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IMPACT OF JOB CHARACTERISTICS ON QUALITY OF WORK LIFE OF CAMEROONIAN CONSTRUCTION WORKERS

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ABSTRACT

The construction sector in Cameroon plays a pivotal role in the country's economic development, but it is also characterized by challenging working conditions and a high level of physical demands, which can adversely affect workers' Quality of Work Life (QWL). This research investigates the relationship between key job characteristics and QWL among private sector construction workers in the cities of Douala and Yaoundé. The study is grounded in Hackman and Oldham's Job Characteristics Model (1976) and QWL according to Walton (1973).

The study examined how Job characteristics influence the quality of work life of construction workers in Cameroon. The sample size of 128 participants was made up of 19 females (14.8%) and 109 males which represents (85.2%) of the sample. Data was collected using two structured questionnaires, the Work design questionnaire (WDQ) by Morgeson and Humphrey (2006) and the Quality of Life (WRQoL) Scale developed by Easton and Van Laar (2018) will be used. The findings reveal that autonomy, task variety, and feedback are significant predictors of QWL, with task identity and task significance also contributing to enhanced job satisfaction and motivation. Autonomy has a statistically significant influence on QWL from ($\beta = .29$; $p = .000$), task variety from ($\beta = .22$; $p = .000$), and feedback from ($\beta = .12$; $p = .000$). Furthermore, the structural equation modelling (SEM) showed that the value of the χ^2/df ratio is 1.83. which indicates an excellent fit. The chi-square allows us to affirm that the proposed model provides an adequate representation of the sample data.

The study concludes that construction firms in Cameroon should prioritize job characteristics that promote worker autonomy, diverse responsibilities, and provide consistent feedback to enhance the overall quality of work life for their employees.

Keywords: Quality of work life, Job characteristics

RESUME

Le secteur de la construction au Cameroun joue un rôle central dans le développement économique du pays, mais il se caractérise également par des conditions de travail difficiles et un niveau élevé d'exigences physiques, qui peuvent avoir un impact négatif sur la qualité de vie au travail (QVT) des travailleurs. Cette étude examine la relation entre les principales caractéristiques de l'emploi et la QVT chez les travailleurs de la construction du secteur privé dans les villes de Douala et de Yaoundé. L'étude est fondée sur le modèle des caractéristiques de l'emploi de Hackman et Oldham (1976) et sur la QVT selon Walton (1973).

L'étude a examiné comment les caractéristiques de l'emploi influencent la qualité de vie au travail des travailleurs de la construction au Cameroun. L'échantillon de 128 participants se compose de 19 femmes, soit 14,8 %, et de 109 hommes, soit 85,2 % de l'échantillon. Les données ont été collectées à l'aide de deux questionnaires structurés, le Work design questionnaire (WDQ) de Morgeson et Humphrey (2006) et l'échelle de qualité de vie (WRQoL) développée par Easton et Van Laar (2018) seront utilisés. Les résultats révèlent que l'autonomie, la variété des tâches et le feedback sont des prédicteurs significatifs de la QVT, l'identité et l'importance de la tâche contribuant également à l'amélioration de la satisfaction et de la motivation au travail. L'autonomie a une influence statistiquement significative sur la QVT ($\beta = .29$; $p = .000$), la variété des tâches ($\beta = .22$; $p = .000$) et le feedback ($\beta = .12$; $p = .000$). En outre, la modélisation par équation structurelle (SEM) a montré que la valeur du rapport χ^2/df est de 1,83, ce qui indique une excellente adéquation. Le chi-carré nous permet d'affirmer que le modèle proposé fournit une représentation adéquate des données de l'échantillon.

L'étude conclut que les entreprises de construction au Cameroun devraient donner la priorité aux caractéristiques de l'emploi qui favorisent l'autonomie du travailleur, la diversité des responsabilités et la fourniture d'un retour d'information cohérent afin d'améliorer la qualité globale de la vie professionnelle de leurs employés.

Mots-clés : Qualité de vie au travail, Caractéristique du travail

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ABBREVIATIONS AND ACRONYMS

ANACT : Agence National pour l'amélioration des conditions de travail

ANI: Accord National Interprofessionnel

APA: American Psychological Association

CAW: Control at Work

CFI: The Comparative Fit Index

EEN: Employee Engagement

EUROFOUND: European Foundation for the Improvement of Living and Working Conditions

GH: General hypothesis

GWB: General Well-Being

HR: Human Ressources

HWI: Home-work Interface

ILO: International Labour Organization

JCS: Job and Career Satisfaction

NIS: National institute of Statistics

OVL: Overall QWL

QOL: Quality of life

QWL: Quality of work life

RH: Research hypothesis

SAW: Stress at Work

SEM: Structural Equation Modelling

SO: Specific objectives

UK: United Kingdom

US: United States

WCS: Working Conditions

WHO: World Health Organisation

EFILWC: European Foundation for the Improvement of Living and Working
Conditions

ICQWL: International Council for Quality of Working Life

INTRODUCTION

The world of work is constantly evolving, and with it, the challenges and expectations placed on employees. Work is a central activity through which individuals can utilize their skills, realize their full potential, and contribute meaningfully to society (Côté, 2013).

However, while work is expected to provide satisfaction, recognition, and fulfilment, it can also be a significant source of stress and illness. Numerous studies (Davezies, 1999; Lhuilier & Litim, 2009), highlighted the growing concern over the deterioration of working conditions and its impact on employees' health, psychological health in particular. Because of this context, the concept of Quality of Work Life (QWL) has emerged as an essential aspect of workplace management, with the aim of improving employee well-being and overall productivity.

QWL is defined as the extent to which employees' work satisfies their personal needs and promotes their well-being, while allowing them to achieve organizational objectives (Sirgy et al., 2001). This approach is holistic and incorporates multiple facets of the work experience, such as job satisfaction, work-life balance, working conditions, opportunities for personal growth, and organizational support. As organizations seek to improve employee retention and performance, understanding the factors that contribute to QWL has become a key area of research, especially in high-demand sectors like construction.

The construction industry, particularly in developing countries like Cameroon, plays a crucial role in national development. It is a sector that demands high levels of physical and mental resilience due to its challenging working conditions, tight deadlines, and the inherent risks associated with manual labour. Within this context, understanding the job characteristics that impact QWL among construction workers is not only important for enhancing employee satisfaction but also for promoting organizational efficiency and reducing turnover rates.

Thus, the cities of Douala and Yaoundé, economic and administrative capitals of Cameroon, respectively, offer unique environments for studying the impact of job characteristics on QWL. Douala, as the nation's economic hub, is home to numerous

construction projects, driven by both public and private investments, making it a key site for examining job characteristics in a competitive, market-driven construction sector. On the other hand, Yaoundé, with its focus on government-led infrastructure projects, provides a contrasting environment where job security might be higher, but where bureaucratic constraints could impact job autonomy and other job characteristics.

