



# Examination into the Mediating Role of Optimism on the Relationships between Work-life Balance, Job Embeddedness and Turnover Intention: Evidence from Central African Context of Cameroon

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## ABSTRACT

In a modest environment, hospitality businesses do their best to attract and maintain loyal customers. Centered on the conservation of resource theory, the study confirms that employees, in face-to-face contact with customers serve as the key to the business- stakeholders' relationship and they play a critical part in the execution of business policies that lead to improved results. This study aims to examine if optimism (OPT), acts as a mediating variable between work-life balance (WLB), job embeddedness (JE), and turnover intention (TOI). This study leveraged on a quantitative cress sectional research design using of a convenience sampling method to distribute questionnaire for data collection. The present study leverages on 200 usable using self-administered questionnaires, using convenience sampling method were collected from the local bar and restaurant salespeople in Yaounde, Cameroon, and were used for data analysis. All above proposed hypotheses were supported. WLB is an important job resource for growing salespeople's confidence. Furthermore, WLB raises salespeople's confidence, which makes them more concentrated and connected to their job. In conclusion, findings suggest that optimism plays a role in the above-mentioned relationship as a partial mediator. Contrary to the past contributions in the related literature, and in addition to the extant literature, it is clear that studies on WLB on its antecedents and outcomes need further insights into the African culture. Therefore, this study aims to investigate the role of optimism in the relationship between work-life balance (WLB), job embeddedness (JE), and turnover intentions (TOI) of restaurants and bars servers in the context of Central African with focus on Cameroon.

**Keywords:** Work-life Balance, Optimism, Job embeddedness, Turnover intentions

**JEL Classifications:** C14, M31, J28, J63

## 1. INTRODUCTION

In an increasingly competitive environment, hospitality businesses strive to maintain a loyal customer base. employees that have direct contact with customers such as servers serve as a key relationship between the business and its stakeholders thus, they play an important part in implementing organizational strategies that contribute to increased performance (Sengupta et al., 2015).

There has been a cumulative anxiety as the quality of homes and life of workers is reduce daily, thus causing poor workers input and performances in the job tasks. Poor sense of work life balance is a drawback that poses a huge danger to workers mental and general health, their performances as well as the organizational performances and productivity (Lewis, 2016). Several workers continuously encounter problems, in their pursuit to maintain and stability between their work and social duties.

Regardless, front-line workers, such as salespeople, face job difficulties, the tension between job and household responsibilities, dangerous work environments, difficult and hostile customers (Chen et al., 2018; Huang et al., 2018). As a result, it's critical to comprehend the variables that affect salespeople's turnover in organizations. A considerable amount of research has focused on the relationship between work-life balance and employee (servers) turnover in organizations over the past decades to study the factors that affect employee (servers) turnover in organizations (Liu et al., 2015). According to research, the tension between work and family life not only has negative effects in the family sphere but also harms the workplace (Odele-Dusseau et al., 2012; Wayne et al., 2017). As a result of the negative effect of trying to meet up with work and life conflicts, employees find themselves leaving their current jobs for better ones that they believe will suit their work-life differences.

Companies must create an environment in which employees can cope with stressful and difficult circumstances while juggling their job and family obligations (Chan et al., 2017; Karatepe et al., 2008). WLB is an essential work advantage that is linked to personal resources such as self-esteem and motivation, resulting in positive results for workers (Brough et al., 2014, p. 2728; Brough et al., 2014). Brough Sujan (1999) identified optimism as a key, individual trait that boosts salespeople's street smarts and leads to sales success. The creation of a positive acknowledgment about being a successful individual in the present and the future" is what it means (Luthans et al., 2007).

Optimistic employees have favorable non-work aftermaths, with job and family satisfaction, and overall psychological state of well-being as examples, this was confirmed by preceding works according to Alarcon et al. (2013), Brough et al. (2014). Employee turnover has been a very critical issue for managers in the hospitality industry. High rates of employee turnover result in direct and indirect costs to the organization, these costs involve but are not limited to recruiting and training newly hired employees, and the loss of organizational knowledge and cohesive culture from leaving employees (Robinson et al., 2014). To find insights and appreciate the occurrence and its effects on the hospitality industry, considerable attention has been devoted to employee turnover and turnover intention (Cho et al., 2009). Optimistic employees with a stable work-life relationship will not nurse the intentions to quit their jobs because they will be more embedded in their current jobs, while pessimistic ones lose grip of their attachment to their jobs thus will have the intentions to leave. Although a wealth of knowledge on hospitality employee turnover intention has been generated, our understanding of this important phenomenon is limited (Park and Min, 2020), especially in the present context under investigation. The concept of TOI as a negative outcome in today's hospitality literature is a call for intense research as many workers nowadays have many individual reasons for leaving their current jobs. A hand full of studies have validated TOI as an organizational nightmare, as employee retention has become a serious issue to many employers (Guzeller and Celiker, 2020; Bouzari and Karatepe, 2020; Haldorai et al., 2019). Uncompromising and long working hours, heavy workloads, irregular holidays and relatively low wages in the sector are

factors that influence employees' turnover intentions (Lee et al., 2012; Brien et al., 2015, p. 361). Several pressure factors, such as excessively demanding customers and managers, bring repetitive nature alongside working conditions with inefficient training events and long shifts (Stamolampros et al., 2019).

Furthermore, the impact of WLB on OPT and other employee outcomes has been limited in the extant literature and some of these studies have been investigated in places like Iran. For example, the work of Bouzari and Karatepe, (2020), validated the positive effect of WLB and OPT on manager's life satisfaction and creative performance. In the above-mentioned study, OPT mediated the relationship between the predictor and criterion variables. Results from these studies cannot be generalized nor integrated into other cultures. To create a novelty. The bearing of WLB on OPT, JE, and TOI in the African setting will contribute to extant literature in the context of employees. In the African context, the quest to balance work and life demand and their impact on other job outcomes has long been a serious call for attention. Unfortunately, studies in that direction have been missing. Furthermore, the mediating effect of OPT in this relationship within this very context will also add to previous literature.

WLB has become a concept of research interest in today's hospitality literature. The incompatibility of WFC has urged researchers' to channel interest in the WFC concept (Jenkins et al., 2016; Karatepe and Karadas, 2016; Mumu et al., 2021; Oliveira et al., 2013). The WFC is a form of contradict two roles, in which the impositions coming from the field of work are to a very greater extend opposing family responsibilities and demands The negative effect of employees WFC spills out to their WLB domain.

