



Micro-Vacations, Psychological Detachment, and the Unequal Distribution of Recovery

Dr.A.Shaji George¹, Dr.Nataliia Siranchuk²

¹Independent Researcher, Chennai, Tamil Nadu, India.

²Associate Professor, Professor at the Department of Primary Education, Borys Grinchenko Kyiv, Metropolitan University, Kyiv, Ukraine.

Abstract - This article explores how younger generations, and increasingly, all of us, are taking two or four-day vacations more frequently, what we call micro-vacations, as a way of taking breaks in a hyperconnected economy. It outlines the historical evolution of the annual holiday, and how that tradition is under strain due to the always on nature of technology, and examines the cultural, psychological and economic pressures that are causing the change to smaller and more frequent vacations. The article bases itself on the research in occupational psychology, the data of the travel industry and the labor market trends and states that micro-vacations are not just a re-branding of regular weekends. These are a structural reaction to chronic burnout, indistinct work boundaries and a generational rejection of the "work now, live later" deal. It outlines some practical models for individuals, managers and organisations to make effective use of short breaks, such as the Recovery Frequency Model and the Disconnection Design approach. It also poses the question of how far the trend can go: Are micro-vacations a symptom of the problem or a solution to it. The overall argument is that if we are to achieve true rest, we need to develop better personal habits and to create an environment that will allow us to be unreachable, and that the future of work will be determined by who has the right to be unreachable.

Keywords: Burnout, Micro-vacations, Work-life balance, Psychological detachment, Recovery, Employee wellbeing, Gen Z workforce, Right to disconnect.

1. INTRODUCTION

Most of the modern work life was simple. You have been working hard for about 50 weeks, you've been squirreling away your annual leave like acorns, and then all at once you've taken it all off to one great annual leave. You went to a warm place, you returned slightly sunburnt and with a brief bit of optimism, and you spent the next few months digging your way out of the inbox that filled up nicely while you were away. It was a not very elegant system. However, it had a logic of its own which was appropriate to its era.

That's now over. Laptop computers were taken out of the office. Messaging Apps left the laptop. It's a funny thing about work, it always manages to get out of any container we put it in. This means an always-on work force that is always ready to go, with a low-level alertness that never truly goes away. If you have ever thought that you are one notification away from a little existential wobble, you are not alone.

The micro-vacation took place in this context. Younger workers began to take more frequent but shorter vacations, instead of trying to save up time and money for one big annual vacation. 3 days in the mountains. Long weekend by the sea. Impulse to do anything, for no reason in particular. Just in time to recall that there are trees and that the sun is a substance and not a screen saver. The idea behind these trips has had a number of names, including microcations and micro-vacations, but it's pretty

straightforward. Come out for a short time, get some rest and go back in, repeat if necessary. The following is an effort to do just that. Not to poke fun at the naming habits of a generation, though that's fun, but to understand more about the deeper connection between rest and work in the twenty first century, which is revealed by micro-vacations. There's a real and significant insight behind the jargon. The old work rhythm is no longer working for many, and the micro-vacation is one of the more apparent symptoms of the old rhythm's demise.

THE EVOLUTION OF WORK–LIFE BALANCE

From Annual Leave to Micro-Vacations in the Always-On Era

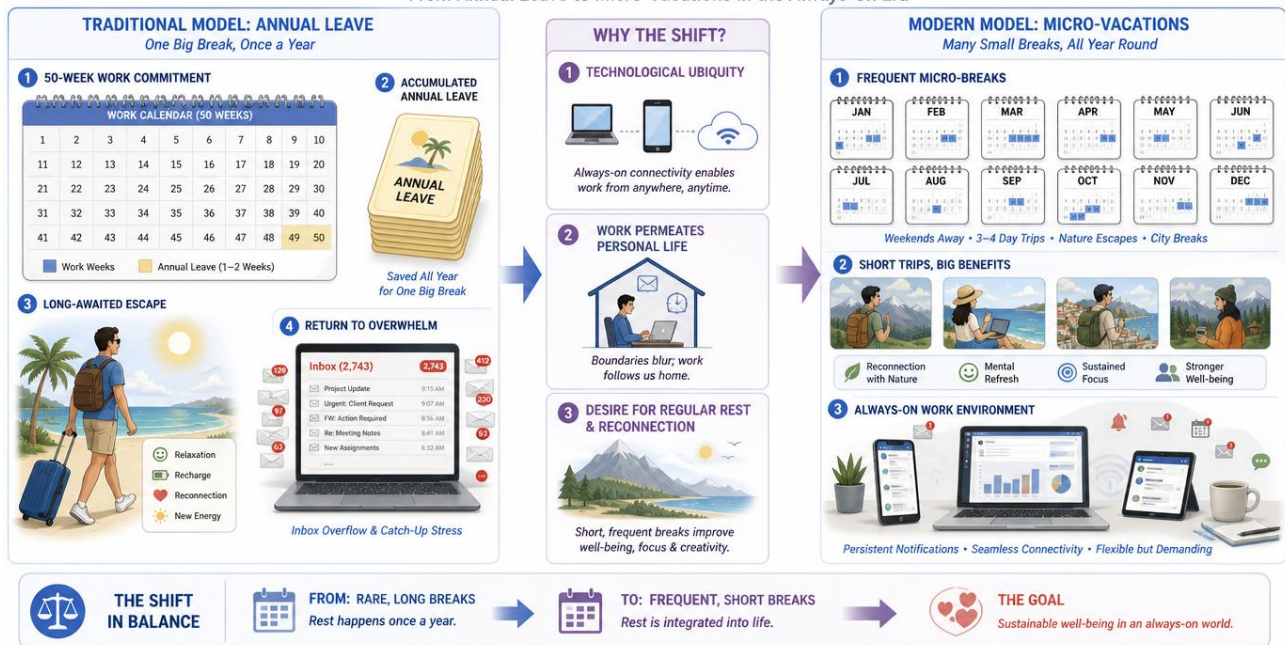


Fig-1: The Evolution of Work Life Balance

2. OBJECTIVES

The aim of this article is to do five things.

1. First, it clarifies the emergence and development of the micro-vacation as a travel pattern, and as a phenomenon in the workplace.
2. Second, it places the trend in a larger context of technological and labor market shifts, and generational values.
3. Thirdly, it presents a critical analysis of the effectiveness of short breaks in providing true recovery, or merely spreading the same exhaustion out over a series of shorter breaks.
4. Fourth, it offers practical frameworks and strategies for individuals, teams and organizations to put into practice.
5. Fifth, it pinpoints areas of research that are missing and proposes areas for future research.

The ultimate aim is to take the reader from a passive knowledge of a buzzword to a practical understanding of it, based on evidence, that they can use in their life or workplace.

3. BACKGROUND THE RISE AND QUIET DECLINE OF THE ANNUAL HOLIDAY

To appreciate why micro-vacations are new, it is important to recall that the annual vacation itself was an innovation and not that long ago at that. It wasn't something handed down through the ages that paid time away from work is an idea. It was won. Statutory paid leave is only relatively new in much of the industrialised world, having been introduced in the middle of the last century. In 1936, France is the first country to implement paid holidays. They were extended by the United Kingdom in the Holidays with Pay Act 1938. These policies were the result of an industrial logic. The work in the factory was physically demanding, location specific and time limited. You actually departed the factory when you left. Rest was the mere absence of labour, physically.