The construction industry in Cameroon, despite its critical role in national development, presents significant challenges for its workforce. High job demands, coupled with poor working conditions, have been linked to various negative outcomes, including stress, burnout, and decreased job satisfaction (Azaroff et al., 2002). Hackman and Oldham (1976) job characteristics model (JCM) provide a useful framework for understanding how certain job characteristics i.e autonomy, task identity, task significance, task variety, and feedback, influence QWL. These job characteristics affect employees' psychological states, which, in turn, impact their motivation, satisfaction, and performance.

While previous research has explored the relationship between job characteristics and QWL (Hackman & Oldham, 1975; Deci & Ryan, 1985; De Jonge & Schaufeli, 1998; Morgeson & Humphrey, 2006; Humphrey et al. 2007; Bakker & Demerouti, 2007; Slemp & Vella-broderick, 2014) there is limited research on how these characteristics affect workers in the private construction sector in Cameroon. Given the unique challenges faced by construction workers, particularly in Douala and Yaoundé, there is a need to investigate how their job characteristics impact their quality of work life. This research seeks to explore the role of these job dimensions in shaping the work experiences of construction workers, with the goal of identifying strategies to improve both employee well-being and organizational outcomes.

The Job Characteristics Model (Hackman & Oldham, 1976), remains one of the most influential models for understanding the relationship between job characteristics and employee outcomes. The model identifies five core job dimensions that are critical in shaping employees' experiences at work: autonomy, task identity, task significance, task variety, and feedback. These dimensions are believed to influence employees' psychological states, including their sense of the meaningfulness of work, their sense of responsibility, and their understanding of the results of their work.

Autonomy refers to the degree to which employees have control over their work, including decision-making and the structuring of tasks. Research has shown that greater autonomy leads to higher job satisfaction and a stronger sense of responsibility (Deci & Ryan, 1985). In the construction sector, autonomy might be reflected in the ability of workers to make on-the-spot decisions regarding task completion, which could directly influence their QWL.

Task Identity involves the extent to which a worker can complete a whole, identifiable piece of work. For construction workers, this might mean seeing a project through from start to finish, which can enhance job satisfaction and a sense of accomplishment (Hackman & Oldham, 1976).

Task Significance refers to the perceived importance of one's work in affecting the lives of others. Construction workers often engage in projects that have significant societal impacts, such as building roads, schools, and hospitals. Workers who understand the broader significance of their work are likely to experience higher job satisfaction and QWL (Slemp & Vella-Brodrick, 2014).

Task Variety refers to the range of skills and activities required to complete a job. In construction, task variety is essential for preventing monotony and keeping workers engaged. Studies have shown that higher task variety is associated with greater job satisfaction and a reduction in burnout (Humphrey et al., 2007).

Feedback refers to the information employees receive about their performance, whether from supervisors, coworkers, or the work itself. In the construction sector, where feedback is critical for ensuring tasks are completed correctly and efficiently, timely and constructive feedback can improve worker performance and satisfaction (Hackman & Oldham, 1976).

The Job Characteristics Model provides a robust framework for exploring how these job dimensions influence QWL, particularly in high-pressure industries such as construction. By focusing on these key job characteristics, this study aims to identify how construction firms can improve the work experiences of their employees, thereby enhancing both individual well-being and organizational performance.

In order to analyse the relationship between job characteristics and QWL, this study employs several statistical techniques. Descriptive statistics were used to

summarize the main characteristics of the dataset, including the distribution of responses for key variables. Correlation analysis was conducted to assess the strength and direction of the relationship between job characteristics (e.g., autonomy, task variety) and QWL. Additionally, multiple regression analysis was employed to determine the extent to which the five job characteristics predicted variations in QWL. This approach allows for the identification of the most significant predictors of QWL in the construction industry.

The use of regression models is particularly appropriate for this study, as it enables the researcher to control for potential confounding variables, such as demographic factors (e.g., age, years of experience) that could influence the relationship between job characteristics and QWL. By isolating the impact of each job characteristic on QWL, the analysis provides clearer insights into how specific job dimensions contribute to employee well-being in the construction sector.

The data for this study was collected using a self-administered questionnaire. The questionnaire was designed to capture information on both job characteristics and QWL, drawing from established scales in the literature. The section on job characteristics used the Work design questionnaire (WDQ) by Morgeson and Humphrey (2006) which measures five core job dimensions: autonomy, task identity, task significance, task variety, and feedback. Respondents were asked to rate their agreement with various statements about their job on a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree."

The section on Quality of Work Life was adapted from the Work-Related Quality of Life Scale (WRQoL), developed by Easton and Van Laar (2018). This scale assesses various aspects of QWL, including job satisfaction, work-life balance, and general well-being. By using established and validated scales, the questionnaire ensures that the data collected are reliable and comparable with other studies in the field.

The sample consisted of private construction workers from both Douala and Yaoundé, with the questionnaire distributed to 128 workers across various construction sites. The data were analysed using SPSS (Statistical Package for the Social Sciences), with specific attention to ensuring the validity and reliability of the measures through Cronbach's alpha for internal consistency.

The overall objective of this study is to examine the relationship between job characteristics and the Quality of Work Life (QWL) of construction workers in the private sector in Douala and Yaoundé. Specifically, the study seeks to verify the extent to which job characteristics (autonomy, task variety, task identity, tasks significance and feedback) affects QWL of Cameroonian construction workers.

By addressing these objectives, the study seeks to provide a comprehensive understanding of how job characteristics influence QWL within the construction sector in Cameroon. Furthermore, the findings will offer practical recommendations for improving job designs and management practices in this sector.

The findings of this study will have both scientific and practical significance. Scientifically, the study contributes to the existing literature on QWL by exploring the application of the JCM in the context of the private construction sector in Cameroon. Previous research on QWL has focused primarily on developed economies, and there is limited understanding of how job characteristics impact QWL in developing countries like Cameroon. By focusing on the construction sector, this study provides valuable insights into the specific challenges faced by construction workers and how these challenges can be addressed through better job design.

From a practical perspective, the results of this study will provide construction firms in Douala and Yaoundé with actionable recommendations for improving worker well-being and productivity. By understanding how job characteristics such as autonomy, task variety, and feedback influence QWL, firms can develop strategies to enhance employee satisfaction, reduce turnover, and increase overall organizational performance.

In conclusion, this study seeks to fill a gap in the literature by exploring the relationship between job characteristics and QWL in the private construction sector in Cameroon. The findings will provide valuable insights for both researchers and practitioners, offering a roadmap for improving the work experiences of construction workers and promoting better organizational outcomes. Ultimately, improving QWL in the construction sector can lead to more satisfied, engaged, and productive workers, benefiting both the employees and the organization (Sirgy et al., 2001).

This study is divided into two parts. The first part, titled Theoretical framework, comprises three chapters: the first presents the problematic of the study, the second

deals with the literature review and the third addresses the theoretical models. The second part, titled operating framework, is structured into three chapters. Chapter Four sets out the methodology of the study, Chapter five deals with the presentation of data and research results, and Chapter sixth summarises and discusses the results.

PART ONE:
THEORITICAL FRAMEWORK

CHAPTER 1: RESEARCH PROBLEM

To begin this chapter, the focus will be on the research problem and the key concepts that form the foundation of this study. . The research problem encompasses the main elements that constitute the core of this investigation/research.