Some studies have investigated the impact of WLB on employee outcomes such as employee creative performance and life satisfaction in servers in the context of Iran (Bouzari and Karatepe, 2020), psychological contract breach, task performance, and voice behavior, in Turkish hotels (Kaya and Karatepe, 2020). Other studies have investigated how WLB was impacted by the lifestyles of hospitality and tourism entrepreneurs using in-depth interviews and observations from Dali and Lijiang, in the context of China, (Sun et al., 2020), and by gender, class, and ethnicity of the female academic staff of two ethnic groups in two universities in Serbia, (Lendák-Kabók, 2020). Furthermore, WLB has also been confirmed to influence employee retention in the financial sector in Djibouti in East Africa, but its impact in West and Central Africa such as Cameroon needs to be investigated. Contrary to the above contributions, and as an addition to the extant literature, it is clear that researches on WLB on its antecedents and outcomes need further insights into the African culture. In light of the above-intended contribution, this study aims to see if optimism plays a role in the relationship between work-life balance (WLB), job embeddedness (JE), and turnover intentions (TOI) of restaurants and bars servers in Capital city of Cameroon. This study will add to literature on WLB in the west and central part of Africa. Current literature about variables under study tells us that, WLB has a strong impact on, and positive relationships with optimism, life satisfaction, and creative performance in hotels in Iran found in the Middle East, (Bouzari and Karatepe, 2020). Due to cultural

differences, these results cannot be generalized so there was a need to test these constructs in other cultures and geographical locations.

To fill the present gap, the study objectives investigate the following:

- The indirect consequence of WLB on TOI and JE through OPT, (Mediating effect of OPT).
- Finally the impact of OPT on TOI and JE.

## 2. LITERATURE AND HYPOTHESIS DEVELOPMENT

### 2.1. Theoretical Background

This present research is grounded on the conservation of resources (COR) theory to develop the proposed assumptions. According to this theory, individuals strive to accrue and safeguard resources, which could be considered as objects, circumstances, special characteristics, and energies (Hobfoll, 2001). The COR theory is a stress theory. The theory describes the motivation that drives humans to both keep or uphold their current resources and to pursue new resources. Hobfoll as the author of this theory postulated that mental stress occurred in three cases; when there is a threat to loss of accumulated resources, a real net loss of resources, and situations in which resources are stagnant following the spending of resources. From this standpoint, resources are defined as valuable things like objects, states, and conditions. As a result, this COR theory emphasizes that the loss of these types of resources will lead individuals into certain levels of stress. Relating to the present study, employees who have a balance between their work and live activities will be in a good condition and state of being. Therefore, they will gain and maintain good resources to be optimistic and embed in their jobs. Furthermore, these resources will help keep them in their current jobs.

Accumulated resources continue to give rise to additional resources, leading to resource convoys. Such resource processions further produce intended required consequences (Hobfoll, 2002; Xanthopoulou et al., 2007). According to the work of Chan et al. (2017), originally gained resources stimulate future resource gains. On the other hand, the lost resource will further give rise to future resource losses.

### 2.2. Background

The concept of WLB describes rules and practices attempting to assist employees in achieving a better synchronization in their whole life experiences (Yadav and Morya, 2019). Lately, researchers are beginning to argue that it is more useful to consider a person's work as part of his or her whole life (Kelliher et al., 2019), as it should be considered as one of many other aspect of a person's whole life.

Staff in both the production and service domain experience task-related distress as a result of WLB. This is particularly important for employees in the hospitality industry who work long hours and must balance between job and family obligations (Karatepe and Kilic, 2015). WLB is an effective preservation tool for workers who are experiencing high levels of stress and anxiety on the job,

according to Vong and Tang (2017). Deery and Jago's (2015) evaluation research on WLB echoed this sentiment. There are theoretical works focused on WLB, according to a study of existing hospitality literature. According to Hsieh et al. (2008) study, work interference with private life had an especially strong effect on leaving job intentions among hotel supervisors with higher levels of involvement in private life. Salespeople have depleted resources and minds as a result of the amount of time they spend at work and outside, as well as issues coping with various roles as employers and in families. According to research on hotel workers in South Korea, job satisfaction or programmed flexibility reduces job intentions but has no impact on citizenship behaviors in the organization (Lee et al., 2011). One-fourth of bed and breakfast housekeepers struggled to strike a work-life balance, according to previous reports (Hsieh, 2010). A Taiwanese survey found that the majority of hotel managers had no trouble balancing their job and individual life (Hsieh et al., 2005). This may be due to managers' greater tolerance for messing with work and family errands (Hsieh et al., 2005).

The conservation of resources (COR) theory is used as a hypothetical model in this analysis to investigate the relationship between WLB and OPT. Things, environments, human attributes, and dynamisms are all tools that people seek to collect and preserve (Hobfoll, 2001). Resource processions are the product of resources creating more resources. Capital can flow more freely, resulting in preferred and beneficial conclusions (Hobfoll, 2002; Xanthopoulou et al., 2007). It also reveals that a shortage of money makes people stressed, which has negative consequences. A review of similar works reveals a strong association between WLB and certain personal capital, in comparison to JE, TOI, and OPT (Chan et al., 2017).

Conversely, there seems to be limited evidence that WLB affects OPT among salespeople, (Bouzari and Karatepe, 2020) in the hospitality sector. WLB is a vital job resource, according to the COR theory, while OPT is a precarious private resource, according to the above research (Alarcon et al., 2013; Chan et al., 2017; Hobfoll, 2002). The initial resource builds, tend to cause upcoming resource gains, while early resource depletions tend to cause further damages. Smith (2010) claims that effective implementation of WLB would increase salespeople's efficiency.

Drawing from previous literature, two have impact each other: work family conflict (WFC) and the family-work conflict (FWC), (Cecilio, 2016; Oliveira et al., 2013). WFC occurs when WORK duties interfere with family obligations, such as caring for children or other dependents whereas FWC is when family responsibilities or problems, such as marital differences, influence job performance or professional requirements. Grounded on the COR (Hobfoll, 1989), individual energy and resources are limited, and when individuals use their resources in one sphere (e.g. work), there is a scarcity of resources in another sphere (e.g. family), which increases the possibility of conflicts. We can draw from the above point that WFC AND FWC have a negative effect on employee outcomes as validated by Ribeiro et al. (2023), who investigated and validated that WFC has a negative effect on employee

engagement and hence will affect a balance between work and life of employees.