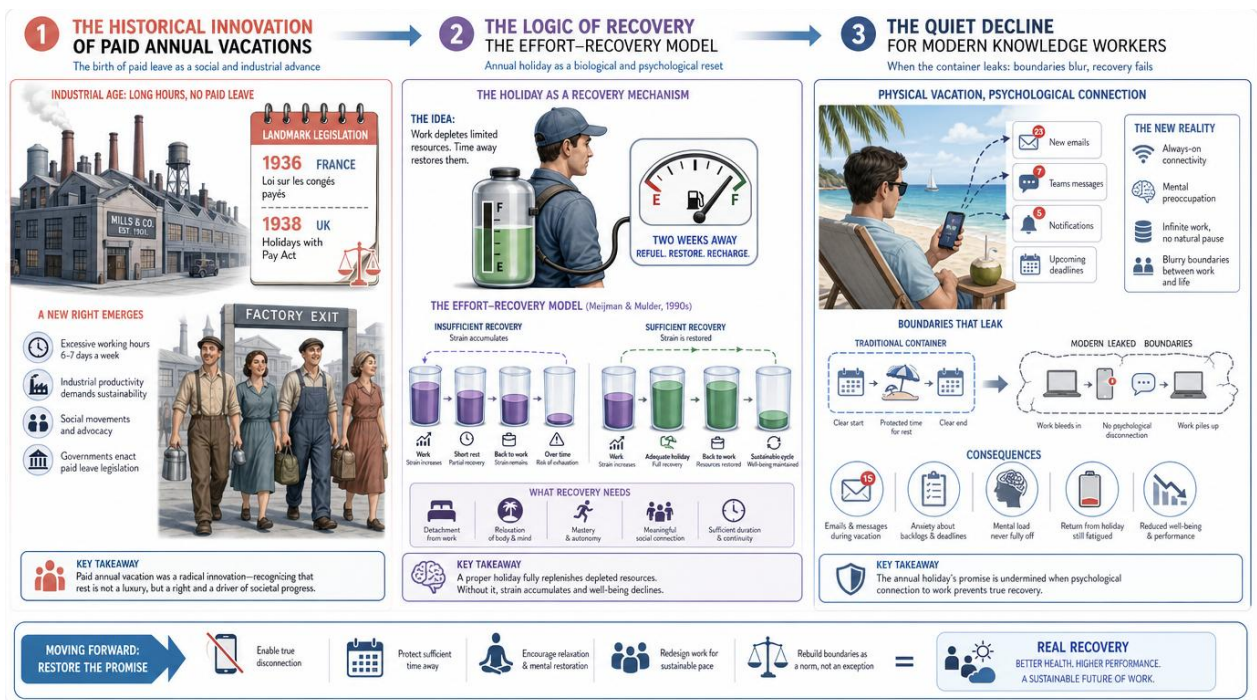


Fig -2: The Rise and Quiet Decline of the Annual Holiday

The two-week summer holiday is a perfect fit for this world. Work was focused and so could be recovery. For a year you emptied yourself and in one long pour you filled the tank. Later we were provided with language to describe what was happening by occupational psychologists. The effort-recovery model late 1990s developed by Theo Meijman and Gijsbertus Mulder is based on the idea that the strain caused by work must be compensated for by periods of rest from work demands. However, if recovery is incomplete, strain will build up, and the worker will begin each new period of work already depleted. It was really a big and rare recovery event, the annual holiday.

The issue is the world that the annual holiday was designed for has pretty much disappeared, at least for knowledge workers. Information work is mobile. No building to leave, it doesn't turn off when you leave it. In what researchers refer to as "psychological detachment," Sabine Sonnentag and her colleagues have found that the mental separation from work is as important as the physical separation. You can be sitting on a beach, and still be at work, with your head, and your two thumbs, poised over the phone, half listening

for the ping of a message. Distance meant detachment and the annual holiday was supposed to be free. It no longer does.

This is the quiet fall. The yearly holiday didn't go away. It remains on the books and still a legal right in most countries. However, it has become less effective as a recovery mechanism, because of the working culture that has come along with it, and that blurs the boundaries between work time and living room. Many employees now say they answer their email on vacation, they return home more worked up than refreshed, and they're afraid of the backlog of work after vacation that they won't take vacations at all. The container leaked and so did the holiday.

4. CURRENT TRENDS HOW SHORT BREAKS BECAME THE NEW NORMAL

The micro-vacation took the place of the annual model, which was failing. The way it works is simple. Trips last for 2-4 days. They are center on weekends and public vacations, allowing workers to extend one day of vacation to three or four days. They are not singular events, but rather are common and occur throughout the year, not just at one specific time of year. They are often local or regional, and prefer a road trip or a short flight to a long haul trip.

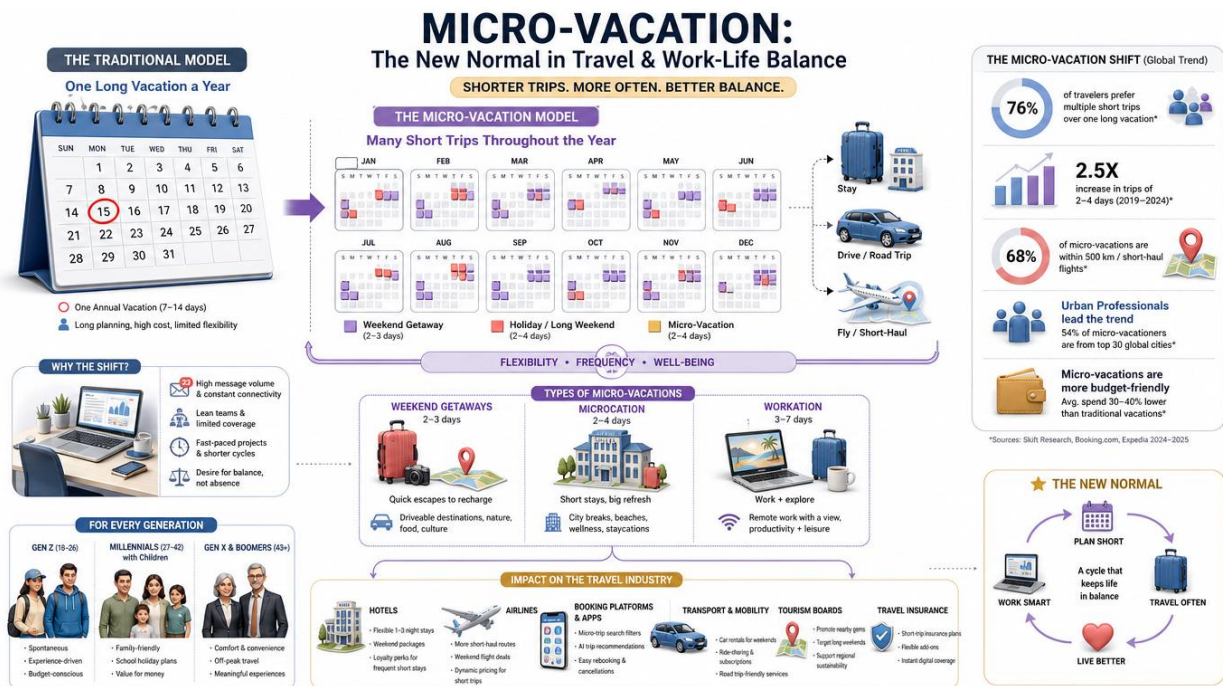


Fig -3: Micro Vacation

The travel industry has noticed and the data speaks for itself. Hotels, airlines and booking sites have all said that they have seen a fundamental change in the way people travel, with shorter and more frequent vacations. Travel industry experts at companies that monitor travel habits have reported that the weekend getaway has become a leading travel category, and travelers are more interested in being able to get away and how often they go away than in how long they spend away. The phrase "microcation" was coined in the United States by travel site Expedia several years ago and was used to refer broadly to a short



vacation, one that lasts less than five nights, and that is very popular with younger travellers who wish to take more frequent vacations with limited vacation time.

The trend is particularly strong in India. The urban professional class of city dwellers, in cities like Bengaluru, Mumbai and Delhi, has fuelled a surge in short holidays, many of which involve weekend road trips to nearby hill stations, beaches or heritage towns. Trade data from Indian travel companies have pointed to a huge proportion of short duration trips some surveys have shown that more than 90% of the trips made were of less than two days. With the advent of reliable highways, ride and car rental services and the proliferation of bookable homestays and boutique stays, the spontaneous short escape is much easier now than it was 10 years ago.

It's a travel story, but it's also a workplace story. Micro-vacations are in vogue because it's become so hard to take longer vacations. Teams run lean. Projects move fast. For many, the prospect of coming back to a thousand unread messages is a very real fear and this can make taking a proper holiday a calculation. The short break, in contrast, seems like it can be endured. The inbox isn't sentient and can be left for a long weekend. To some extent, the micro-vacation is a sensible adjustment to a job market that doesn't tolerate extended vacations.

