used in the process of recruitment to ensure that the sample is eligible and the questionnaire was delivered online through Google Forms. It was structured into following sections:

Section A: Leisure Travel Satisfaction (LTS)
Adapted from Sonnentag & Fritz's (2007) Recovery Experience Questionnaire and Chen et al. (2016), this section includes items on:
- Relaxation ("I do relaxing things while travelling")
- Detachment ("I get breaks from the demands of work because of the travelling")
- Mastery ("I did things to broaden my horizons while travelling"; "I sought out intellectual challenges while travelling")
- Control ("I take time for leisure while travelling"; "I learned new things while travelling")
  Items were measured on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).

Section B: Innovative Work Behavior (IWB)
This section includes items adapted from Janssen (2000), including:
- "I often look for new working methods, techniques, or tools"
- "I often turn innovative ideas into something practical"
- "I often encourage colleagues to enthusiastically pursue innovative ideas"
  These items capture the idea generation, promotion, and implementation aspects of IWB.

Section C: Knowledge Sharing Behavior (KSB)
Adopted from Lu et al. (2006), this section measures the willingness and frequency of knowledge sharing, including:
- "I take the initiative to impart business knowledge to colleagues"
- "I share useful work experience and ideas with everyone"
- "I actively use the company's existing information technology to share my knowledge"
- "I say all I know and say it without reserve when colleagues need it"

Section D: Perceived Work Intensity (PWI)

Adapted from Brown and Leigh (1996), this section measures the psychological and physical intensity experienced at work:

- "When there's a job to be done, I devote all my energy to get it done"
- "I work at my full capacity in all of my job duties"
- "I strive as hard as I can to be successful in my work"
- "When I work, I really exert myself to the fullest"

All items use a 5-point agreement scale.

Data Analysis and Interpretation

Data analysis for this study was conducted using Smart-PLS. The structural model tested in this study reflects three direct paths originating from leisure travel satisfaction, as illustrated conceptually below.

Figure 2 Outer loadings of the Model
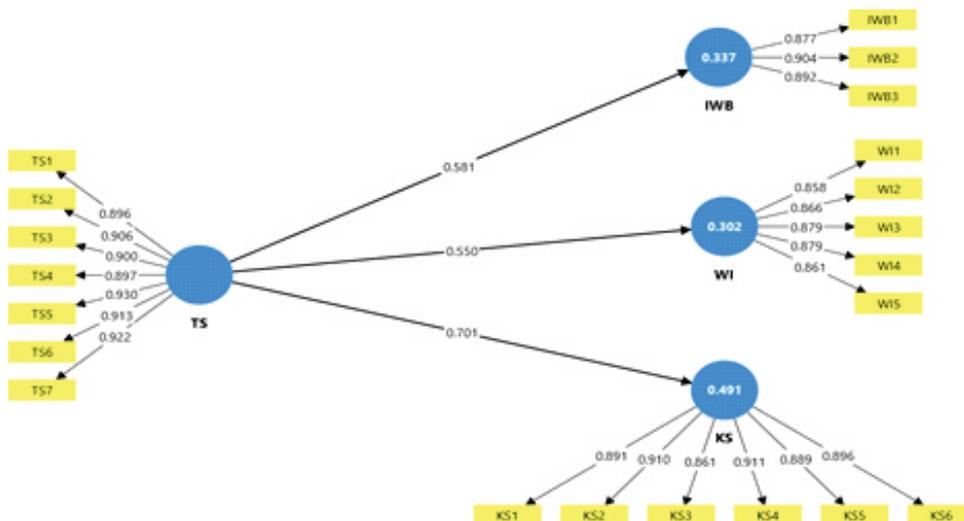
Source Author's Own

PLS-SEM was employed using SmartPLS to test the proposed research model. The choice of PLS-SEM is well justified for several methodological and theoretical reasons. First, PLS-SEM is particularly suitable for studies with a prediction-oriented objective, where the primary aim is to explain variance in endogenous constructs rather than to confirm an established covariance structure (Hair et al., 2019). While leisure travel has been widely studied in tourism and well-being

research, its direct spillover effects on innovative behavior, work intensity, and knowledge sharing in organizational contexts remain underexplored. The PLS Structural Equation Modelling (PLS SEM) was used to support the robust estimation of the parameters in the exploratory conditions (Chin, 1998; Hair et al., 2017). The adequacy of the sample size was assessed based on various acceptable criteria in PLS-SEM such as the 10-times rule, 200-sample size rule as being adequate to estimate parameters (Hair et al., 2019; Hair et al., 2017). The final dataset included 520 valid responses, which, naturally, is well beyond the minimum requirements and the recommended target sample size, so the statistical power was good, which in its turn allows the results of the bootstrapping to be considered robust, which was also the case in SmartPLS.