### 2.3. Hypothesis Development

#### 2.3.1. Work-life balance (WLB) and job embeddedness (JE)

In the hotel industry, salespeople play a critical role in providing services and resolving customer concerns. This isn't surprising, given that salespeople have cross-functional positions, and their attitudes and actions influence how customers perceive service quality. They, however, also have a heavy workload and encounter work-life tension as well as other family issues that conflict with their job responsibilities (Choi and Kim, 2012; Davidson et al., 2011). Analysing past studies validate a positive connotation between WLB and some personal resources such as self-efficacy, self-esteem, and optimism (Bouzari and Karatepe, 2020; Chan et al., 2017), but there is a lack of deficiency in studies that has investigated the relationship between WLB and JE.

JE is a construct that explains what influences people's desire to become mentally and physically immersed in their given tasks (Coetzer et al., 2017). JE has been validated as a critical predictor of employee turnover as it explains incremental variance in turnover more than perceived alternatives and affect-driven variables such as job satisfaction and affective organizational commitment (Akgunduz and Sanli, 2017; Lee et al., 2014). Some previous researches on JE in the hospitality include but not limited to the following: Organizational embeddedness was positively associated with life satisfaction, while links positively influenced life satisfaction. Work engagement mediated the association between organizational embeddedness and life satisfaction. Work engagement was also found to mediate the effects of links and fit on life satisfaction (Ampofo et al., 2021a). Organizational justice mediated the effect of favoritism on JE (Arici et al., 2021). The work of Ampofo and Karatepe (2022) also gave validation to the positive effect of work engagement on JE and its negative effect on TOI.

JE is a counter-withdrawal concept that emphasizes why employees stay (Afsar et al., 2018). Bestowing to the work of Lee et al. (2004), the degree at which employees are stuck, or connected with their job is strong-minded by links, or the recognized or unceremonious associations they share with other entities or happenings in and outside their working environment Mitchell et al. (2001) JE is a retention strategy which can be positively affected by employee WLB. The degree to which individuals are connected with others or to events, the degree to which their works and societies fit with other features of their lives, and the ease with which their corresponding links can be ruined are what they can forgo if they left with the opportunity (Jiang et al., 2012). Grounded on the COR theory, which validates the fact that humans can both keep or uphold their current resources and pursue new resources.

Past studies investigated WLB using in-depth interviews and observations to explore how lifestyle tourism entrepreneurs manage their work and non-work lives. They used thirty-six interviews' responses conducted in China. Their findings revealed that the lifestyle of entrepreneurs, work and personal life are not divided, and their businesses are more of a lifestyle than a kind of

work. In this situation it is considered a balance between work and life. Furthermore, the lifestyle of tourism entrepreneurs' boundary management tactics includes time-based tactics and physical tactics to isolate work from life activities and reduce work-life clashes (Sun et al., 2020).

For this reason, being satisfied and being able to balance the demands of work and life leads to a state of stability. Conferring to the above statement a balance in the work and life domain will motivate employees to immerse and concentrate on their jobs.

- Hypothesis 1a: WLB, the servers, has a positive impact on JE.

#### 2.4. WLB (Work-Life Balance) and Optimism (OPT)

To reinforce the relationship between WLB and OPT, the conservation of resources (COR) theory was made use as the theoretic emphasis in this study. People can go to great lengths to collect and protect resources such as objects, situations, personal traits, and energies (Hobfoll, 2001). Resource caravans are the product of resources' proclivity for creating and developing new resources. As a consequence of these resource caravans, the desired outcomes are increased (Hobfoll, 2002; Xanthopoulou et al., 2007). Initial resource gains tend to lead to future resource gains, while initial resource losses tend to lead to future resource losses, according to Chan et al. (2017). WLB and private tools like self-efficacy, self-esteem, and OPT have a strong and optimistic relationship, according to a review of the literature (Chan et al., 2017). Furthermore, there is evidence that WLB affects salespeople OPT (Bouzari and Karatepe, 2020). Also, more investigation is needed to affirm this relationship in different cultures and geographical locations.

This is significant because WLB effectively implemented helps salespeople to become more concentrated and diligent. According to Smith (2010), OPT is a crucial and useful personal resource since it forecasts salespeople's success and helps them overcome their unavoidable obstacles (Schulman, 1999). Salespeople who note that management is proposing family-friendly incentives are more likely to use OPT. These organizations are said to have "a huge accumulation of resources bank (Alarcon et al., 2013). As a consequence, the following supposition is made:

- Hypothesis 1b: Servers WLB favorably influences their OPT.

#### 2.5. Work-life Balance (WLB) and the Intention to Turnover (TOI)

WLB is a significant factor in salespeople's decision to quit or abandon their jobs. When comparing the amount of money paid to servers WLB plays a more important role in the TOI of the workers (Hughes et al. 200). To the servers, the money would be worthless (Surienty et al., 2014). The more enthused a servers is about his or her personal life, the more content they are at work (Gachter et al., 2013). Based on the COR theory, humans keep or uphold current resources and also pursue new resources. When these resources are gained and accumulated from being stable concerning work and life demands, employees will not think of quitting their current jobs because they are more stable and they can concentrate better.

Another previous research investigated the career development of graduates from Australia's leading university level tourism, hospitality and events providers. This research examines how they were well equipped by the programs for their first and current jobs. Their results demonstrated that mental and physical health issues were identified as a result of the incredibly tough work environment and extended hours of work (McKercher et al., 2023).

WLB has been shown to harm TOI (Surienty et al., 2014). Salespeople who experience a high level of harmony between their work and personal lives are less likely to quit or abandon their employment (Gachter et al., 2013). Quitting current jobs includes risking accumulated resources. This is because, employees have to sacrifice a lot in order to leave their existing jobs to find a significantly better alternative one that is worth the detriments associated with leaving their current employer (Halbesleben and Wheeler, 2008; Coetzer et al., 2019).

Incredibly tough work environment and extended hours of work can in turn cause employees to turnover. It was also found that workplace stress could be minimized by sense of safety, accrued experience, better time management and a clear definition of work boundaries, and this will help to reduce employee TOI. Moreover, working under a manager who understands work and life balance and maintains work life balance themselves seems to be important. More so, employer flexibility and trust help an employee keep a work life balance (McKercher et al., 2023).

Furthermore, studies have shown that WLB and work-family problems can cause salespeople to consider quitting their jobs (Anderson et al., 2002). As a result, the following is a hypothesis:

- H1c: Work-life balance is negatively linked to TOI, according to hypothesis.