It's also included in a broader generational vocabulary. The same generation that has popularized the notion of micro-vacations has also embraced the concept of "micro-retirements" that of taking extended vacations throughout a career, instead of just retiring at old age and a general distrust of the deferred gratification bargain that demanded much of the previous generation to work first, live later. All of these have as their theme a need to make space for breathing in a career instead of waiting for the end of the career before breathing.

Importantly, it's not a Gen Z behavior anymore. Millennials have embraced micro-vacations with a vengeance, and many of them are doing so because they have little ones and can't just up and leave for two weeks. Older workers have followed in their wake for the same flexibility. To meet the segment's needs, companies have begun selling directly to the market, creating packages that combine a few days of leisure with a remote-work week, known as long weekend or workation. It started out as a young travellers hack but has since turned into a travel and lifestyle category.

5. THE PSYCHOLOGY OF FREQUENT REST WHY SMALLER MIGHT BE SMARTER

It's here that the research is really interesting, and it indicates that the micro-vacation can be more than a coping mechanism. It could actually be more in line with the way humans recover.

Research on the effects of vacations has yielded a fairly uniform and sobering conclusion. Holiday's rewards go short-lived. According to the research of Jessica de Bloom and others who have done extensive research on vacation recovery, the feeling of wellbeing and energy that people gain from vacation usually fades in the first few weeks after returning to work, typically in two to four weeks. There is a post-holiday glow, but it's brief. The implication of this finding is of great importance. If the effect of the rest wears off rapidly, then one dose per year is not enough to keep you going throughout the year. So more frequent and smaller doses may help in maintaining the tank full for more time.

This is an extension of a general rule of recovery research that can be paraphrased as little and often is better than much and less often. An evening or a weekend recovery period may be more effective at sustaining wellbeing than a large recovery period that only occurs every few months, because the smaller

recovery periods occur frequently enough, so strain doesn't build up. The micro-vacation can be thought of as an intensified weekend recovery a planned and even longer vacation that happens often enough to be enough to break the pattern of fatigue that can lead to burnout.

There's a behavioral aspect, too. The expectation of happiness makes man happy. Studies have shown that a large part of the wellbeing that can be gained from a holiday is in the lead up to the holiday and anticipation of it. If a person takes one holiday a year, then he or she has one anticipation event. If someone takes six short breaks, he or she has six. Staggered throughout the calendar year, those moments of anticipation can help boost the spirits throughout the year, and provide something to look forward to in a matter of weeks, not months.

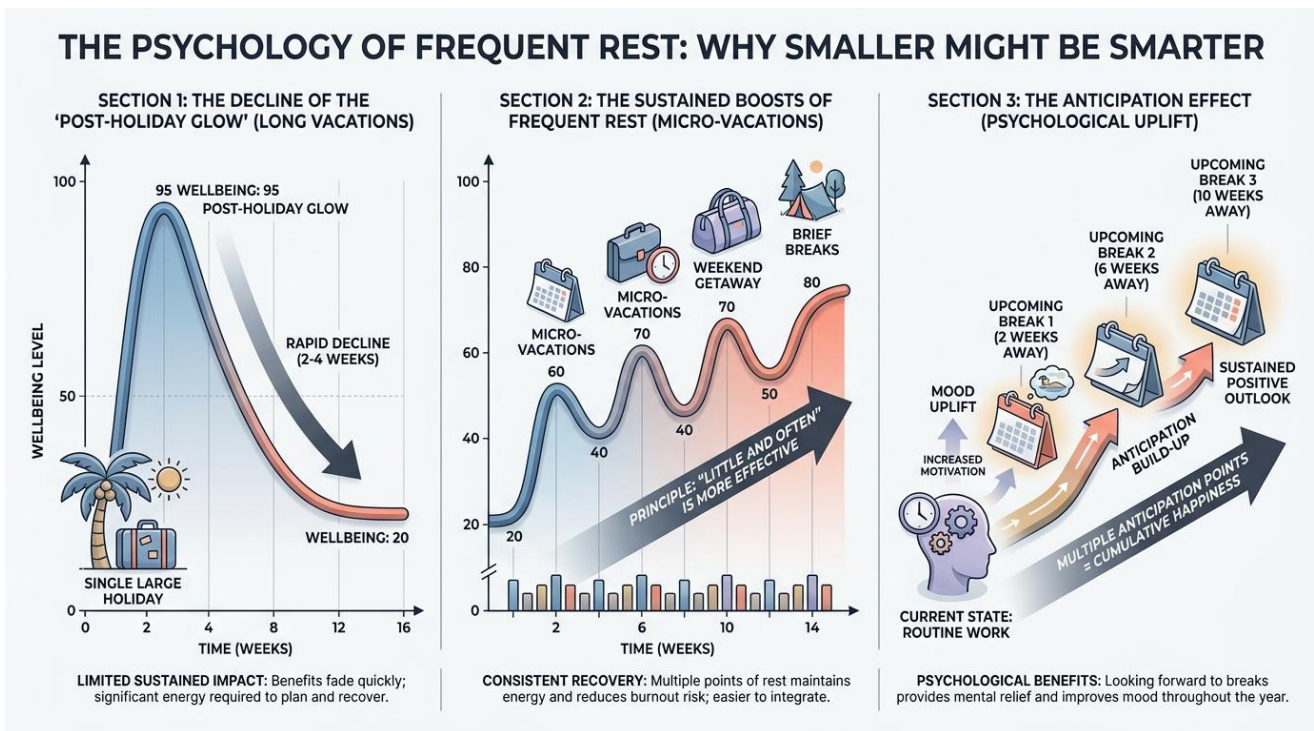


Fig -4: The Psychology of Frequent Rest

But all this does not make the micro-vacation a magic bullet, and the next section will take a hard look at its limitations. That doesn't mean we should take a short break lightly and label it a weekend. The science of recovery does give good reason to hope that taking frequent and well-designed breaks can be more effective than taking the occasional big holiday for long-term wellbeing.

6. THE EQUITY QUESTION WHO ACTUALLY GETS TO REST

There is a tacit assumption in the whole micro-vacation discussion. It assumes that the worker paid for his or her leave, has a predictable income, can be away from the desk and has enough money to pay for a weekend trip every couple of months. None of those are guaranteed for a lot of the people in the world who work, and if you don't take that into account, you're talking about privilege.

Think about workers who work in the front line or on shifts. The nurse, warehouse picker, retail assistant and delivery rider can't take a spur of the moment Thursday off and turn into a long weekend. They operate out

of a location and have a set staff. To them the irony is keen. The always on technology that makes it difficult for office workers to disconnect also restricts, schedules, tracks and disciplines frontline workers more than ever before without providing them with any flexibility. The micro-vacation is not something that they can see. The situation is even more dire for gig and informal workers. There is no paid leave and no day off means no day of pay. There is no wellbeing in rest, it is a straight loss of money. In many economies, including much of India, informal work is predominant, and the people who are most vulnerable to overwork are the ones who are least likely to be able to take part in the trend that offers the potential for relief from overwork. The geography is class dimension as well. Those who live close to popular vacation spots, have or can afford to rent a car, and can afford to pay for several short trips throughout the year will benefit from the frequent short getaways. The micro-vacation can be a silent signifier of status, a means for the comfortable to announce their presence, and the discourse of wellbeing can help to mask the fact that others are being excluded.