MEASUREMENT MODEL ASSESSMENT

Based on the best practice recommendations regarding the PLS-SEM, the reflective measurement model was evaluated on four scales: indicator reliability, internal consistency reliability, convergent and discriminant validity (Hair et al., 2017; Hair et al., 2019).

Table 1 *Measurement Model*

	Original sample	Sample mean	STDEV	T statistics	P values
IWB1 <- IWB	0.877	.877	.016	54.252	0.000
IWB2 <- IWB	0.904	.904	.010	91.742	0.000
IWB3 <- IWB	0892	.891	.013	68.839	0.000
KS1 <- KS	.891	.890	.012	73.064	0.000
KS2 <- KS	.910	.909	.010	93.649	0.000
KS3 <- KS	.861	.861	.015	58.427	0.000
KS4 <- KS	.911	.911	.010	94.548	0.000
KS5 <- KS	.889	.888	.013	66.338	0.000
KS6 <- KS	.896	.896	.011	78.032	0.000
TS1 <- TS	.896	.896	.011	80.652	0.000
TS2 <- TS	.906	.906	.010	88.081	0.000
TS3 <- TS	.900	.900	.012	77.929	0.000
TS4 <- TS	.897	.896	.013	70.178	0.000
TS5 <- TS	.930	.929	.009	107.157	0.000
TS6 <- TS	.913	.912	.011	85.414	0.000
TS7 <- TS	.922	.922	.008	108.503	0.000
WI1 <- WI	.858	.858	.016	54.628	0.000
WI2 <- WI	.866	.866	.017	52.154	0.000
WI3 <- WI	.879	.879	.014	61.700	0.000

Source Author's Own

Cronbach alpha was used to compute internal consistency reliability and Composite Reliability (CR). The measurement scales were considered to be reliable when the level of alpha was high (greater than 0.70) and CR level was high (or even higher than 0.80), which means that the scales reliably measured what they were supposed to measure (Hair et al., 2017).

The SmartPLS results reviewed indicate that all constructs exceeded the minimum threshold for both Cronbach's Alpha and Composite Reliability, demonstrating strong internal consistency across indicators. This confirms that the measurement scales used in the study consistently capture their intended latent constructs.

Table 2 Construct Reliability and Validity

	Cronbach's alpha	rho_a	rho_c	AVE
IWB	.871	.875	.920	.794
KS	.949	.950	.959	.798
TS	.965	.965	.971	.827
WI	.919	.921	.939	.755

Source Author's Own

Convergent Validity
Convergent validity was tested using the Average Variance Extracted where the cutoff point was 0.50 meaning that a construct explains more than half of the variance in its indicators (Fornell and Larcker, 1981). All constructs were exceeding this level of AVE value therefore showing sufficient convergent validity.

Discriminant Validity
Three complementary methods were used to determine discriminant validity, they are the Fornell-Larcker, cross loading, and the HTMT ratio. Also, the square root of AVE was greater than inter-constructs correlations in each construct (Fornell and Larcker, 1981), indicators loaded highest on their target constructs, and the HTMT ratio was less than 0.90 (Henseler et al., 2015), which are also consistent with the uniqueness of the latent variables.

Table 3 Heterotrait-monotrait ratio (HTMT) – Matrix

	IWB	KS	TS	WI
IWB				
KS	0.438			
TS	0.631	0.732		
WI	0.321	0.430	0.582	

Source Author's Own

After the measurement model had been certified to be reliable and valid, structural model was tested to confirm the relationships that had been hypothesized between latent constructs. They were analyzed in terms of collinearity diagnostics, coefficient of determination (R^2), path coefficients, hypothesis testing, effect sizes (f^2), and predictive relevance (Q^2) (Hair et al., 2017; Hair et al., 2019). Collinearity between predictor constructs was first checked before the structural relationships were analyzed through the Variance Inflation Factor (VIF). Collinearity can inflate standard errors and bias path coefficient estimates if not properly addressed. Following established guidelines, VIF values below 5.0 (and preferably below 3.3) indicate that collinearity is not a concern (Hair et al., 2019). As Leisure Travel Satisfaction (TS) is the sole exogenous predictor in the model, collinearity issues were minimal. The SmartPLS output confirmed that all VIF values were well within acceptable limits, indicating that collinearity did not threaten the interpretation of the structural paths.

Table 4 Collinearity statistics (VIF)

	VIF
IWB1	2.239
IWB2	2.395
IWB3	2.284
KS1	2.239
KS2	2.283
KS3	2.889
KS4	2.295
KS5	3.221
KS6	3.121
TS1	3.125
TS2	2.997
TS3	3.274
TS4	3.187
TS5	3.331
TS6	3.232
TS7	3.124
WI1	2.625
WI2	2.618
WI3	2.896
WI4	2.761
WI5	2.557

Table 4 Collinearity statistics (VIF)

Coefficient of Determination R^2

The values of R^2 were obtained to estimate the explanatory power of each endogenous construct. Based on traditional definitions, R^2 of 0.25, 0.50 and 0.75 were rated as weak, moderate, and substantial respectively (Hair et al., 2017). Based on the SmartPLS results reviewed:

- Leisure Travel Satisfaction (TS) explains a substantial proportion of variance in Knowledge Sharing (KS).
- The explained variance for Innovative Work Behavior (IWB) and Work Intensity (WI) is moderate to substantial.