Building upon the foundation of the research problem, the concept of Quality of Work Life (QWL) is crucial for understanding the well-being of employees within the work environment. As noted by the International Labour Organisation (ILO, 2020), quality of life at work encompasses working conditions, industrial relations, work-life balance, recognition, personal development and future prospects for workers. In addition, Mazloumi et al. (2014), extended the concept of QWL by emphasizing the impact of employee attitudes toward their job especially aspects such as work outcomes including job satisfaction, mental health, and safety, particularly in relation to organizational outcomes.

To further contextualize this research, the theoretical framework will provide a basis for understanding the empirical findings, drawing comparisons to previous studies on QWL. This analysis will lead to the identification of the research questions, hypothesis, objectives, and the scope of the study. Finally, key concepts such as QWL and Job Characteristics will be defined in greater detail to enhance clarity and understanding.

1. Background and rationale for research

1.1 Empirical evidence

Bagtasos (2011), described QWL as multidimensional because it integrates various facets of work life. Bagtasos argued that QWL encompasses the characteristics of the work environment that shape employees' work experiences and well-being. QWL incorporates psychological, physical and social dimensions which makes it complex to define (World Health Organisation [WHO], 1993). The interest in QWL therefore increased in recent years across industries, making it widely relevant in workplace studies.

1.1.1 In Europe, Asia and America

Among the key dimensions of QWL, health and safety in the workplace are crucial (Walton, 1973). Walton emphasised on the need for safe working conditions to be able to foster employee wellbeing. Multiple researchers in the domain of QWL argue the significant impact of safe and healthy conditions on QWL (Patil & Swadi, 2014).

In the construction sector, Ringen and Seegal (1995) identified multiple factors that influence safety and health outcomes. Operational factors, such as project management and job execution play important roles in determining health and safety outcomes for workers in construction. The construction sector registers a higher death rate in the US than other developed countries like Germany, Netherlands, Sweden, and Ontario. In contrast, countries such as Sweden and Ontario have made significant progress in reducing workplace fatalities, with a 75% and 83% decline, respectively over the past decades (Ringen & Seegal, 1995).

Social Integration and Identifying opportunities for developing human capacities are essential criteria for enhancing QWL (Walton,1973). Although the importance of social integration is discussed in research, job insecurity remains a widespread concern across many countries and various sectors (Eurofound & the International Labor Organisation [ILO], 2019). The ILO report showed that one out of six workers in the EU and one out of 10 in the US fear job loss within six months.

Similarly in France, 25% of workers expressed concerns about job security, while 24% felt their work lacked recognition and 37% believed they were underpaid for their contributions (DARE, 2019). In Quebec, 35.8% of workers - approximately 1.3 million individuals face unemployment (Québec Survey on Working and Employment Conditions and Occupational Health and Safety [EQCOTESST], 2011).

After employment security, working time is a crucial factor that contributes to QWL. Construction rarely provides steady employment therefore; construction workers change jobs often. This is due to the fact that although construction projects last several years, most of them are ongoing for a few months. In most countries an individual worker may clock only 1500 hours of work or less yearly in construction, compared with 2000 hours in other industries because of factors such as weather and layoffs (Ringen & Seegal, 1995).

Emotional demands at work significantly affect QWL. International Labour Organisation (ILO, 2019) reported that between 25% and 40% of workers globally face high emotional demands in their job. In France approximately 45% of workers report feeling rushed at work while 30% frequently experience task interruptions, which are perceived as negative aspects of their job (DARE, 2019). Similarly, in the United States, The American Psychology Association (APA, 2023) found that 92% of workers

prioritize psychological well-being, with most considering it crucial for an organization to value their mental health.

The Eurofound and the ILO (2019) report showed that task autonomy varies significantly. Between 45% and 70% of workers experienced some degree of autonomy, while only 33% to 66% believed to have influence over important work decisions. The data equally revealed that women are more likely than men to report a lack of autonomy in their work environment, highlighting gender disparities in workplace control. For instance, in France, 47% of women report to have repetitive work, compared to 39% of men, with 30% stating that their job provides them with limited opportunities for skill development. (DARE, 2019).

Beyond issues of autonomy, the allocation of time across work, personal responsibilities, and leisure is vital for worker well-being and societal development (ILO, 2019). Workplace flexibility plays an important role in enhancing workers' ability to balance personal and professional demands while still meeting industry expectations. Flexibility allows workers to better balance the social and domestic demands of their lives, thereby enhancing their overall quality of life (Gadon, 1984; Kanter et al., 1986; Sashkin & Burke, 1987).

While working hours are a known source of stress, the relationship between workers, their supervisors, and colleagues also play a critical role in shaping their well-being and engagement at work. Flexible work arrangement, emotional support support from supervisors, and organizational cultures facilitate the balance between work and family roles are highly valued by employees (Thompson & Prottas, 2006).

Feeling integrated and accepted within a work community is a critical factor for the construction of mental health at work (Bodier & Wolff, 2018). Additionally, effective managers play a significant role in ensuring collective performance, extracting synergies from teams, and offering guidance and leadership. These managers play a crucial role in shaping the social climate within the workplace. However, adverse social behaviour at the workplace, such as bullying, harassment, and violence can result in reduced motivation, increase absenteeism, resignations, and leave long-lasting effects on individuals (Eurofound & ILO, 2019).

In line with Hackman and Oldham's (1975) Job Characteristics Model, feedback is recognized as a key determinant of quality of work life. In South Korea, 77% of men

and 73% of women report that they regularly receive feedback. Similarly, conflict resolution is reported by 76% of men and 73% of women. There is a minimal difference between men and women (85% and 84%), though men report better work organization (79% versus 75%). The most notable gender discrepancy occurs in participation in decision-making, with 67% of men reporting encouragement to only 58% of women.

Walton (1973) identifies constitutionalism and social relevance as key criteria in determining QWL. Negative factors such as harassment and violence severely impact workers health and lower QWL. In the APA (2023) report, 24% of respondents reported experiencing verbal abuse at work within the past year. Additionally, 26% of in-person workers reported experiencing verbal abuse, compared to 18% of remote workers. Furthermore, 31% of customer service workers, 23% of manual laborers and 22% of office workers reported experiencing verbal abuse.

Total life space criteria involve how work affects family routines, leisure time and work-rest balance (Walton, 1973). In Palestine's construction sector, 63.64% of workers reported experiencing stress in their daily lives. them who experienced stress in their daily life. None of the respondents reported a stress-free life. The findings indicate that 81.82% of respondents experiences job-related stress, while 18.8% attributed their stress to non-work factors.

In the UK, approximately 828,000 employees are registered each year as suffering from work related stress, depression, or anxiety. Additionally, 17% of employees are expected to face a diagnosed mental health condition this year. These employees may experience emotional distress, potentially making them unable to work or function effectively. Moreover, 89% of workers with mental health challenges report that these issues significantly affect their working life. More than half of these employees have considered resigning due to the negative impact on their mental well-being. Construction work is already an inherently dangerous occupation and exposure to additional job stressors increase the likelihood of injury (Goldenhar et al., 2003).