## 2.6. Optimism and Job Embeddedness

JE has an impact on TOI, according to several recent studies (Agarwal and Gupta, 2018; Babakus et al., 2017; De Simone et al., 2018). The term "joint forces" speak of "the forces that avoid current employees from leaving their current work" (Yao et al., 2004, p. 159). Salespeople who find themselves engrossed in their job or mission are less likely to leave the institute or organization, and their work performance and embeddedness are reported to be higher (Lee et al., 2004). Thus, salespeople's OPT and JE can be strengthened by creating and implementing work-related creativity that is relevant to positive and beneficial changes. Salespeople with advanced and increasing levels of OPT have a strong sense of critical anticipation about what will happen to them during the change process. When employees presume lots of personal losses for leaving their job, the JE of these employees is relatively high. In this situation, they are sure to be more devoted and optimistic to their job tasks, and it is more difficult for them to leave the job (Bitmis et al., 2015; Akgunduz and Sanli, 2017). Grounded on the COR theory, humans continue to keep, uphold and maintain current resources and also follow new resources. If possible. These resources are gained and accumulated with WLB. Hence employees will not want to leave their current jobs because they are more stable thus helping them embed more in their tasks. At work, these characteristics, OPT and JE, transform

to sustain the servers enthusiasm and effort. In this case, if a failure occurs during the transition process, they attribute it to something unique, informative, or specific, and unlikely to happen again, rather than something inherent in them. Increased workloads may make salespeople feel out of reach and cynical, resulting in lower embedment. OPT can mitigate cynicism and improve emotive engagement while serving as a buffer against increased work-related loads and difficulties (Sweetman and Luthans, 2010).

Past study concluded that empowering leaders in the hospitality setting influences their employees' proactive work behavior (Wang, 2023). The above study further investigated the effect of psychological empowerment, alongside other constructs on employee behavioral outcomes and job embeddedness. The study concluded that psychological empowerment and positive psychological capital impacted employees' job characteristics, job embeddedness, and their proactive work behavior, (Rozkwitalska, Basinska, Okumus, & Karatepe, 2022; Schuckert, Kim, Paek, Lee, 2018). Leadership empowerment has a positive effect of employee by giving them a self-confidence and optimism in the job tasks helping them to be embedded in the individual and collective tasks. A research on the positive effect of employee recognition on JE in Ghana, was also confirmed by Ampofo et al. (2023).

JE has been recognized as a positive outcome to many organizational positive factors like work engagement, Life satisfaction, OPT employee recognition, to name a few (Ampofo et al., 2023). Optimistic people are more likely to expect good and optimistic things to happen to them at work, have better moods, and are more committed to their goals during the transition phase (Seligman and Csikszentmihalyi, 2000). As a result, OPT is an important source of hopeful, positive progress and job embeddedness, and it is proposed that:

- Hypothesis 2a: Servers optimism has a positive effect on their job embeddedness.

## 2.7. Optimism (OPT) and Turnover intention (TOI)

In today's competitive climate, a company's ability to recruit high-quality workers and optimize their contributions to the company is becoming increasingly important.

Optimism may also refer to a consistent personality trait that represents one's belief that his or her future will be prosperous and favorable (Scheier and Carver, 1985). According to Luthans (2002), OPT inspires people to work harder, be happier, have higher morale, and not be afraid of problems or challenges. Optimistic people, in particular, prefer to deal with adversity by focusing on the positive aspects of the situation. Workplace satisfaction (Youssef and Luthans, 2007), reduced burnout (Gustafsson and Skoog, 2012), and organizational engagement have all been related to OPT (Kluemper et al., 2009). Many of these outcomes, such as loyalty and satisfaction, are interpreted as organizational attitudes, which may result in a low TOI. The term "staffs TOI" refers to when a member of staff voluntarily chooses to stop working or offering services to an organization (Shaw et al., 2005). The cost of a worker's decision to leave a business is high for the individuals as well as the organization (Lee et al., 2004). Furthermore, critical resources like optimism

are often related to other positive resources. Greater self-esteem, self-efficacy, and task mastery are examples of these resources, which can contribute to the improved success (Rini et al., 1999).

As a result, if a server's optimism is poor, he or she is more likely to share low levels of other positive internal tools. Owing to the COR theory, which demonstrates the fact that humans can both keep or uphold their current resources and pursue new resources. On the other hand, these resources are lost when faced with conditions or situations of stress. Rooted in this statement, OPT and work TOI can have a negative relationship with each other. Optimism has been positively linked to job satisfaction and gratification (Youssef and Luthans, 2007), which could lead to low job turnover intentions at early stages. By offering help through some of the stressful aspects of job tasks, a resource like motivation is likely to reduce negative employee outcomes such as turnover intention.

As a result, it is possible to agree that these employees show optimistic behaviors in enduring their present job conditions, no matter the lack of other substitutes or if they must make momentous sacrifices in the current business, as long as they are expected to develop a positive attitude toward the organization. As a result, the following theory emerges:

A study conducted by McCartney et al., (2022) reviews employee TOI literature amid the COVID-19 pandemic using a sample of 301 hospitality retail workers employed within the integrated resorts on The Cotai Strip, Macao. They concluded that an increase in Job satisfaction will lead to a decrease in TO. In line with our study, Job satisfaction is a positive concept like WLB.

- Hypothesis 2b: Servers Optimism negatively affects their turnover intentions.

## 2.8. Optimism as a Mediator

Previous lessons showed that people who are optimistic experience a variety of positive emotions (Rasmussen et al., 2006). According to Chiesi et al. (2013), good beliefs contribute to people seeing the world in a positive light and becoming more likely to express positive emotions. Pessimists, paradoxically, prefer negative outcomes; this ambiguity can lead to a greater proclivity for negative emotions like nervousness, frustration, and sorrow. Furthermore, Chan (2004) discovered that people with a positive attitude are better able to protect themselves from the negative effects of anxiety. Problem-focused coping mechanisms, the quest for social assistance, and an emphasis on positive traits, according to Scheier et al. (1996), explain why positive salespeople are less worried than negative salespeople. Optimistic salespeople will complete tasks under pressure and feel satisfied with their job (Lu et al., 2018). By introducing OPT ideas to increase job quality, create new technologies, and respond to customer complaints, salespeople will achieve both JE and satisfaction. Employees with high optimism generally have higher self-esteem, more career-related goals and lower levels of psychological distresses that can lead to TOI and vice versa (Karademas, 2006). Optimism is a feeling of hopefulness about something, or the future and it comes with a great deal of positive energy. OPT is a better paradigm for a mediation because it can be seen as being triggered by something to further trigger another. WLB is a positive construct that predict

many positive outcomes like OPT in the case of this study. Furthermore, a positive outcome like OPT triggered by another positive predictor like WLB will in turn produce another positive outcome such as JE and limit negative outcomes like TOI. This has been elaborated in many context and studies in the hospitality.