These R^2 values indicate that leisure travel satisfaction is a meaningful and powerful predictor of post-travel workplace behaviours and perceptions, providing strong support for the overall explanatory capability of the structural model.

Table 5 R^2 and R^2 adjusted

	R^2	R^2 adjusted
IWB	.337	.335
KS	.491	.489
WI	.302	.300

Source Author's Own

PATH COEFFICIENTS AND HYPOTHESIS TESTING

The hypothesized relationships were evaluated using bootstrapped path coefficients, t-statistics, and p-values, generated through SmartPLS non-parametric bootstrapping procedure. Bootstrapping provides robust significance testing without relying on distributional assumptions (Hair et al., 2019).

H1: Leisure Travel Satisfaction → Innovative Work Behavior

The path from leisure travel satisfaction to innovative work behavior was positive and statistically significant:

- $\beta = .581$
- $t = 16.03$
- $p < .005$

This result indicates that employees who experience higher satisfaction from leisure travel are more likely to engage in innovative behaviours at work upon returning. Thus, H1 is supported.

H2: Leisure Travel Satisfaction → Work Intensity

The relationship between leisure travel satisfaction and perceived work intensity was also found to be positive and statistically significant:

- $\beta = .550$
- $t = 14.35$
- $p < .005$

This finding suggests that satisfying leisure travel experiences enhance employees' energy, effort, and psychological engagement with work, rather than diminishing work involvement. Therefore, H2 is supported.

Leisure Travel Satisfaction → Knowledge Sharing

The strongest relationship in the model was observed between leisure travel satisfaction and knowledge-sharing behavior:

- β = .701
- t = 21.76
- p < .005

This result demonstrates a robust positive effect, indicating that employees who return from satisfying leisure travel experiences are significantly more inclined to share knowledge with colleagues. Accordingly, H3 is strongly supported.

Table 6 Path Coefficients

	Original sample	Sample mean	Standard deviation	T statistics	P values
TS -> IWB	.581	.581	.036	16.034	0.000
TS -> KS	.701	.701	.032	21.757	0.000
TS -> WI	.550	.551	.038	14.346	0.000

Source Author's Own

Effect Size (f²)

f^2 were used to assess the practical relevance of each of the hypothesized relationships. The effect size of 0.02, 0.15, and 0.35 represent the small, medium, and large effects, respectively (Cohen, 1988; Hair et al., 2017).

The SmartPLS results indicate that:

- The effect of leisure travel satisfaction on knowledge sharing is large,
- The effects on innovative work behavior and work intensity are medium to large.

These findings demonstrate that leisure travel satisfaction not only has statistically significant effects but also meaningful practical implications for workplace outcomes.

Table 7 f-square

	f-square
TS -> IWB	0.509
TS -> KS	0.965
TS -> WI	0.433

Source Author's Own

After the evaluation of the measurement and structural model, the general fit of the proposed PLS-SEM model was assessed. The Standardized Root Mean Square Residual, Normed Fit Index, and RMS_theta were considered as the indicators of the model fit, which were offered by the SmartPLS. The SRMR compares the observed correlation matrix to the model-implied correlation matrix; a value less than 0.08 is usually a way to signify a satisfactory fit in PLS-SEM (Henseler et al., 2016). The acquired SRMR is within the accepted range to suggest that the suggested model is sufficient to recreate the identified correlations between constructs.

NFI is used to compare the model proposed to a null model; values nearer to 1.0 point to better fit. Though NFI values in PLS-SEM are typically smaller than the values found in covariance-based SEM, the analyzed value indicates an acceptable incremental fit, which is expected to be noted in other PLS-SEM studies (Hair et al., 2019).

Hypothesis Testing Summary

SmartPLS was used to test hypotheses through PLS -SEM and bootstrapping. The value of the hypothesized relationships was evaluated using the standardized path coefficients (β), t -values, and p -values based on the bootstrapping process. The path coefficient was considered to be significant at $p <. 005$ and the nature of the relationship was also observed to be in the direction of the theory.

Table 8 Model fit

	Saturated model	Estimated model
SRMR	.034	.035
NFI	.943	.943

Predictive Relevance (Q^2)

Q^2 of the model was tested using the Stone Geisser Q^2 statistic found using the blindfolding method. Q^2 that is greater than zero shows that a model has some predictive relevance of a certain endogenous construct (Hair et al., 2019). The SmartPLS results verified that the model has sufficient out of sample predictive ability as Q^2 of the versions of IWB, WI, and KS are more than 0. The result also supports the appropriateness of PLS-SEM in meeting the objectives of the predictive nature of the study.