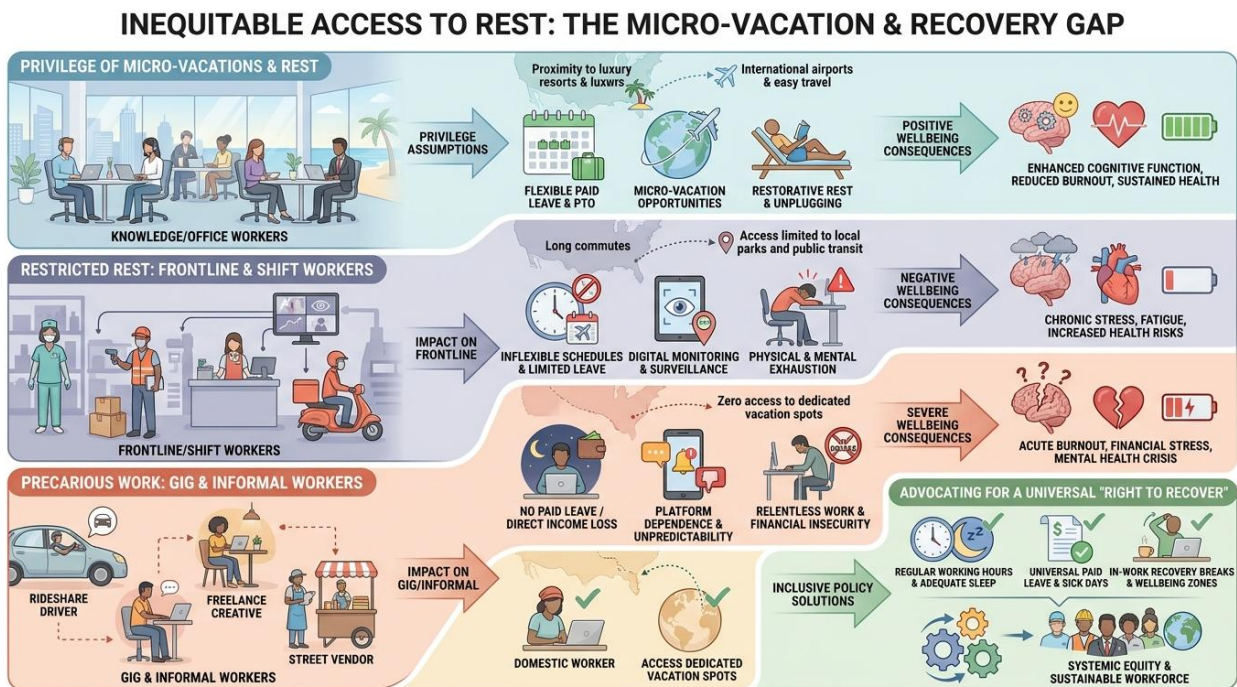


Fig -5: The Micro Vacation & Recovery Gap

This is important for all rest policy makers. Organizations and societies run the danger of creating wellbeing strategies around the already privileged when they use the micro-vacation as the model of healthy modern rest. A fair way would be to apply the principle the right to recover to those who can't travel at all. This translates to regular working hours for shift workers, paid leave for those who are informally employed, and time to recover during the work day based on the premise that one can get away from work. The ultimate test of the micro-vacation era isn't to see if knowledge workers can learn to switch off. Whether or not the right to rest is extended to those who cannot afford to rest.

7. CHALLENGES THE HIDDEN LIMITS OF THE MICRO-VACATION

Despite its allure, there are real threats and unaddressed conflicts to the micro-vacation. They must be faced in an honest analysis.

The biggest issue, and first, is that micro-vacations can manifest as a problem in disguise. Short breaks are partly a result of not being able to take long breaks, and they may not be able to take long breaks because of a lack of staffing, quick turnaround projects and a culture of being always available. When the illness is a workplace that doesn't allow for complete vacation, two-day getaways may just be a way of parceling out the same weariness in smaller doses. The worker believes he or she is taking action to address burnout, but that the underlying factors are not being addressed. This is the most severe and it's not something that should be dismissed.

The second challenge relates to the depth of recovery. There is some research that indicates that there is a time lag before psychological detachment takes place. The first day or two of a vacation is usually used to unwind, to mentally let go of unfinished work and overdue assignments. With a two-day trip, the worker can be on vacation just as he or she is beginning to feel really good, and the deep refreshment of a longer vacation is not possible. There's a reasonable recovery floor that is too brief to be effective. Some types of deep sleep, in which you lose track of time, can actually need more time.

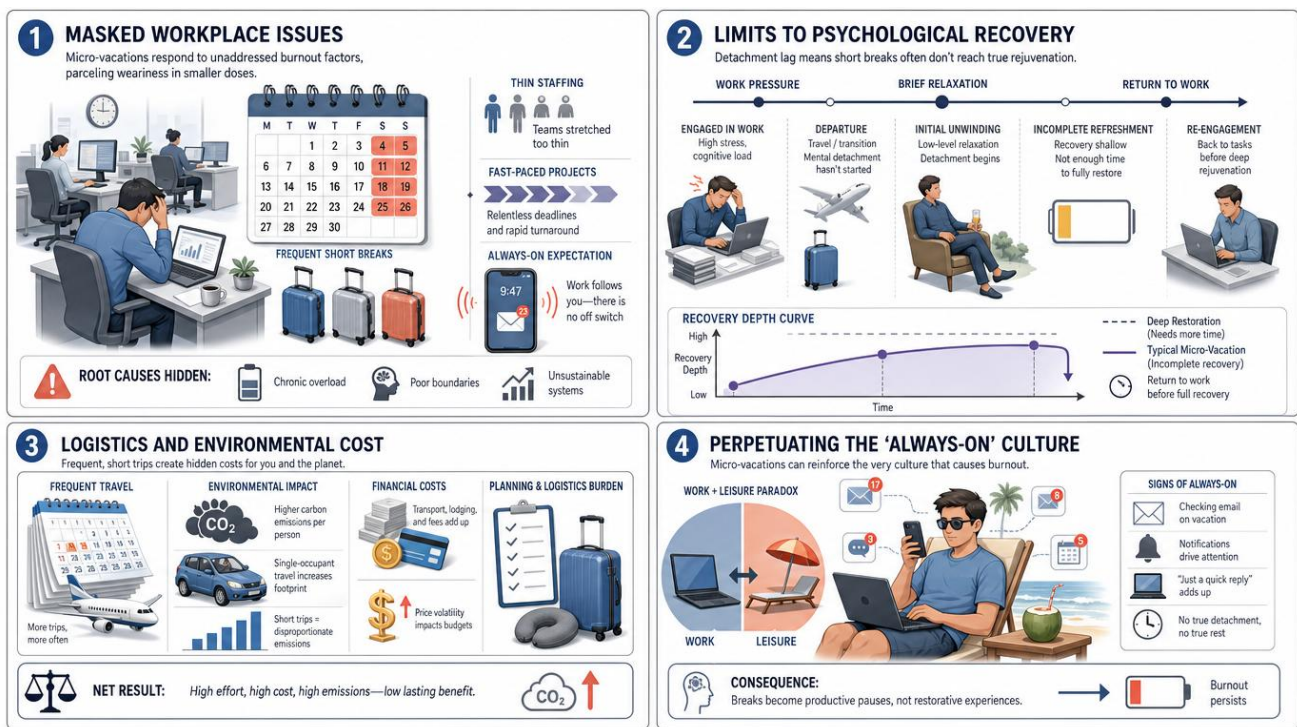


Fig -6: The Hidden limits of Micro Vacation

The third challenge is a logistics and cost challenge. Short and local travel is frequent and accumulative. Six weekend getaways can end up being more expensive than one longer trip and require more planning, more packing and more travel time. There's an environmental price to pay, too, as it can be a higher carbon footprint per day of vacation for a lot of little trips, particularly by air or in single-occupant cars, than for a single longer vacation. Not everyone has the opportunity to live the micro-vacation lifestyle and it may end up being another measure of relative privilege.

The fourth Challenge is the most paradoxical one. The micro-vacation can be an insidious way to perpetuate a "always-on" culture that it seems to oppose. The short breaks mean that people are likely to

remain reachable during their breaks, convincing themselves that it's just a long weekend and they can still keep half an eye on things. The outcome is a permanent partial work partial leisure state, neither on or off. The worker may simply move the inbox around in lighter bags, in an attempt to avoid it in his or her own inbox. Micro-vacations can be a means to feel refreshed without being out of reach.

8. SOLUTIONS AND FRAMEWORKS

8.1 Designing Rest That Actually Restores

For micro-vacations to be of any real value, they must be planned for. There are a number of frameworks that translate the research into practice, written for different actors.