This study proposes that OPT serves as a connection between JE and TOI based on the evidence provided above. OPT is higher for salespeople who have a strong understanding of JE. As a result, such people have higher levels of gratification. The importance of confidence in ensuring an organization's success cannot be overstated Bakker (2017). The theory is that OPT people have personal potentials that enable them to learn from their mistakes and cope with anxiety and stressful circumstances better than negative people. These same characteristics decrease a person's likelihood of abandoning whatever behavior he or she is engaged in (Daukantait and Zukauskiene, 2012). Prior research shows significant effects of optimism on work outcomes such as organizational commitment and job performance (Kluemper et al., 2009), Employees high on optimism possess positive expectations about the current and future success.

To put it another way, OPT encourages perseverance. OPT has been shown to minimize the intention to leave of school leavers (Eicher et al., 2014), low-wage white-collars' intention to leave (Liu et al., 2016), and reserve servers intention to leave (Eicher et al., 2014; Liu et al., 2016; Bressler, 2010) OPT has an indirect impact on TOI and a direct impact on JE as a kind of individual feature. In other words, they may provide motivational information to JE, resulting in accrued resources in a useful and optimistic work environment. This combination may be a compelling reason to stay with a company, and salespeople are unlikely to leave the use of conserved resources that are entirely unusable outside the company. As a result, it's fair to conclude that salespeople have the same characteristics and that OPT salespeople are less likely to quit than less optimistic servers. Therefore, it's even more important that OPT mediates the unfavorable relationship between personal resources like JE and TOI.

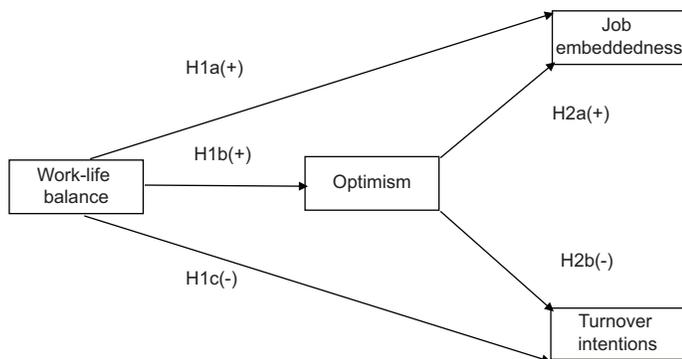
Sales employees with satisfactory discernments of WLB show high levels of optimism. These employees will hence concentrate and engross in the job tasks and as such will not think of quitting their present jobs. When all the above argument suffices to forecast that OPT will mediate the impact of WLB, JE, and TOI, which is supported in part by experimental evidence (Kim, 2012; Shahpoury et al., 2016). As a result, this stimulates the proposition that.

- Hypotheses 3. OPT to mediate the relationship between WLB and (a) sale person JE and (b) servers TOI. The baseline structural framework is outlined in Figure 1.

## 3. METHODOLOGY

Data was collected from full-time servers in local food restaurants and drink bars around the neighborhood of Essos in Yaoundé, the capital city of Cameroon. More than 20 bars and fast-food restaurants were sampled as there are a lots of them around that neighborhood The managers and owners of all bars and restaurant permitted data collection from their employee's Data were

**Figure 1:** Research model



collected within 3 months during the dry season.

Questionnaires were self-administered face to face to servers with the consent and approval of their owners as these are many small businesses. The data collection was carried out between the period of two (2) months of mid-June to mid-August. The respondents for this study are salespeople of local restaurants and Bars in Yaounde, Cameroon. Yaounde has about six thousand (6000) bars (<https://www.businessincameroon.com>) with most of them selling local food and drinks.

This research was prompted because nothing has been investigated about local restaurants and bars in that part of Africa and Cameroon.

A total of 225 servers were contacted to fill out the questionnaire. The questionnaire was distributed during the first wave of collection. After Time 1, a total 215 questionnaires were retrieved. The same 215 servers were re-contacted to fill out the second wave of the questionnaire. The researcher retrieved 205 survey questionnaires from these participants at the end of Time 2. The researcher then contacted the same servers who filled Time 2 to fill out the Time 3 surveys. 200 questionnaires were returned. The questionnaire was initially done in English, translated to French and back-translated to English (Brislins, 1980). The researcher made sure that all questionnaire was filled, after retrieval.

We also checked for common method bias using Hermans single-factor model. Here, we force all items to load under one factor. If this single factor explains more than 50% of the total variance, then there is a big issue with common method bias. Contrary to problems of common method variance issues our single factor contributed to only 31.5% of the total variance. As a result, we confirm the common method bias was not an issue in the present study.

### 3.1. Construct Measurement

All items used were adopted from past literature or adapted to suit the present study.

Four (4) indicators used to measure WLB were adopted from Brough et al, (2014). A sample item includes “I have a good balance between the time I spend at work and the time I have available for non-work activities” These factors have also been implored in past researches to measure WLB (Safavi and Karatepe, 2018; Bouzari and Karatepe, 2020). OPT was operationalized

using a six (6) indicators scale was adopted from Luthans et al. (2007). “When things at work are unpredictable, I usually expect the best,” is a sample indicator. These items have been used in prior studies for example, (Bouzari and Karatepe, 2020). JE was assessed using nine (9) elements that measured their perceived level of immersion in their work. These items were adopted from (Felps et al., 2009) and were used in the present study. “I feel like I am a good fit for my organization” and “I would lose a lot if I left this job” (1–5 scale) are examples of indicators for this construct. We developed our composite measure by combining the various sub-dimensions, which is consistent with previous research on this scale. This method helps one to balance the impact of the various aspects of on-the-job embeddedness (Mitchell et al., 2001). These items have been used in prior studies for example, (Robinson et al. 2014). TOI was measured using three (3) elements adopted from the Michigan Organizational Assessment Scale’s turnover intention subscale (Seashore et al., 1982) were used to assess servers turnover intention. “I am currently searching for a new job,” is a sample indicator. The responses were evaluated on 1 to 5, with 1 signifying strong disagreement and 5 signifying strong agreement.

### 3.2. Pilot Research and Back-translation

The survey was constructed in English, translated to French. A back-translation was used done to ensure the wordings and meaning were not altered during the back-translation process. The surveys were piloted with 20 different sales boys and girls. Participants did not report any issues related to easy reading and understanding of the survey. As a result, no changes to the aforementioned surveys were made following the pilot test.