Table 9 Q^2

	Q^2predict
IWB	0.333
KS	0.489
WI	0.297

Source Author's Own

4.5 Hypothesis Testing Summary

SmartPLS was used to test hypotheses through PLS -SEM and bootstrapping. The value of the hypothesized relationships was evaluated using the standardized path coefficients (β), t -values, and p -values based on the bootstrapping process. The path coefficient was considered to be significant at p <. 005 and the nature of the relationship was also observed to be in the direction of the theory.

Table 10 Summary

Hypothesis	Path	β	t-value	p-value	Result
H1	TS → IWB	.581	16.03	< .005	Supported
H2	TS → WI	.550	14.35	< .005	Supported
H3	TS → KS	.701	21.76	< .005	Supported

Source Author's Own

Note. TS = Leisure Travel Satisfaction; IWB = Innovative Work Behavior; WI = Work Intensity; KS = Knowledge Sharing.

Implications of the Results

This study extends existing literature on employee recovery and workplace behaviour by demonstrating that leisure travel satisfaction has positive spillover effects on innovative work behaviour, knowledge sharing, and work intensity. While prior research has mainly focused on the role of leisure and recovery in reducing stress and improving well-being, the present findings show that such experiences can also generate tangible organisational benefits. The results support recovery and motivational perspectives by indicating that leisure travel helps restore psychological resources, which employees subsequently invest in work-related behaviours. In particular, the strong association between leisure travel satisfaction and knowledge sharing broadens the scope of knowledge management research, which has traditionally emphasised organisational and leadership-related factors. The findings suggest that off-the-job experiences can meaningfully influence employees' willingness to collaborate and share expertise. Similarly, the positive link between leisure travel satisfaction and innovative work behaviour reinforces arguments that exposure to new environments enhances creativity and cognitive flexibility. The observed effect on work intensity further suggests that recovery experiences can increase, rather than diminish, employees' energy and engagement at work. Practically, the study encourages organisations to view leisure and recovery as strategic investments that support sustained performance, creativity, and collaboration.

LIMITATIONS AND FUTURE SCOPE

Despite its contributions, this study has several limitations that should be considered in relation to existing research and that also offer directions for future inquiry. First, the cross-sectional research design limits the ability to draw strong causal conclusions between leisure travel satisfaction and post-travel workplace behaviours. Similar to much of the prior recovery and well-being literature, the findings capture perceptions at a single point in time. Future studies could adopt longitudinal or time-lagged designs to better examine how the effects of leisure travel evolve and persist over time.

Second, the study relies on self-reported measures, which are widely used in research on subjective experiences such as satisfaction and motivation but may increase the risk of common method bias. Although validated scales were employed, future research could enhance robustness by incorporating multi-source data, such as supervisor assessments of innovative behaviour or objective indicators of performance.

Third, the model focuses on direct relationships and does not examine potential mediating or moderating mechanisms. Future research may explore psychological processes such as work engagement, positive affect, or cognitive flexibility to better explain how leisure travel satisfaction translates into workplace outcomes. Additionally, contextual factors such as organisational support, leadership style, or cultural differences could be examined to determine when and for whom these effects are strongest.

CONCLUSION

This study provides clear empirical evidence that leisure travel satisfaction plays a meaningful role in shaping positive workplace behaviours after employees return to work. Drawing on recovery, motivation, and social exchange perspectives, the findings demonstrate that satisfying leisure travel experiences contribute to higher levels of innovative work behaviour, stronger knowledge-sharing practices, and increased work intensity. Among these outcomes, knowledge sharing emerges as the most strongly influenced, suggesting that employees who feel mentally refreshed and emotionally restored are more open to collaboration and collective learning. Rather than reducing employees' commitment to work, leisure travel appears to replenish psychological resources that are reinvested into work roles with greater energy, creativity, and engagement. These results reinforce the view that non-work experiences can generate valuable spillover effects that extend well beyond individual well-being and translate into tangible organisational benefits.

From a practical standpoint, the study highlights the importance of reframing leisure and recovery as strategic investments rather than discretionary benefits. Organisations that acknowledge and support employees' need for meaningful breaks—such as leisure travel—are likely to foster a more innovative, collaborative, and motivated workforce. By recognising leisure travel as a resource-building process, managers and policymakers can design more holistic human resource

practices that balance performance demands with recovery opportunities. Overall, this research contributes to the growing literature on work–life integration by demonstrating that leisure travel satisfaction is not merely a personal outcome, but a powerful driver of post-travel work behaviours that support long-term organisational effectiveness and sustainability.

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