In the United States (US), workplace stress remains a critical issue, with 77% of workers reporting stress in the month prior to the APA (2023) survey. Additionally, 57% of workers reported negative effects of work-related stress, including emotional exhaustion (31%), lack of motivation (26%), a desire for isolation (25%), and intentions to quit (23%) (APA, 2023).

While salaries are not the only factor influencing motivation, fair compensation remains a key requirement for job satisfaction. Walton (1973) argued that adequate and fair compensation is a critical aspect of QWL, encompassing fair pay, wage balance, and participation in organisational results.

A study on Pakistan, workers by Warraich (2014) affirms that workload, role conflict, and inadequate monetary compensation are major contributors to stress in the higher education sector, resulting in reduced work performance. In Malaysia, 2009 statistics show that skilled laborers in the construction sector earn between RM 56.00 and RM 114.00 per day (approximately 7,650 to 15,600 FCFA), while semi-skilled workers earn RM 47.00 to RM 88.00 daily (6,400 to 12,000 FCFA), with unskilled laborers earning RM 25.00 to RM 30.00 (3,400 to 4,100 FCFA). The availability of cheap foreign labour has had a significant impact on both construction quality and productivity. As a result, contractors have minimal incentive to adopt higher quality, more productive, and safer technologies (Kamal et al., 2012). The construction industry in Malaysia is often referred to as a “dirty, difficult, and dangerous” working environment. Foreign workers are not bothered on this lack and therefore willingly take risky jobs on site. Thus, the employer preferred to hire more foreign workers on the construction site thus prompting employers to favor hiring foreign workers for hazardous on-site jobs (Marhani et al., 2012).

While musculoskeletal disorders are not fatal, they remain significant, with limited progress made in their prevention. In Ontario, data reveal that 66% of workers' compensation claims and 90% of lost workdays are due to soft-tissue injuries. In the U.S., soft-tissue injuries account for an estimated 40% to 65% of workers' compensation costs in construction. In Finland, these disorders are responsible for nearly half of all early retirements in the construction industry (Ringen & Seegal, 1995).

India has a construction workforce of approximately 26 million. Research on India's construction industry reveals widespread adoption of poor work habits, disregard for ergonomic principles, long working hours with insufficient rest, and hazardous working conditions (Pradesh, 2010). Migrants and illiterate workers, unaware of their fundamental rights, are being exploited by contractors. Due to their vulnerable social and financial status, workers are often denied access to basic healthcare rights by exploitative contractors. Musculoskeletal disorders are the most

common physical ailment among these workers, with a 33% prevalence in the general population and 77% among construction workers. Pradesh (2010) found that 20% experienced at least one musculoskeletal disorder within a month, while 27% reported morbidity using the WHO's healthy days module.

Globally, construction work accidents account for 16.4% of all fatal occupational accidents. The fatal accident frequency rate in construction is 15.8 incidents per 1,000 employees annually. An operational study of construction accidents found that 70% of issues stemmed from errors committed by workers, 49% from workplace conditions, 56% from equipment deficiencies, and 84% from poor risk management. Limited language skills further hinders workers' ability to understand safety instructions or follow supervisory guidance (Jaiswal & Veerkumar, 2016).

Another Indian study revealed that 2.1% of participants reported "extremely high stress," while 85.4% experienced "high stress," indicating widespread stress among construction workers. Worksite stress remains a major challenge for both workers and the overall health of their organizations. As a result of stress, workers become unhealthy, less motivated, and less productive, compromising safety at work (Bhatt et al., 2015).

1.1.2 In Africa

Workers in Asia, Europe and America are not the only ones experiencing difficult working conditions that contribute to a low QWL.

For example, in Nigeria, a study on stress management among construction personnel revealed that 93.30% of respondents experienced stress, while only 6.70% reported no stress. Of those who reported stress, 87.60% attributed it to job-related factors, including work time, job nature, organizational policies, position-related issues, environmental factors, relationships, and personal stressors (Wahad, 2010).

In a study examining motivation and productivity in the Nigerian construction industry, 33.33% of managers reported that salaries were slightly below the Nigerian National Joint Industrial Council (NJIC, n.d) agreement. Another 27.27% indicated that firms pay the exact NJIC agreement wage, 21.21% said wages were far below NJIC rates, and 18.18% reported wages slightly above the NJIC agreement. Both managers and operatives agreed that wages for workers were slightly below NJIC rates (Aiyetan & Olotuah, 2006).

Additionally, 29% of organizations reported that promotions are based on company policies related to worker performance. The study also revealed that promotions are irregular and are based on worker performance, rather than being conducted at fixed intervals such as every three years. As a result, workers feel cheated, which negatively impacts their productivity. Furthermore, 26.4% of operatives believed that promotions are influenced by personal connections. Meanwhile, 26.2% felt that promotions were based on performance, and another 26.2% believed that promotions were rare (Aiyetan & Olotuah, 2006).

Regarding construction site accidents, 23 (54.8%) of the 42 respondents reported being involved in accidents, while the rest claimed they had never experienced an on-site accident. Of the respondents, 19 (45.24%) reported accidents or near misses, 18 (42.86%) did not report incidents, and 5 (11.9%) only reported fatal accidents. Additionally, 20 (47.6%) of respondents confirmed that their companies keep records of accidents, while 22 (52.4%) said no records were maintained. The main causes of accidents in the Nigerian construction industry include a lack of training for construction workers. The second was poor understanding of the risks associated with their work. Unsafe behaviour by coworkers was identified as the third leading cause of accidents in the workplace. Overconfidence ranked fourth, and a shortage of equipment was considered the least significant factor (Belel & Mahmud, 2012).

In Ghana, Ashong et al. (2015) found that most radiographers experienced either moderate stress (35%) or high stress (over 54%) at work. Female radiographers experienced significantly more stress than their male counterparts, with 75% reporting high or very high stress compared to 56.4% of males (Ashong et al., 2015).

Jilcha and Kitaw (2016) found that in Sub-Saharan Africa, the death rate among workers is 21 per 100,000, with an accident rate of 16,000 per 100,000 employees. Approximately 54,000 fatalities and 42 million non-fatal accidents occur annually, leading to an average of three days of absenteeism per worker. In Ethiopia, there are 5,596 fatal accidents annually, with a death rate of 21.5 per 100,000 employees and an accident ratio of 16,426 per 100,000.

Many organizations prioritize the satisfaction of external stakeholders, such as customers, over the well-being of their employees and the comfort of their working environment (Jilcha & Kitaw, 2016). In Ghana, frontline construction workers most

frequently report open wounds, which cost companies 1,744,776 XAF, followed by fractures (1,136,380 XAF) and superficial injuries (1,097,929 XAF). Open wounds accounted for the highest percentage (37.29%) due to their frequent occurrence. Despite their frequency, fractures were the most expensive injuries to treat, costing an average of 47,172 XAF, while concussions and internal injuries were the least costly at 2,853 XAF. Over half (55.99%) of workers had taken days off, with reasons including injury (47.96%), fatigue (32.65%), social functions (9.69%), and breaks in job contracts (6.63%) (Amissah et al., 2019).