### 3.3. Statistical Analyses

The measures of psychometric soundness were evaluated. To answer issues of convergent and discriminant validity, as well as composite reliability, this study used confirmatory factor analysis with LISREL 8.30 (Fornell and Larcker, 1981). The overall, comparative fit index (CFI), parsimony normed fit index (PNFI), root mean square error of approximation (RMSEA), and standardized root means square residual (SRMR) were used to evaluate the model fit (Morgan and Hunt, 1994; Safavi and Karatepe, 2018).

The direct and indirect effects were evaluated using path analysis. The secondary outcome of the prognosticator (WLB) on the outcome (job embeddedness and turnover intention) through the mediating variable (optimism) was measured in this study using a bias corrected bootstrapping technique (Hayes, 2013; Zhao). The current research used IBM SPSS 20 and AMOS the model with bootstrapped of 5,000 sample size at  $P < 0.05$ , to accomplish this.

## 4. RESULTS

200 surveys were used for the data analysis with response rate as seen above is 88.89% as outlined in Table 1. This study attained a high response rate with respondents as customer-contact employees. Therefore, using the convenience sampling technique in selecting respondents, and since most restaurants and bars have just a few customer contact employees to serve the possible

**Table 1: Respondents' summary (n=200)**

Demography	Frequency	Percentage
Age		
20s	109	54.5
30s	62	31.0
40s	25	12.5
50s	4	2.0
Marital status		
Single	110	55
Married	90	45
Divorced	0	0
Gender		
Male	91	45.5
Female	109	54.5
Education		
High school	85	42.5
Two-year university degree	68	34
Four-year university degree	37	18.5
Graduate degree	10	5.0
Tenure		
1 year and below	99	49.5
1-5	57	28.5
6-10	27	13.5
11-15	16	8
16+	1	0.5

number of customers received every day, the collection process was done to minimize issues related to the risk of non-response or non-selection bias. The final 200 respondent sample had 45.5% of male and 55.5% female. The hospitality industry including local bars and restaurants in this setting is female-dominated and mostly single. Out of the total sample, 55. % of total respondents were single, while 45% were married. The most married couple don't allow their wives to engage in this type of job because they believe that they are more exposed to sexual harassment and an exposed lifestyle (Tarkang and Ozturen 2019). Bar and restaurant owners believe that female employees attract more customers to their business, and they are more submissive than their male counterparts. The majority of the respondents were in their 20s (54.5%) with just high school qualifications (42.5%). This is because most salespeople in bars and restaurants and believed to be those who are financially not buoyant, hence could not further their education. For this reason, since they cannot get better jobs because of their qualification, and some of them cannot stay idle, they have to engage themselves in something to hold on to life. As we can see from the results, the percentage of graduates in these jobs is very low 5.0%. This is because they believe these type of jobs is not for educated people like them. All these are just a mentality induced by societal believe, so they have so they prefer to do a better job or better still stay at home in case they don't find those types of jobs than serve in bars and restaurant.

#### 4.1. Results of CFA

As depicted in Table 2, in terms of reliability and validity, it is clear that all of the constructs met the consistency requirements. All of the composite reliability figures, in particular, were higher than the recommended value of 0.70. In terms of AVE validity, all of the constructs have values greater than the recommended 0.5. A proper principle for internal consistency, according to Hair et al. (2016), is a value above 0.70 that is considered acceptable. The loadings of each of the indicators about the related theoretical

**Table 2: Loading, reliability, convergent validity, VIF**

Items	Loadings	t-value	CR	AVE	C/Alpha	VIF
WLB			0.836	0.631	0.715	2.000
WLB-1	0.81	13.24				
WLB-2	0.78	12.45				
WLB-3	0.86	13.86				
WLB-4	0.83	14.49				
OPT			0.845	0.643	0.830	2.910
OPT-1	0.71	14.85				
OPT-2	0.75	14.78				
OPT-3	0.69	12.67				
OPT-4	0.66	15.27				
OPT-5	0.74	14.38				
OPT-6	0.77	13.47				
JE			0.920	0.657	0.811	2.065
JE-1	0.61	12.55				
JE-2	0.59	15.37				
JE-4	0.55	13.76				
JE-5	0.62	12.79				
JE-6	0.71	11.72				
JE-7	0.78	14.35				
JE-8	0.65	15.23				
TOI			0.876	0.517	0.703	2.110
TOI-1	0.80	16.35				
TOI-2	0.78	11.44				
TOI-3	0.81	15.82				

Key: All loadings show significance at the 0.01 level. AVE stands for average variance extracted, and CR stands for composite reliability. C/Alpha stands for Chronbach's Alpha; CFI stands for comparative fit index; and PNFI stands for parsimony normed fit index. SRMR: Standardized root mean square residual, RMSEA: Root mean square error of approximation

construct are reported in Table 2. Except for JE-3 and JE-9, all of the metrics have statistically significant loadings on their respective constructs, with values >0.50. Except for JE-3 and JE-9, which were discarded for loading below the 0.50 threshold, all of the loadings were above the recommended value of 0.50.

Many procedures were used to manage common method variation, as founded on the recommendations by Podsakoff et al. (2003). Firstly, the researcher received support from each management, and the participation of respondents was entirely voluntary. Furthermore, confidentiality and anonymity were guaranteed. In addition, participants were told that there were no correct or incorrect responses and that they should give honest answers to each item.

Based on confirmatory factor analysis findings, the four-factor calculation model presented a stronger fit ( $X^2 = 312.91$ ,  $df = 134$ ;  $X^2/df = 14.191$ ; CFI = 0.94; PNFI = 0.76; RMSEA = 0.070; SRMR = 0.052). Just two loadings of all the construct indicators were less than below the required threshold of 0.50. These items were discarded as a result of unacceptable loading below 0.50 (Hair et al., 2014).

The others were all >0.50. Furthermore, each latent construct's average variance was >0.50. In a nutshell, the findings of confirmatory factor analysis confirmed the measurement model's convergent validity (Fornell and Larcker, 1981; O'Leary-Kelly and Vokurka, 1998).

For each predictor, the appropriate build tolerance (VIF) value is >0.20 but <5 (Hair et al., 2016). The results of the VIF are shown

in Table 2. In the structural model, there were no issues with collinearity among the predictor constructs.