8.2 The Recovery Frequency Model for Individuals

The fundamental truth of recovery science is that frequency is important, and so is detachment. One way to think about personal rest is by layers, each of which has a different timescale. The smallest unit is called the daily layer. This is the time in which you have to set a proper end to the working day, an evening without email, a proper ritual that indicates the end of work. Otherwise, there's no vacationing that can make up for it. The weekly layer is the regular weekend, intentionally rather than by default. Taking one day of the weekend seriously as a day of rest, does more than people think. The micro-vacation is located in the monthly or the seasonal layer. The idea here is to take a brief break about once every 6–8 weeks, before the fatigue reaches its maximum. Most importantly, these breaks should be scheduled ahead of time in order to allow for anticipation to work its magic, and to enable colleagues to get ready for the absence.

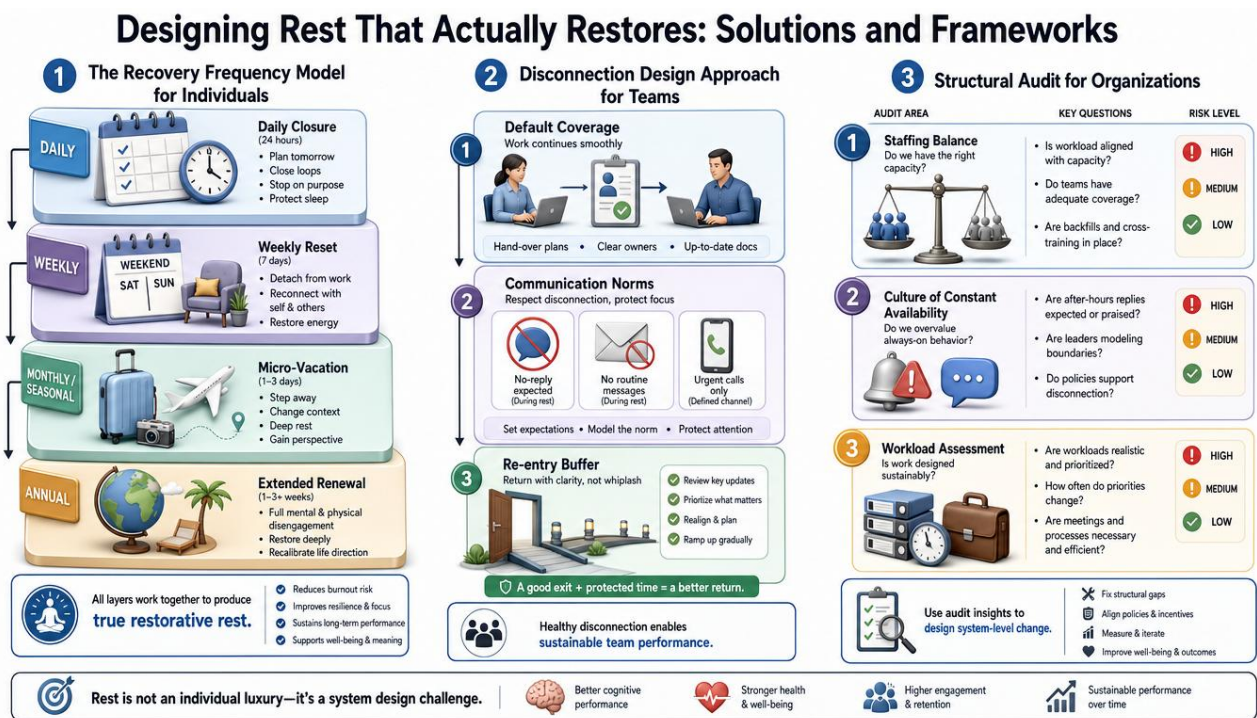


Fig -7: Designing Rest That Actually Restores

Annual layer is preserved. The micro-vacation is not meant to take the place of the long vacation. Most people still enjoy a longer break at least once a year, and this is enough to get them to the deeper level of



detachment that short breaks can't attain. The problem with the old model was that it was based on this layer alone. The error of an over corrected new model would be to give it up. The advantage of this multi-level approach is that it does not require a decision between short and long breaks. It leverages both and does what they do best.

8.3 The Disconnection Design Approach for Teams

The single most important factor in determining if a break will refresh someone is whether or not they disconnect during the break. It is not an individual issue, it is a team and cultural issue, as people remain reachable when they don't want to be perceived as not committed or when there is no one there to fill in for them. Teams can plan their escape from this.

- The first one is default coverage. There must be a clear and named person to take on their responsibilities before they take a break even a short one. That eliminates the fear that things will fall apart, which is why people remain online.
- The second is norms of communication which support time-off. This means that as a group, you decide that if you send a message to someone on leave they will not be expected to reply, and preferably not send a message at all unless it is really necessary. Some teams have a rule that if it's really urgent, they call the person, and if it's not, then it doesn't, which helps to filter out the noise and helps the person feel safe to not call.
- The third element is re-entry buffer. A major reason for not taking a leave is the fear of coming back to a thousand messages. This can be mitigated by allowing the first morning back to catch up with no meetings and by asking colleagues to only alert the returner to what really needs their attention and not dump the entire backlog on them.

8.4 The Structural Audit for Organizations

Leaders who wish to tackle the underlying issues, instead of simply enabling coping, must ask more difficult questions. The structural audit is a series of diagnostic questions which an organization can answer truthfully.

Does the loss of just one player become a crisis for teams. If it is, then it is a staffing issue and no vacation policy will solve the problem. Does the culture value the fact that the person is available, the quick response at midnight, the response on a Sunday. If so, then employees will be smart enough to remain connected even when on leave, as their promotion is dependent on being observed. Is the workload based on everyone being there all the time. If that is the case, then any real break is really an act of quiet rebellion and not a normal right.

The purpose of the audit is to become aware that micro-vacations thrive in unhealthy soil. They tend to be a symptom of no longer being able to get a good night's sleep. If an organization thinks that the trend of micro-vacations is a happy lifestyle trend, but doesn't see it as a warning sign of its own culture, it's not getting it. The best possible reaction is to truly make short and long breaks safe to take.

9. PRACTICAL APPLICATIONS PUTTING IT TO WORK

The frameworks will only be useful if they are translated into action. Below are some examples of the ideas above in real situations. When an individual knowledge worker begins to experience signs of burnout, the first step isn't to take a big vacation months away. It is to make one two-day break in the next six weeks and select a location within a reasonable distance from home and come to a decision to leave the laptop

at home. The worker should leave an honest out of office reply, designate another worker to respond in case of a true emergency, and try not to log in. It is the detachment that is the success measure, not the destination. A weekend at a small guesthouse, where you actually unplugged, was better than a luxury resort where you spent half the time on Slack.

The implication for a manager with a small and over-extended staff is to plan a coverage Rota in advance. If everyone is aware of who is covering for whom, short breaks are not dangerous. A manager can also demonstrate the behavior by taking micro-vacations in view and by not sending messages to team members who are on vacation. Culture flows downhill. When the boss is able to respond to emails from a mountaintop, everyone comes to understand that leave is in name only.