1.1.3 In Cameroon

Similarly, Cameroon faces its own challenges when it comes to working conditions across various sectors

In the private sector, 44.4% of workers work more than 48 hours a week and 45.6% between 35 and 48 hours per week. Additionally, in the informal non-agricultural sector, 42.1% of workers report working more than 48 hours at their primary job according to the National Institute of Statistics (NIS, 2022).

A study by Medjioguim (2022) on the Panzani agro-industry in Cameroon reveals a lack of promotion and recognition, with work decisions made unilaterally by line managers without employee consultation. Furthermore, the study highlights that the occupational nurse at PANZANI Cameroun records approximately 20 days of sick leave and sees around five employees daily for consultations related to aches, headaches, and musculoskeletal issues. On the disciplinary side, the study notes incidents of counterproductive behaviour, including lateness, unjustified absences, and presenteeism.

The National Institute of Statistics (NIS, 2022) reports that the average monthly income for workers in Cameroon is 75,700 FCFA nationwide, with higher averages in urban areas (93,600 FCFA) compared to rural areas (51,600 FCFA). Workers in the public sector (156,800 FCFA), public enterprises (145,800 FCFA), and the formal private sector (118,200 FCFA) earn the highest wages, while those in informal agriculture earn the least (48,200 FCFA).

Despite varying wages, psychosocial risks are prevalent among workers across different sectors in Cameroon. In the microfinance industry, 31.25% of employees expressed concerns about their relationship with the institution, citing pressures and

stress at work. Some employees reported that their work could be monotonous to the point where they would prefer a different job, despite still enjoying certain aspects of their current position. Additionally, 75% of respondents acknowledged feeling pressure at work.

Fifty percent (50%) of participants reported being under constant stress due to workplace demands and pressure. These findings suggest that chronic stress detrimentally affects performance, with employees attributing it to managerial pressure aimed at increasing productivity (Fonkeng, 2018).

In 1994, only 2,308 workplace accident reports were filed, down from 5,588 in 1990, though there's little evidence to suggest an actual decrease in accidents. Strike action remains rare in Cameroon, with only 1% of workers reporting having experienced a strike at their jobsite. Public companies and international organizations report the highest incidence of strikes at 9.6%, followed by formal private companies at 5.0%. In 2010, 12.2% of workers reported experiencing a workplace accident. A 2021 survey by the NIS found that 9.1% of workers reported experiencing a workplace accident in the 12 months preceding the survey.

Furthermore, 6.5% of workers reported a work-related illness, and 11% said they were covered by insurance in their primary job (NIS, 2021). The overall burnout prevalence in Cameroon was 67.9%, with 5.3% experiencing high burnout, 34.3% moderate, and 60.4% low. Among those affected by Burnout Syndrome (BOS), 42.2% reported a high loss of personal achievement, 39.9% high depersonalization, and 38.2% high emotional exhaustion. The army reported the highest prevalence of burnout at 85.3%, followed by secondary school teachers at 78.5% and university teaching staff at 68% (Mekoulou et al., 2020). In the private sector, Medjioguim (2022) found that 54% of Panzani employees experienced psychological distress at work.

This high rate is attributed to factors such as a lack of promotion and recognition, unilateral decision-making by managers, and disregard for statutory working hours and rest periods. Kenmogne Kamdem (2021) similarly reported that 78% of employees in commercial companies experience workplace stress. This high level of stress is attributed to poor working hours, role ambiguity, and managerial shortcomings, which lead to behaviours such as lateness, absenteeism, presenteeism, and disengagement.

Concerning the health of public administration workers, Ambassa et al. (2023) found that 43.74% of employees reported feeling bored at work. This boredom was attributed to a lack of activity and a lack of real challenges in their work tasks. The lack of stimulating tasks undermined workers' motivation, leading to feelings of emptiness, anxiety, and disengagement.

In addition, the study revealed that bored employees are more likely to be absent, consider leaving their jobs, and engage in counterproductive behaviour.

More broadly, Cameroonian workers face a working environment characterized by unfairness, inequality, disregard for procedures, and a lack of respect for employee dignity. A health and safety study by Tamandjong (2022) confirmed a significant relationship between health measures and the affective commitment of employees in selected construction companies in Bamenda. The study also found a strong link between health and safety measures and the continuance commitment of employees in these construction companies.

Also, many construction workers, including plumbers, carpenters, electricians, and locksmiths, often work outside of formal construction sites and are underrepresented in statistical research. While these workers are part of the construction industry, they are typically self-employed and their businesses are often unregistered. As a result, they often neglect personal protective equipment (PPE), thereby increasing their vulnerability in the event of an accident. These workers are often paid minimal wages due to high levels of unemployment and underemployment, resulting in low per capita income.

These risk factors contribute to psychosocial consequences such as stress, internal and external violence, burnout, musculoskeletal disorders, depression, anxiety, and in severe cases, suicide. Furthermore, psychosocial risks can lead to or worsen physical health conditions.

For example, in 2016, approximately 745,000 people worldwide died from strokes and ischemic heart disease due to working 55 or more hours per week (WHO & IHO, 2022). The economic cost of psychosocial consequences is also significant, affecting both enterprises and national economies. NIS (2023) reports that these psychosocial consequences lead to non-attendance, high turnover, reduced production,

demotivation, and reputational damage for organizations. Most workplace accidents are non-fatal, though certain occupations carry a higher risk of fatal accidents.

The higher the risk of an accident in a particular job, the greater the likelihood that the accident could be fatal. Globally, there are an estimated 380,000 fatal occupational injuries each year. Asia bears the largest share of these fatalities with 250,000 deaths, followed by Africa with 65,000 deaths. In high-income regions, the death toll is significantly lower, with 10,760 fatalities annually. While the risk of fatal workplace injuries is low in Mauritius, it is notably higher in countries like Seychelles and Zimbabwe (Atlas of African Health Statistics, 2022).

Studies on the Cameroonian workforce, including those by Fonkeng (2018), Medjioguim (2022), and Mekoulou et al. (2020), demonstrate that work in Cameroon is often not a source of well-being, and in some cases, it generates significant distress. This distress hinders employees from performing their work efficiently. The data illustrates the challenges Cameroonian workers face in achieving psychological, economic, and social fulfilment through their jobs.

Low wages, inadequate worker protection, fear of job loss, and poor ergonomic conditions are key factors that raise concerns about the Quality of Work Life (QWL) in Cameroon. In a context where jobs are scarce, those fortunate enough to be employed go to great lengths to preserve their jobs, often starting by ensuring physical presence at their workstations.

During my three-month internship at a construction company, I observed various profiles, including project managers, engineers, architects, and workmen. However, my primary focus during the observation period was on the company's administrative and laboratory personnel. The regular work hours were from 7:30 AM to 5:00 PM, Monday to Friday, although some employees also worked on Saturdays without receiving overtime compensation.

Since my office was located in the Human Resources Department, my observations were more in-depth with the HR personnel. The HR Manager frequently left the office to run errands, such as purchasing food for engineers and office supplies. The Operational Assistant often received tasks from both the FHRD and the HRM, with many marked as emergencies, making task prioritization difficult.