According to the findings, all AVE showed a higher value than the association between the conforming pair of constructs. As a result, we were able to achieve discriminant validity (Fornell and Larcker, 1981). Table 2 above shows that each latent variable's composite reliability score was >0.60, while each observed variable's coefficient alpha was >0.70 (Bagozzi and Yi, 1988; O'Leary-Kelly and Vokurka, 1998). As a result, all of the measurements were accurate. Skewness, kurtosis, and correlations are shown in Table 3. The satisfactory variable tolerance for VIF value for each predictor, as shown in Table 2, is >0.20 and <5 (Hair et al., 2016; Tarkang et al., 2020). VIF results are shown in Table 2. In the structural model, there were no issues with collinearity. Table 4 summarizes the findings of the hypothesized relationships. All hypotheses were found to be satisfactory.

The correlation results displayed in Table 3 showed satisfactory outcomes thus the hypothesized model was validated for all constructs and relationships We measured the skewness and kurtosis to ensure that the data were distributed normally before reporting the model comparison results. Table 3 shows that the value for skewness was <3.00 and the value for kurtosis was <8.00. The data in the analysis tended to be evenly dispersed (Kline, 2011).

Table 4 summarizes the Hypotheses results Hypothesis 1a which proposes that employee's WLB will positively affect the level of job embeddedness was sustained with a P-value of (0.00), and a path coefficient of (0.610). Hypothesis 1b confirms that employee WLB positively affects their optimism towards their job tasks. A P-value of 0.00 and path coefficient 0.540 of confirms this hypothesis. Hypothesis 1c suggests that there is a negative association between employee's WLB and the turnover intention attitude towards the organization, with a satisfactory P-value and path coefficient of -0.464. Hypothesis 2a was supported with a P-value and coefficient of 0.000, and 0.470, respectively, thus confirming that there is a positive effect between optimism and JE. Hypothesis 2b was validated with a P-value and coefficient of 0.000, and -0.326, respectively, Hypotheses 3a and 3b suggest the mediating effect of OPT. Hypothesis 3a was confirmed with a P-value and coefficient of 0.001, and 0.320, respectively. Furthermore, hypothesis 3b was supported with a P-value and coefficient of 0.001, and -0.252, respectively. Considering the results of the direct and indirect effect, it shows that OPT displays the role of a partial mediator in the model. Results showed that the effect of OPT in the model reduces the positive effect of WLB on JE and the negative effect of WLB on TOI.

In other to establish the effect of the mediating relationship, the study employed a bias-corrected bootstrapping method to estimate the indirect effect of WLB on JE and TOI through OPT (Hayes, 2013; Zhao et al., 2010). A bootstrap of 5,000 sample size through a 95% confidence interval was calculated. Results of the bootstrap are displayed on Table 5 above.

These results further confirmed the indirect outcome of WLB on JE and TOI OPT as none of the results of the bootstrapped 95 percent

CI for the indirect effect was zero. The unstandardized indirect estimate, lower level confidence interval (LLCI) and upper level confidence interval (ULCI) are 0.420; 0.324; 0.842 respectively for H<sub>3a</sub> and -0.352; -0.561; -0.072 respectively for H3b. The above results revealed that OPT significantly mediates the relationship between WLB and JE, and between WLB and TOI. The mediating effects of OPT in the abovementioned relationships are a partial one. That is to say, with the introduction of OPT in the model, the effect of WLB on JE and TOI was still significant, although the magnitude was significantly reduced. We can in consequence that, there is empirical support for H3a and H3b.

The coefficient of determination (R<sup>2</sup>) of the endogenous constructs was examined to assess the predictive correctness of the structural model. Concerning prognostic power of the model, represented by R<sup>2</sup> values, the literature establishes that values of 0.75, 0.50, and 0.25 represent substantial, moderate, and low power, (Rapp et al., 2015). The model explained moderate level of variances for JE 43.5% (R<sup>2</sup> = 0.435) and low variances for OPT 13.3 %

**Table 3: Correlations, Skewness and Kurtosis of observed variables**

Variables	1	2	3	4
1. WLB	-			
2. OPT	0.678*	-		
3. JE	0.665*	0.818*	-	
4. TOI	-0.749*	-0.722*	-0.707*	-
Skewness	-0.495	-0.932	-0.908	-0.381
Kurtosis	-0.731	-0.200	-0.301	-0.506

One-tailed test. \*P<0.05

**Table 4: Results of path coefficient, T statistic, P value for hypotheses result**

Relationships	Path coefficient	t-statistics	P-value	Hypotheses support
Direct effect				
WLB ->JE	0.610	7.222	0.000	Supported
WLB ->OPT	0.540	11,347	0.001	Supported
WLB ->TOI	-0.464	8.284	0,000	Supported
OPT ->JE	0.470	5.753	0.000	Supported
OPT ->TOI	-0.326	11.494	0.000	Supported
Indirect effect				
WLB ->OPT->JE	0.320	6.283	0.001	Partial Mediation
WLB ->OPT->TOI	-0.252	5.473	0.001	Partial Mediation

**Table 5: Bootstrapping results**

	Indirect effect	LLCI	ULCI
WLB ->OPT->JE	0.420	0.324	0.842
WLB ->OPT->TOI	-0.352	-0.561	-0.072

NB: Bootstrapping analysis using a 5,000 bootstrapped sample at 95% confidence interval. Indirect effects were calculated with unstandardized coefficients. Lower level confidence interval (LLCI) and Upper level confidence interval (ULCI)

**Table 6: Coefficient of determinant (R<sup>2</sup>)**

Variables	R <sup>2</sup>	Level
JE	0.435	Moderate
OPT	0.133	Low
TOI	0.271	Low

( $R^2 = 0.133$ ) and for TOI 27.2% (0.271). Table 6 above presents values of  $R^2$  of endogenous variables.

## 5. DISCUSSION AND CONCLUSION

### 5.1. Discussion

The current research suggested a theoretical model that investigates OPT as a mediating construct in the impact of WLB on job embeddedness and turnover intention.

The results showed that all hypotheses gained support. using multiple sources of data. There were some interesting findings. According to the current research, WLB is an imperative job reserve that boosts salespeople's trust. Servers who believe their company invests in family-friendly benefits are more optimistic and will stay in their jobs rather than leave. That is, these salespeople keep themselves energized so they can focus on their jobs and have high hopes of succeeding now and in the future. Salespeople accumulate and preserve their resources to build a capital pool as a result of their stability in the work-life domain.

The study proposed and confirmed that WLB positively affects employees' OPT. Grounded on the COR theory, servers with a balance work and life domains are more stable in their daily tasks and they were found to show high levels of optimism in the jobs. A perception of WLB can lead to gained resources that will positively impact OPT of employees. The impact of WLB on OPT has also been investigated and confirmed by past studies (Bouzari and Karatepe, 2020). WLB and optimism, according to the COR theory on which our study is developed (Brough et al., 2014; Hobfoll, 2002; Xanthopoulou et al., 2007). Furthermore, the current research indicates that optimism is an important individual resource in server's situations (Lussier and Hartmann, 2017). This is because WLB activities in the restaurants and bars boost server's optimism.