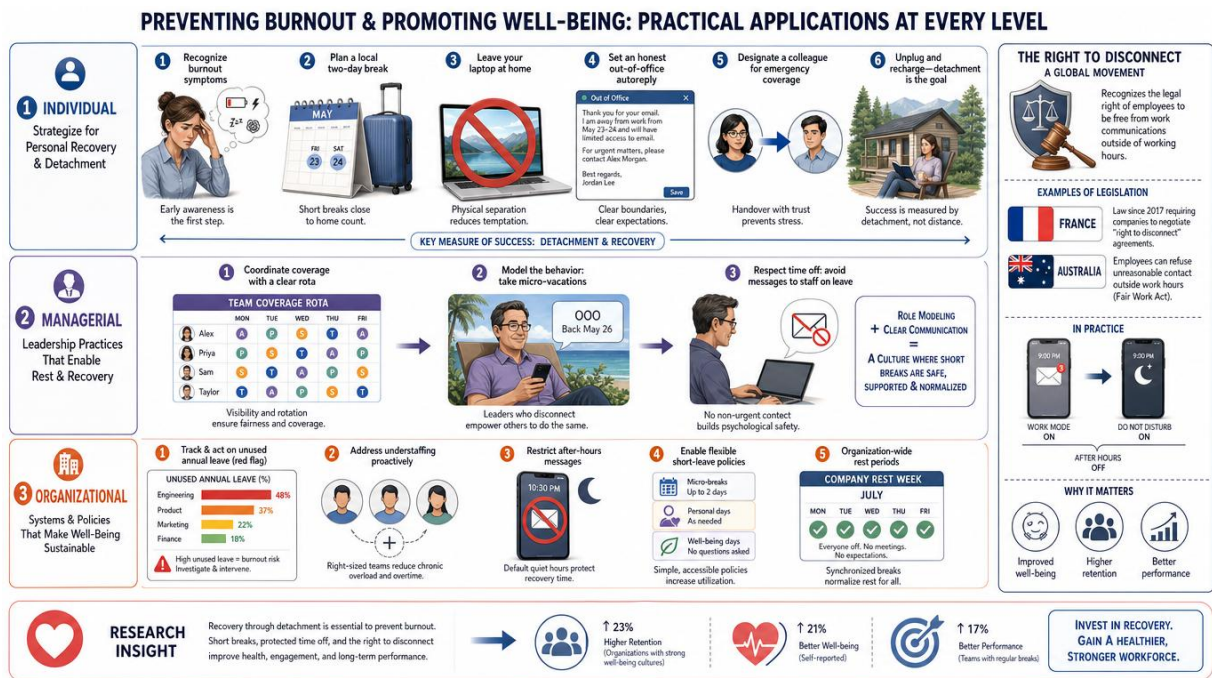


Fig -8: Preventing Burnout & Promoting Well Being

The practical application is, for an organization, to consider their existing data. What is the amount of unused annual leave. Unused leave is often a red flag and an indication that people don't feel they can take what is theirs. Combined with a genuine attempt to overcome understaffing and to stem after-hours messaging, flexible short leave policies hit the problem and its symptom. Some companies have tried the company-wide rest period, where the entire organization takes a break, which is a great way to eliminate the coverage issue as no one is behind.

A helpful real world comparator is the wider movement in respect of the right to disconnect. There are now legal safeguards in countries such as France and more recently Australia and others permitting workers to disregard communications from work outside of work hours. These laws recognize at a policy level what recovery research has revealed at an individual level Detachment is crucial and will not occur spontaneously in an always-on culture. Legislation is not necessary for organizations. They can choose to do it voluntarily and many who have done so report better retention and wellbeing.

10. FUTURE PROSPECTS WHERE THE TREND IS HEADING

There are a number of reasonable futures that stem from our current position.

In one scenario the micro-vacation becomes a healthy and stable component of working life. In conjunction with right to disconnect norms, improved staffing and a layered approach to recovery, short breaks are no longer a desperate workaround, but a normal tool. They are accompanied by long holidays, and each is used appropriately. This is the positive trajectory, and it can be realised, but it requires organizations to tackle structural issues, and not just cheer the trend.

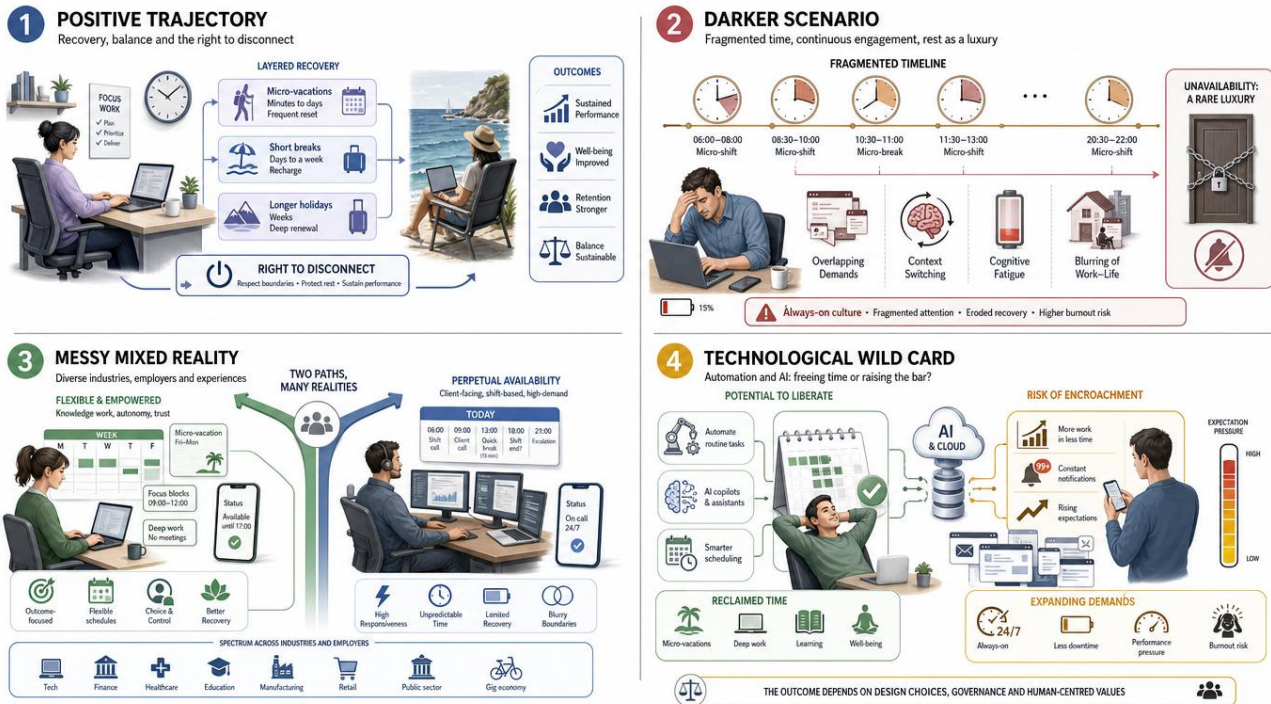


Fig -9: Future Prospects where the Trend Heading

If the trend of contraction persists, then it is a darker scenario. As long as the forces that are driving the need for micro-vacations persist, rest continues to be broken up. This is already reflected in the language with terms such as micro-retirements and micro-shifts. We get to the point where we take micro-breaks from our micro-shifts, and we keep on cutting down our rest time, and we still don't get away from work. In that world the ultimate luxury is not a five star resort at all. It's just an afternoon of unavailability, a thing that's becoming a rarity.

A third, and probably most common, option is a messy mix of the two that differs from industry to industry, country to country and employer to employer. The dichotomy of flexibility and always being on call will remain a challenge for knowledge workers. Some organizations will take this opportunity to allow people to have real choice in how they spend their time, as a consequence of remote and hybrid working. Others will do the same with the same technology to expand their reach to every hour. As it is so often, it will be power that will make the difference. Who determines when a worker is not working. Ultimately, the course of the micro-vacation will be determined not so much by the marketing of travel, but by the negotiation that is continuing over the parameters of work.

There's a technological wild card, too. At least it seems as though time off may be more achievable with automation and AI taking over more mundane tasks, keeping people from being tied down to the background noise. It's also possible that the increased expectations of work due to the same tools eat into the respite time. History is of no consolation here. The history of labour saving technology is a long one of increasing expectations and not decreasing effort.

11. GAPS IN RESEARCH AND DIRECTIONS FOR FUTURE STUDY

The literature on vacations and recovery is extensive, and the micro-vacation is not fully represented in the academic literature. There are several gaps which are outstanding and warrant future study.

Firstly, vacation recovery research has tended to focus on longer vacations. To determine if the fade-out research finding of the benefit of frequent short breaks over infrequent long breaks is validated in the real world, rigorous studies that measure the recovery effects of both types of breaks, using the same individuals over a year, should be conducted.