During working hours, an employee requested permission to leave due to an emergency involving her child, but the request was denied with the threat of a salary reduction. Although the lunch break was scheduled from 12:00 PM to 1:00 PM, some employees were unable to take their breaks due to heavy workloads, tight deadlines, or the absence of colleagues.

In an interview, one worker explained that although procedural manuals existed for each department, actual tasks often deviated significantly from these procedures. Several workers expressed a feeling coerced into specific actions that they are not comfortable with.

I observed that some employees would move to different offices during work hours to avoid unfavourable working climate with their colleagues. The office space was cramped, with four workers, including a manager, sharing one office, which made archiving difficult and left workers with uncomfortable office furniture.

Workers equally complained about perceived preferential treatment, with some employees being able to be absent without consequences, while training opportunities were limited to select individuals. Many employees reported feeling insecure, citing instances of verbal aggression directed toward them.

In the laboratory, I observed minimal use of protective equipment, and although health and safety inductions were conducted, this process was very much theoretical, I for example had to request field demonstrations for better understanding of these instructions.

The occupational physician was scheduled to conduct consultations every Thursday from 3:00 PM to 5:00 PM, but was often late, and workers were not consistently informed of his presence. As a result, many workers were unaware of the physician's availability, even though they had initially attended consultations.

It is worth mentioning that, a Psychosocial Risk Screening Questionnaire was given to both the FHRD and the HRA. There were discrepancies in their responses, with the HRA reporting an eight-hour workday, while the FHRD claimed the workday lasted 10 hours. When asked whether workers had a say in job-related decisions, the FHRD responded negatively.

When asked whether any malicious actions had taken place within the company, the FHRD denied it, although I later learned that there was an attack orchestrated by a colleague while on a mission. Finally, the FHRD stated that there was no individual reward system in place within the company.

The Cameroonian government has attempted to improve working conditions through legislation, such as Law No. 92-007, enacted on August 14, 1992, which regulates wages, working conditions, and health and safety standards. However, despite these government measures, inadequate implementation and a lack of proper tools and actions mean that work conditions remain poor.

Decree No. 039/MTPS/IMT, issued on November 26, 1984, mandates that all enterprises and establishments provide health and medical services for their employees. Article 2-1 of the Cameroonian Labour Code enshrines the right to work as a fundamental human right. Article 65-2 of the Labour Code further advocates for equal pay for equal work, regardless of gender, origin, or other characteristics.

These legal provisions are intended to protect Cameroonian workers from discrimination based on gender in both recruitment and pay.

In 2014, Cameroon launched the Programme Pays pour le Travail Décent (PPTD) in collaboration with the ILO, aimed at improving working conditions for Cameroonian workers.

Several efforts have been made to improve QWL, including personal and professional development programs, work redesign, team-building activities, and organizational changes (Gadon, 1984). Despite these efforts, QWL remains an issue, as recent statistics indicate. There has been a rise in psychosocial risks in the workplace, with increasing reports of suicide, burnout, stress, harassment, and violence.

At the International level, the International Labour Organisation Global Jobs Pact was adopted in 2009 by governments, employers and workers after the financial crisis. It offers a range of measures based on successful examples that are designed to accelerate decent job creation and build and maintain social protection systems. It urges governments to consider options such as public infrastructure investment, special employment programmes, broadening of social protection and minimum wages. Similarly, the ILO (2012) resolution on youth employment provides a set of tried and

tested measures specifically aimed at improving the labour market chances of young people. The will is there, illustrated not least by commitments made by G20 countries to prioritize job creation and social protection in successive Summit communiqués. (ILO, 2008). From 17 to 21 June 2024, the National Agency for Improving work conditions in France (NAIWC) will be organising Quality of Life and Working Conditions week throughout France, as it has done every year for the past 20 years, with the 2024 theme being anticipating tomorrow's work.

The health and safety policy in the EU. Article 153 (paragraphs 1 and 2) of the Treaty on the Functioning of the European Union (TFEU) authorises the Council to adopt, by means of directives, minimum requirements as regards:

improvement in particular of the working environment to protect workers' health and safety.

The European Foundation for the Improvement of Living and Working Conditions [EFILWC], 2014) Directive 89/391 places an explicit responsibility on the employer to adapt

the work to the individual, especially as regards the design of workplaces, the choice of work equipment and the choice of working and production methods. (Barnay, 2016).

Despite these provisions, workers often find themselves adapting to the workplace, rather than the workplace adapting to their needs.

1.2 Theoretical framework

In the literature, numerous research papers in occupational psychology have paved the way to identify factors or dimensions that can explain Quality of Work Life (QWL). Among these are notable theories such as Herzberg's Two-Factor Theory (1966), the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2000), the Equity Theory (Adams, 1960), and the Job Characteristics Model (Hackman & Oldham, 1975). These theories provide a comprehensive understanding of the mechanisms that drive employee well-being, satisfaction, and performance, all of which are crucial in defining the quality of work life.

With globalization, companies are faced with increasing challenges in maintaining high levels of productivity and adapting to rapidly changing environments (Bagtasos, 2011).

As highlighted by Riyono et al. (2022), a company's success is not solely based on its profitability but also on the retention of qualified and loyal employees, which is achieved through a high QWL. Employees need to feel valued, motivated, and supported to remain committed to their organizations. This underscores the importance of QWL in sustaining not just performance but also employee well-being, making it an essential strategy for organizations aiming for long-term survival (Cascio, 1998; Taris & Schreurs, 2009).

QWL is a concept that emerged from early research on job enrichment theories. Research, led by Elton Mayo (1927), examined the impact of various working conditions on employee productivity and well-being, which led to the recognition of the importance of psychosocial factors in the workplace. This shift from focusing purely on the physical aspects of work to acknowledging the human and social dimensions marked a pivotal moment in the understanding of work life. Mayo's work laid the foundation for the development of motivation theories, which continue to shape our understanding of QWL.

A widely recognized theory in this area is Herzberg's Two-Factor Theory. According to Herzberg (1966), there are two sets of factors that influence employee satisfaction: motivators and hygiene factors. Motivators, such as advancement, the nature of the work itself, growth opportunities, responsibility, and recognition, contribute to job satisfaction and are directly linked to QWL. On the other hand, hygiene factors, including interpersonal relations, salary, company policies, and working conditions, can prevent dissatisfaction but do not necessarily lead to satisfaction. This duality reflects the complex nature of QWL, where both internal motivators and external conditions must be aligned to enhance overall employee well-being. However, one limitation of Herzberg's theory is its assumption that all employees have similar needs and its emphasis on job satisfaction over external economic and social conditions.

The Job Demands-Resources (JD-R) Model developed by Bakker & Demerouti (2000) provides another valuable perspective on QWL. This model categorizes job characteristics into work demands and work resources. Work demands—such as workload, time pressure, and role conflicts—require physical, mental, or emotional effort from employees, and excessive demands can lead to burnout and stress. In contrast, work resources, including social support, recognition, autonomy, and development opportunities, help reduce the negative effects of these demands and enhance QWL by empowering employees and providing the necessary tools to cope with job challenges. This balance between demands and resources is critical in maintaining a healthy work environment, where employees feel supported and valued.