Furthermore, the current research also postulated and validated that servers WLB has a positive impact on their JE and a negative influence on their TOI. Concurrent with COR theory (Brough et al., 2014; Hobfoll, 2002), servers accumulate and protect their resources when there is a stability in their work and life domains. This will in turn generate a resource tank that is enclosed in their WLB that will influence their JE and prevent their thoughts of quitting.

More so, there is the validations of the positive impact of OPT on JE and the negative impact of OPT on TOI. These results are significant, considering the significance of attracting and maintaining sales employees who are full of enthusiasm and are certain that their future will be bright (Lu et al., 2018). In concurrence with COR theory (Hobfoll, 2002; Alarcon et al., 2013), optimistic servers possess a greater amount of resources hence they will physically, psychologically, and emotionally immerse themselves and be absorbed in the jobs. That is to say, Optimistic salespeople will embed themselves in their job. Furthermore, being optimistic and embedded in job tasks, servers will not nurse the intentions of leaving their current jobs, (Karim, Bibi, Rehman, & Khan, 2015).

Likewise, the current research indicates that WLB's effect on JE and TOI is mediated by optimism. In general, management that provides family-friendly and work-friendly benefits boosts salespeople's OPT. These salespeople will be so focused on their work that they will not have the thoughts of searching for another job or quitting their current job.

### 5.2. Conclusion

The current study investigated the effect of WLB on servers OPT, JE and their TOI, in local restaurants and bars in the Yaoundé. This research was grounded on the COR theory. In a nutshell, servers can benefit from both WLB and optimism to promote their job embeddedness and reduce the intentions of leaving their present organization for others. In concordance with the COR theory and concurrence with past work of Bouzari and Karatepe (2020) Optimism partially mediated the impact of WLB on JE and TOI. The positive impact of WLB on JE and its negative impact on TOI is reduced when employees experience optimism.

The result of this study has added more weight on the context of WLB on OPT, JE and TOI in the west Africa. Drawing from the above discussions we can confirm that employees who recognize that the employers invests in family-friendly advantages have a higher WLB and are more optimistic. They will therefore embed in their jobs, and not think of leaving that particular organization. More so, the salespeople who experience a balance in their work and life domains will be optimistic in themselves, embed themselves in their jobs are reduce their urge about leaving their present organization.

### 5.3. Theoretical and Managerial Implications

#### 5.3.1. Theoretical implications

Using COR theory, the current study looked at optimism as a mediator in the control of WLB on JE and TOI among restaurant and bar sales girls and boys. As a result, this research has theoretical consequences. The results of WLB are recorded in the current analysis. Because the empirical attention paid to the consequences of WLB, particularly in less developed or developing countries (Chan et al., 2017), further research is needed (Mushfiqur et al., 2018), such as Cameroon, this adds to the already existing knowledge. WLB activates motivation and has a positive effect on JE and TOI in Cameroon salespeople, according to the current report. Furthermore, among employees, especially salespeople, optimism is a noteworthy individual resource (Lussier and Hartmann, 2017). Nonetheless, experimental studies on the effect of optimism on two crucial job outcomes, JE and TOI, as investigated in the current study among servers is minimal. This study adds to existing information by demonstrating that when servers are highly optimistic, they are more engrossed in their work tasks and, as a result, their intentions to leave their jobs are negatively influenced.

#### 5.3.2. Managerial implications

The above-mentioned findings have a variety of implications for business practice. A very noteworthy outcome of this research is the establishment of a conducive setting that proposes family-friendly paybacks and hires managers that have family-supportive oriented minds, for the benefits of keeping long-term stable work-

force. Flexible work hours, on-site childcare, subsidized leisure or recreation opportunities, short vacations for family reasons, leave of absence when needed, and some financial benefits for extra efforts and innovative behaviors that could save certain unforeseen negative situations, are all examples of family-friendly benefits. Companies and their managers should lay more focus on employee mental health. An equilibrium between work and life plays a very important role on employee mental health. WFC can be very detrimental to employee outcomes, which has a negative impact on organizational productivity. With these benefits, employees will not feel too much stress and will perceive that their organization has well-being at heart. Supervisors should also make sure that the abovementioned benefits should not harm servers job output, but should, on the contrary, boost salespeople's optimism.

Managers of the bars and restaurants should ensure that there is a conducive work climate where employees may feel very comfortable carrying out work tasks, they should feel that their contributions and embeddedness are being appreciated and awarded by the organization and their interests are cared for. This is very important for employees because the effect of any job stress will spill out to other life domains hence affecting the WLB.

With all these, since their OPT will be high due to a conducive work atmosphere, and because they feel that they are closer with the organizational determinations and values, their JE will be higher, and thus their TOI will be lower.

Furthermore, management should pay special attention during the hiring process to hire the right persons any time they find it necessary to fill a vacant position. That is to say, during the hiring process, strict recruiting guidelines should be of paramount importance. More so, management should organize staff training programs to improve servers skills, teach them how to manage themselves and their time and, advance problem-solving abilities (Honeycutt et al., 2015). WLB practices. Going into the future, it will be difficult for these restaurants to design and implement WLB practices without knowing what employees expect (Singh and Vanka, 2019). Managers should be designing WLB practices with an intention of attracting new employees, and retaining the old ones. It may be difficult to retain current the employees until they invest in their professional learning and development, hence more efforts should be invested on practices to retain employees.

Managers should allow and encourage sales employees to contribute their ideas to the organization, propose tactics, and give responses that will boost their morale and hence their optimism. The results of this study will help to give insights and also instigate trials to improve employee job and life wellness in general. The personnel departments should also take it as an obligation to make employees feel at home in their working environment in other to avoid any negative impact spilling out into life and affect their general output.

### 5.5. Limitation and Future Research Proposals

This research was carried out in restaurants and bars in the Essos neighborhood of the capital city (Yaoundé) of Cameroon. Future research done in other cities of the said country will serve to extend

and take a broad view of our results. Furthermore, future research that compares the results obtained from servers in the restaurants to those of the bar will be of great recommendation. The present study was conducted on restaurants and bars that offer local food and drinks with a few exceptions of internally licensed drinks such as Guinness. Future research should include bars that offer a reasonable quantity of foreign drinks and restaurants that serve both local and foreign food or those that offer strictly foreign food like Turkish and Chinese to name a few to understand the perceptions of servers WLB and other study constructs.

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