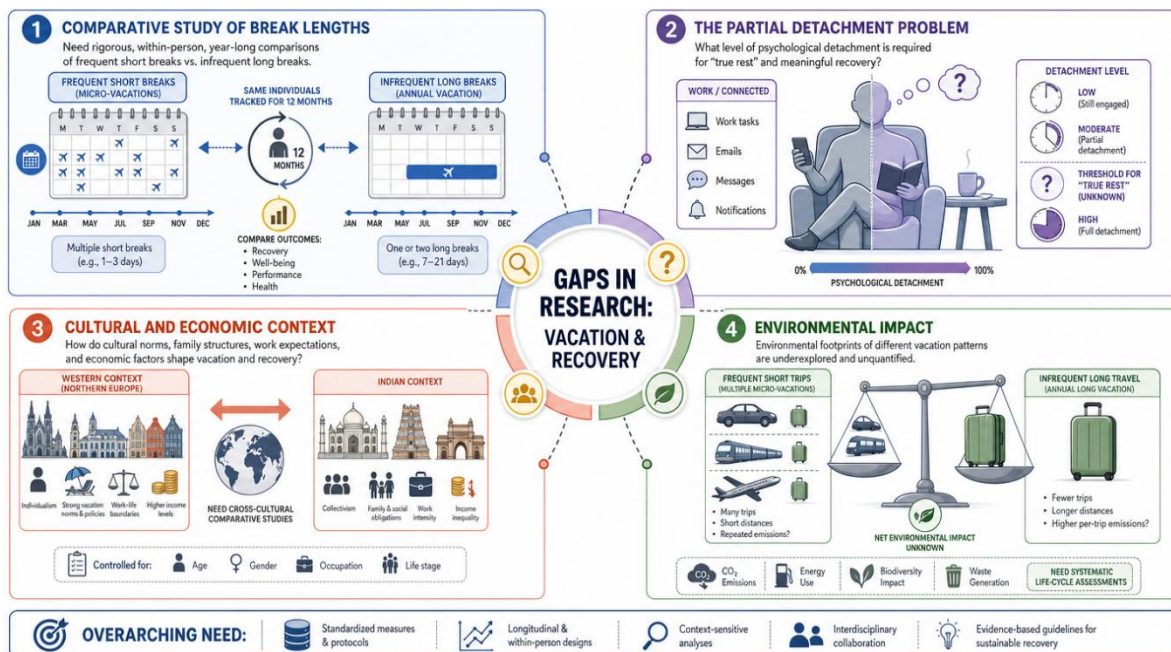


Fig -10: Gaps in Research Vacation and Recovery

Second, no research has been done on the partial-detachment problem, which is the tendency to keep half-detached. It would be very helpful to know what the point is at which a break is long enough for "true" rest to happen, in designing rest. But if, for instance, three days is the reliable amount of time needed for "true detachment", then there are direct policy implications.

Thirdly, the cultural and economic aspects are not sufficiently explored. The majority of recovery research is based in the West, and is frequently from a Northern European perspective. The Indian context is a very different one of work culture, family structure and infrastructure and the short getaways have become predominant, making it a case of much interest and value. Comparative cross-cultural studies would help us to understand much more.



Fourthly, the environmental compromise between frequent short travel and infrequent long travel is a serious issue that should be quantitatively studied, particularly in the context of sustainability. The micro-vacation trend hasn't yet been fully understood for its environmental impact, whether it is good or bad. Filling in these gaps would shift the discussion from anecdote and industry marketing to evidence just what the topic needs right now.

12. CONCLUSION

It's easy to make fun of the micro-vacation as another instance of this generation's ability to rename things, and they do like to rename things. But behind the hype there's a very real and significant truth. Our work is no longer confined to the factory or office and the traditional rhythms of work are no longer suited to a world where work accompanies us into every room and every hour. The annual holiday was created for a time when people worked in the building and left when they went on holiday. The micro-vacation is an answer to an age of the pocket office.

The bottom line is that it is more important to be frequent and detached rather than big. Recovery research indicates that the benefits of rest dissipate rapidly, and that smaller and more frequent vacations can help keep people healthier than one big vacation per year. If applied correctly, in combination with a layered system that incorporates daily, weekly, seasonal and annual breaks, then the micro-vacation is a very effective tool and not just a gimmick. The greatest thing to learn, however, is a warning. Micro-vacations are frequently a direct result of no longer being able to take a long vacation and treating the symptom can allow the disease to progress without awareness. The key is not if workers will continue to chip away at their escapes but if organizations will begin to tackle the burnout that drove the need for them to do so in the first place. Leaders take the message loud and clear. Allow for brief periods of rest, and address the root causes of the issues. In the future, the right to be unreachable will be the key to rest. It's not the five-star resort anymore, it's the ultimate luxury. It's an unbroken afternoon, completely off, phone face down, work, for once, waiting.

REFERENCES

- [1] Cheng, L., & Ren, Z. (2021). The impact of digital technology on employees' innovation: Based on the construal perspective of work rhythm. 2021 25th International Conference on Circuits, Systems, Communications and Computers (CSCC), 97–101. <https://doi.org/10.1109/csc53858.2021.00025>
- [2] Guo, L. (2021). Teaching of polymer synthesis design: Application of the disconnection approach in polymer chemistry. *Daxue Huaxue*, 0(0), 2101004–0. <https://doi.org/10.3866/pku.dhx202101004>
- [3] Kay, R., & Lauricella, S. (2016). Assessing laptop use in higher education: The laptop use scale. *Journal of Computing in Higher Education*, 28(1), 18–44. <https://doi.org/10.1007/s12528-015-9106-5>
- [4] Pike, S. (2004). Spoilt for choice: Short break holiday preferences in the brisbane market.
- [5] R., D. R., & K., D. (2022). Impact of factors on work life balance due to technology transformation with respect to information technology employees. *Webology*, 19(1), 5487–5496. <https://doi.org/10.14704/web/v19i1/web19369>
- [6] Xia, J. (2023). Who's unreachable?. *Schizophrenia Bulletin*. <https://doi.org/10.1093/schbul/sbad055>
- [7] Chaikovska, O. V., & Chaikovskiy, O. V. (2024). THE WEEKEND TOUR AS THE PROSPECTIVE TREND OF RURAL DEVELOPMENT. *Podilian Bulletin Agriculture Engineering Economics*, 64–68. <https://doi.org/10.37406/2706-9052-2024-1.9>
- [8] COIN, T. (2026). Best-travel-guide-an-expedia. <https://doi.org/10.55277/researchhub.wddge20v.1>
- [9] Drinkwater, F. H. (1938). Paid holidays. *Blackfriars*, 19(219), 436–438. <https://doi.org/10.1111/j.1741-2005.1938.tb04371.x>