Similarly, the Equity Theory proposed by Adams (1960) highlights the importance of perceived fairness in the workplace. Employees compare their inputs—such as effort, skills, and contributions—with the rewards they receive, such as pay, recognition, and benefits. When employees perceive a balance between their contributions and rewards, they are more likely to experience high QWL and job satisfaction. On the contrary, feelings of inequity can lead to dissatisfaction, stress, and disengagement. This theory emphasizes that for QWL to be improved, organizations must ensure fairness and transparency in how they compensate and recognize their employees.

At the core of this discussion is the Job Characteristics Model (Hackman & Oldham, 1975), which serves as the theoretical foundation of this study on QWL. This model suggests that certain job characteristics—such as skill variety, task identity, and task significance—enhance the meaningfulness of work, thereby improving employee motivation and QWL. Furthermore, autonomy increases the sense of responsibility, while feedback provides employees with the knowledge of their work's results, fostering a deeper connection to their roles (Carpini & Parker, 2016). By enriching these job characteristics, organizations can significantly enhance employees' experiences at work, leading to greater satisfaction, engagement, and overall QWL.

The Job Characteristics Model (JCM) provides a detailed framework for understanding how specific job characteristics influence work attitudes and behaviors. The five core job characteristics—skill variety, task identity, task significance, autonomy, and feedback—have been shown to positively impact job satisfaction,

motivation, and performance. These characteristics align with the dimensions of QWL, as they contribute to creating a work environment where employees feel challenged, supported, and fulfilled.

It is clear that the quality of one's job plays a significant role in shaping QWL. As Martel & Dupuis (2004) argue, work occupies a central place in people's lives, influencing not just their daily schedules but also their social identity, financial stability, and personal decisions. The job characteristics identified by Hackman & Oldham (1975) are crucial in determining whether work enhances or detracts from an individual's quality of life.

In the Cameroonian context, where workers often face harsh working conditions, as indicated by national statistics, it becomes even more important to understand the role of job characteristics in shaping QWL. Workers frequently deal with long hours, inadequate compensation, and challenging environments. These conditions raise important questions about the relationship between job characteristics and QWL. By applying the Job Characteristics Model, we aim to explore how changes in these core job characteristics can improve QWL for employees in Cameroon, potentially leading to greater job satisfaction, reduced stress, and higher levels of motivation and engagement in their work.

1.3 Statement of the problem

From an economic perspective, work provides people with an income, enabling them to support themselves and their families. Adam Smith (1771), in his seminal work *The Wealth of Nations*, develops the idea that well-organized, thoughtfully planned work produces wealth. He defines work as the human and machine power that creates value.

In the Cameroon, Nyock Ilouga (2019) highlights that the socio-economic development of societies is largely a result of human labour, reinforcing that labour is crucial to national prosperity. This connection between labour and wealth directly impacts the quality of life of workers, as stable employment is seen as the foundation of both personal and economic security.

From a social perspective, work confers social status and provides individuals with recognition and a sense of purpose. Baudelot & Gollac (2002) argue that in African

societies, social recognition is closely tied to having a job. To be respected, individuals must engage in productive work, as unemployment is often viewed as a sign of incompetence.

Work environments offer more than just financial stability; they are also spaces for socialization and personal growth, posing as a “second family” where individuals spend much of their time. Work provides individuals with opportunities for happiness and well-being, emphasizing that happiness is a core motive driving workers’ effort. This suggests that QWL is not only about wages but also about the social and psychological fulfilment that comes from work. (Achte et al. 2010)

However, while work is highly valued, the absence of work or poor working conditions can lead to psychological suffering. Paul and Moser (2009) show that unemployed individuals are twice as likely to suffer from psychological problems, including depression, anxiety, and low self-esteem, compared to those who are employed. Moreover, Dejours (1970), through his psychodynamics of work, demonstrates that good work quality can improve not only economic outcomes but also the social and psychological well-being of workers. This highlights the critical role of QWL in fostering a healthy work environment where workers can thrive socially, emotionally, and economically.

From my empirical observations in Cameroon, it became clear that workers often deal with an environment characterized by constant interruptions, unclear task identification, poor work-life balance, long working hours, and limited opportunities for growth. Workers also face challenges related to ergonomics, minimal feedback, exclusion from decision-making, and strained social climates with colleagues and superiors.

As highlighted by national statistics (2022), Cameroonian workers experience a lack of promotion and recognition, which results in feelings of stagnation and boredom. Additionally, salaries are often misaligned with job responsibilities, leaving workers unable to meet their financial needs. This, in turn, increases psychosocial risks, including stress, internal and external violence, burnout, musculoskeletal disorders, depression, and in extreme cases, suicide. These issues underscore the need for improved QWL to protect workers’ physical and mental health.

The Cameroonian government has taken steps to address these challenges by enacting the Labor Code to protect workers' rights and regulate employer-employee relationships. The Penal Code further sanctions the exploitation and harassment of workers. Projects led by the Ministry of Labor and Social Security and the International Labor Organization (ILO) reflect an ongoing effort to improve the QWL of Cameroonian workers. Despite these actions, it is still common to hear complaints from workers about unfair treatment, poor working conditions, and general dissatisfaction with their jobs.

A poor QWL leads to several negative outcomes: deterioration in the work atmosphere, decreased productivity, lower employee satisfaction and engagement, higher turnover rates, and a damaged company image (Busque, 2023).

In Mfondo's (2019) study on the implementation of labour regulations in Cameroon, interviews with managers revealed that although they were aware of labour laws, many admitted that these regulations were not always effectively enforced, often due to a lack of resources. Adewumi and Adenugba (2010) also highlighted that the Ministry of Labor lacks the capacity to carry out inspections effectively due to personnel shortages, making it difficult to enforce labor regulations consistently.

This lack of enforcement leaves QWL unaddressed in many sectors, including the construction sector, where workers are often unaware of their rights. Underemployment and unemployment compound this issue, as workers remain in positions of vulnerability, unable to assert their rights. This research focuses on showing the existing relationship between Job Characteristics and QWL among Cameroonian workers in the construction sector.

In occupational psychology, numerous studies have explored QWL and its effects on employee behaviour and organizational outcomes. Efraty and Sirgy (1988) examined the impact of QWL on behavioural responses such as organizational identification, job satisfaction, and job performance. Their findings revealed a positive relationship between QWL and these responses, emphasizing that when employees' needs for survival, socialization, and self-actualization are met, they are more likely to identify with the organization, derive satisfaction from their work, and boost performance. However, their study also noted a lower correlation between QWL and job effort, which they attributed to the novelty of their measurement tools.

Similarly, Koonmee et al. (2010) found that the institutionalization of ethics in the workplace directly impacts both QWL and job-related outcomes, such as job satisfaction and organizational commitment. Their research confirmed that ethical practices contribute to a positive QWL, leading to better job performance. However, the study's limitation was its narrow focus on Thai HR managers, which restricts the generalizability of the findings.

Other research, such as Sinha's (2012) study on factors affecting QWL, identified 12 key factors that contribute to employee development and organizational success. These factors include communication, career growth, emotional supervisory support, and flexible work arrangements. The study demonstrated that these elements are essential for enhancing QWL, although they must be tailored to fit different organizational contexts.