- [10] Knittel, C., & Murphy, E. (2019). Generational trends in vehicle ownership and use: Are millennials any different?. <https://doi.org/10.3386/w25674>
- [11] Lim, M., & Misra, J. (2019). Work/life balance. *Sociology*. <https://doi.org/10.1093/obo/9780199756384-0218>
- [12] Raphael, L. (2023). Since the boom: Continuity and change in the western industrialized world after 1970. *Labor*, 20(3), 129–130. <https://doi.org/10.1215/15476715-10581573>
- [13] Sankar, J. G. (2024). Travel redefined. *Advances in Hospitality, Tourism, and the Services Industry*. <https://doi.org/10.4018/979-8-3693-2137-9.ch008>
- [14] Singh, D. R. (2023). INDIAN TOURISM INDUSTRY DURING COVID-19 PANDEMIC OUTBREAK AND PRESENT OPPORTUNITIES IN TRAVEL INDUSTRY. IIP Series. <https://doi.org/10.58532/v3bhma3p2ch2>
- [15] Sonnentag, S., Niessen, C., & Neff, A. (2011). *Recovery*. Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780199734610.013.0066>
- [16] Zijlstra, F., & Meijman, T. (2013). Arbeid en mentale inspanning. *De psychologie van arbeid en gezondheid*. https://doi.org/10.1007/978-90-313-9854-6_3
- [17] (1938). HOLIDAYS WITH PAY. *The Lancet*, 231(5984), 1062. [https://doi.org/10.1016/s0140-6736\(00\)94532-x](https://doi.org/10.1016/s0140-6736(00)94532-x)
- [18] Brown, C. (2012). Summer vacation and the achievement gap: Do summer activities differ by students' socioeconomic status?. *McNair Scholars Research Journal*, 16(1). <https://doi.org/10.32855/2642-2492.1194>
- [19] Christensen, L. (2016). Environmental impact of long distance travel. *Transportation Research Procedia*, 14, 850–859. <https://doi.org/10.1016/j.trpro.2016.05.033>
- [20] Decrop, A. (2006). Vacation planning and decision-making processes.. *Vacation decision making*. <https://doi.org/10.1079/9781845930400.0090>
- [21] Kwon, J., & Lee, H. (2021). Expectation, serendipity, and travel satisfaction in duration of happiness--model. *PsycTESTS Dataset*. <https://doi.org/10.1037/t76929-000>
- [22] Mitas, O., & Bastiaansen, M. (2024). Smells like my vacation: Attenuating the fadeout effect. *A Research Agenda for Tourism and Wellbeing*. <https://doi.org/10.4337/9781803924342.00022>
- [23] Murphy, L. (2000). Psychological detachment as a moderator in work–family conflict relationships. <https://doi.org/10.15760/etd.6038>
- [24] Nawana Parker, M. (2020). A license to rest and recover. *Educator Wellbeing*. <https://doi.org/10.4324/9781003105480-5>
- [25] George, D. (2024g). *Workforce Impacts by 2030: Job Losses and Opportunities in an Era of Automation and AI*. Zenodo (CERN European Organization for Nuclear Research). <https://doi.org/10.5281/zenodo.14677191>
- [26] Smith, J. L., & Bryant, F. B. (2013). Are we having fun yet? savoring, type a behavior, and vacation enjoyment. *International Journal of Wellbeing*, 3(1), 1–19. <https://doi.org/10.5502/ijw.v3i1.1>
- [27] George, D. (2024f). *Automated Futures: Examining the promise and peril of AI on jobs, productivity, and Work-Life balance*. Zenodo (CERN European Organization for Nuclear Research). <https://doi.org/10.5281/zenodo.14544519>
- [28] (2013). Lack of breaks and workplace distractions affect safety. *The Pharmaceutical Journal*. <https://doi.org/10.1211/pj.2013.11127114>
- [29] George, D. (2024e). *The “Anti-Hustle” Ethos Among Generation Z Workers: An Investigation into Shifting Attitudes Towards Work-Life Balance*. Zenodo (CERN European Organization for Nuclear Research). <https://doi.org/10.5281/zenodo.13993431>
- [30] (2021). Campaign letter for RPS elections 2021: Farzana haq on breaks and wellbeing. *Pharmaceutical Journal*. <https://doi.org/10.1211/pj.2021.1.79105>
- [31] George, D. (2026a). *Career Minimalism How Gen Z is redefining Work-Life Balance and Professional success*. Zenodo (CERN European Organization for Nuclear Research). <https://doi.org/10.5281/zenodo.18413424>
- [32] 王, 智. (2023). Research on the definition and development status of new camping experience of “city park + micro vacation”. *Advances in Social Sciences*, 12(11), 6471–6478. <https://doi.org/10.12677/ass.2023.1211885>
- [33] George, D. (2024a). *Artificial intelligence and the Future of work: Job shifting not job loss*. Zenodo (CERN European Organization for Nuclear Research). <https://doi.org/10.5281/zenodo.10936490>
- [34] Cropley, M. (2012). Recovery after work: The role of psychological detachment in the recovery process. *PsycEXTRA Dataset*. <https://doi.org/10.1037/e604062012-035>



- [35] George, D. (2023). Preparing Students for an AI-Driven world: Rethinking curriculum and pedagogy in the age of Artificial Intelligence. Zenodo (CERN European Organization for Nuclear Research). <https://doi.org/10.5281/zenodo.10245675>
- [36] Ding, Y., Ma, M. (., & Niu, Z. (2025). Working from home after hours? right to disconnect laws, firm profitability and employee work-life balance. SSRN Electronic Journal. <https://doi.org/10.2139/ssrn.5394611>
- [37] George, D. (2024b). Artificial intelligence and the Future of work: Job shifting not job loss. Zenodo (CERN European Organization for Nuclear Research). <https://doi.org/10.5281/zenodo.10936490>
- [38] Drenttel, W., & Helfand, J. (2019). Culture is not always popular. Culture Is Not Always Popular. <https://doi.org/10.7551/mitpress/11955.003.0018>
- [39] George, A., Fernando, M., George, A., Baskar, T., & Pandey, D. (2021). Metaverse: the next stage of human culture and the internet. Zenodo (CERN European Organization for Nuclear Research). <https://doi.org/10.5281/zenodo.6548172>
- [40] BPsySc, H. C. (2025, July 17). Psychology of Happiness: A summary of the Theory & research. PositivePsychology.com. <https://positivepsychology.com/psychology-of-happiness/>
- [41] George, D. (2024c). Trendsetters: How Gen Z defined 2024. Zenodo (CERN European Organization for Nuclear Research). <https://doi.org/10.5281/zenodo.11661558>
- [42] George, D. (2024d). Technology Tension in schools: Addressing the complex impacts of digital advances on teaching, learning, and wellbeing. Zenodo (CERN European Organization for Nuclear Research). <https://doi.org/10.5281/zenodo.13743163>
- [43] Mavigadget. (2026, January 20). <https://blog.mavigadget.com/your-essential-guide-to-real-breaks-recharge-refocus-in-a-hyperconnected-world/>
- [44] George, D. (2026c). The Agent Economy: How autonomous AI systems are restructuring knowledge work, capital allocation, and the architecture of enterprise value. Open MIND. <https://doi.org/10.5281/zenodo.18555677>
- [45] Fikry, N. (2022). Short breaks are for hot chocolate, long breaks are for salads, weekends are for baking. *Gastronomica*, 22(3), 81-84. <https://doi.org/10.1525/gfc.2022.22.3.81>
- [46] George, D. (2026b). Career Minimalism How Gen Z is redefining Work-Life Balance and Professional success. Zenodo (CERN European Organization for Nuclear Research). <https://doi.org/10.5281/zenodo.18413424>
- [47] Hospes, O., & van der Meulen, B. (2009). Voluntary guidelines. Fed up with the right to food?. https://doi.org/10.3920/9789086866748_015
- [48] Kobr , K. (1997). Positive/negative. *Visual Communication Quarterly*, 4(1), 13-14. <https://doi.org/10.1080/15551399709363344>
- [49] Mack, A. (2017). Sensory refreshment. University of Illinois Press. <https://doi.org/10.5406/illinois/9780252039188.003.0006>
- [50] Vishwanathan, P. (2024). Employee wellbeing. *Employee Wellbeing*. <https://doi.org/10.4324/9781032705125-1>
- [51] Igusa, G. (2011). Goal oriented rational behavior on paid holidays for female workers. *The Annual review of sociology*, 2011(24), 50-61. <https://doi.org/10.5690/kantoh.2011.50>
- [52] R acz, I. (2019). Right to disconnect. *Pro Futuro*, 8(4). <https://doi.org/10.26521/profuturo/2018/4/2878>
- [53] Shen, H., & Hu, Y. (2025). Short breaks and micro vacations: Scale development and validation of micro vacation motivation. *Tourism Review*, 80(5), 1084-1100. <https://doi.org/10.1108/tr-02-2024-0131>
- [54] Strassmann, W. P. (1963). American and british technology in the nineteenth century: The search for labour-saving inventions. by H. J. habakkuk. cambridge: Cambridge university press, 1962. pp. ix, 222. \$6.00.. *The Journal of Economic History*, 23(1), 104-106. <https://doi.org/10.1017/s0022050700103547>
- [55] Tubadji, A. (2025). Cultural bias. *Culture Based Development*. <https://doi.org/10.4337/9781035341108.00011>
- [56] (2008). VACATIONS AND HEALTH.. *JAMA*, 300(2), 224. <https://doi.org/10.1001/jama.300.2.224>
- [57] (2020). Supplemental material for wakeful rest benefits before and after encoding in anterograde amnesia. *Neuropsychology*. <https://doi.org/10.1037/neu0000631.supp>