In terms of job characteristics, Hoonakker et al. (2004) explored the relationship between job characteristics and QWL, particularly focusing on gender differences and job type (IT vs. non-IT jobs). Their study found that while task identity was a significant predictor of QWL for women in IT, the results were less pronounced for other groups. This underscores the importance of job design in shaping QWL, although their study's limitation was its focus on a single public sector organization, limiting the generalizability of the findings.

The origins of job design theories can be traced back to Smith (1776), Babbage (1832), and Taylor (1911), who aimed to improve productivity through the division of labor. Over time, theories such as the Job Characteristics Model by Hackman and Oldham (1975) emerged, emphasizing the importance of skill variety, task identity, and task significance in enhancing QWL. Turcotte (1982) claimed that this model could serve as a foundation for measuring QWL, and it remains one of the most widely cited frameworks in the literature.

The most popular model defining QWL is Richard Walton's (1973) model, which is considered the scientific benchmark for evaluating QWL (Rueda, Serenini, & Meireles, 2014; Albuquerque, 2013). Walton's model links QWL to employee motivation, self-esteem, and satisfaction, emphasizing the importance of meeting workers' needs while maintaining social responsibility.

1.3.1 Main question

The main research question of this study is: *Does job characteristics impact the quality of work life of Cameroonian construction workers?*

1.3.2 Specific Questions

R.Q.1: What is the level of quality of work life of Cameroonian construction workers?

R.Q.2: What state is the job characteristics of Cameroonian construction workers currently in?

R.Q.3: Does job characteristics impact quality of work life of Cameroonian construction workers?

1.4 Research Hypothesis

According to Fraisse, Piaget and Reuchlin (1976), the formulation of a hypothesis is the phase in which the researcher imagines the relationship that might exist between two facts. It is the creative phase of experimental reasoning. The present study is based on a general hypothesis whose operationalisation has led to five operational hypotheses.

1.4.1 General Hypothesis of the research

This dissertation draws on the work of Walton (1973); Hackman and Oldham (1975) 2014); Easton and Van Laar (2018) who have been able to highlight significant links between QWL and Job characteristics. Taking the work of these authors as a reference, the following general hypothesis (GH) can be put forward: *Job characteristics increases the quality of work life of Cameroonian construction workers.*

This general hypothesis is made up of latent factors that make it difficult to test at first glance, so it was decided to use 5 operational hypotheses.

1.4.2 Operational Hypothesis

As mentioned earlier, the general hypothesis presented above contains concepts; it has been operationalised, following the procedure of Baron and Kenny (1986) procedure into five operational hypotheses (OH).

O.H.1: *Cameroonian construction workers who experience autonomy in their work environment have a high quality of work life.*

O.H.2: *Cameroonian construction workers whose tasks are varied, have a high quality of work life.*

O.H.3: *Cameroonian construction workers whose tasks have a high significance, have a high quality of work life.*

O.H.4: *Cameroonian construction workers whose tasks are identified, have a high quality of work life.*

O.H.5: *Cameroonian construction workers who perceived organisational support (Feedback) have a high quality of work life.*

1.5 Objectives of the study

The objective is the goal that an action is intended to achieve. In other words, the objective is a goal that we want to achieve. It's a question of reiterating what you want to achieve at the end of the research. As Dewey (1975) reminds us, to have an objective is to have the intention of doing something and to perceive the meaning of things in the light of this intention. So, in the context of this research, we have two types of objectives: a general objective and specific objectives.

1.5.1 General Objective

The general objective of this research is to verify if job characteristics impacts the QWL of Cameroonian workers in the construction field.

1.5.2 Specific objectives of the study

The specific objectives are:

S.O.1: Asses the Job Characteristics in construction companies

S.O.2: Assess the quality of work life of workers in construction.

S.O.3: Examine the relationship between job characteristics and Quality of work life.

1.6 Significances of the study

Two principal study aims can be perceived through this research; the scientific significance and the practical significance of the study.

1.6.1 Scientific significance

According to Riyono & al. (2022), with globalization, companies are faced with multiple challenges such as a rapid changing environment that requires effective

decision making and an ability to quickly adapt to this environment. Added to this, the competition in terms of business strategy, and the fight in the acquisition and maintenance of high-quality human resources. A successful company relies on its profit but also on qualified and loyal human resources in pursuing long-term goals. Without these qualified human resources, the enterprise will lose against the fierce competition in the long run (Riyono et al., 2022). On the other hand, for qualified employees to be loyal they need to experience a high QWL (Yuliawan & Himam, 2007). To develop and maintain company organization performance, QWL is an important aspect. QWL is an integrative strategy that aims to sustain and improve performance through maintaining employee well-being (Cascio, 1998). By maintaining employee well-being, companies or organizations are expected to survive in the future competition or performance (Taris & Schreurs, 2009).

QWL is a concept that emerged based on Job enrichment theories. These theories evolved from job designs conceptions that go back to Smith (1776) to Babbage (1832) and Taylor (1911) who introduced work division, tried to increase worker's productivity. Job design is considered to be one of the important functions of human resource management practices because it describes what individuals do at work (determining the task and responsibilities), how tasks are arranged, and how successfully they can accomplish them. Job design significantly affects employee satisfaction, improving performance quality and organizational effectiveness.

Even though the concept of QWL is not new in the world of scientific research, only a few studies took an interest in QWL of workers in the construction industry at an international level. At a national level (Cameroon), the statistics on the conditions of construction workers are even lower. Our study dives into the QWL of Cameroonian construction workers in the private sector. QWL became an interest to managers in 1st World countries since 1975 but it's just paving its way in developing countries. Despite the fact that managers in Cameroon started taking an interest in team building activities, reinforcement of social climate at work, the concept of QWL is still very rare in the social context of Cameroon.

In regards to the literature found on QWL, some discuss the effects of QWL on employee behavioural responses (Efraty & Sirgy, 1988). Another paper studies the impact institutionalized ethics will have on both QWL and employee job-related

outcomes (Koonmee et al., 2010). Sinha (2012) studied factors affecting QWL where he stated 12 QWL factors working towards the development of organizations most valuable employees in order to gain competitive advantage in the market. Another research measured job satisfaction by using quality of work life factors in the private banking sector in India (Dhamija et al., 2019). There was a paper treating ethics institutionalization, quality of work life and employee job-related outcomes (Koonmee et al., 2009). The only article which explored the relationship between job characteristics and QWL was Hoonakker's et al. (2004) study that took an interest in the role of gender and the type of job (IT versus non-IT job) in the relation between job and organizational factors and QWL.

The originality of the current research resides in the establishment of the relationship between job characteristics and quality of work life with the studied population being construction workers in a developing nation which is Cameroon.

1.6.2 Practical Significance

Multiple managers and researchers in the occupational environment believe in the importance of putting human resources at the centre of the enterprise. This means making sure their occupational needs are met but also, that there's a balance between their work and their life. The problem of QWL is a persistent reality in the occupational world. Despite the actions of the Cameroonian state that aims at improving the QWL of Cameroonian workers, they still end up facing the same issues hence dealing with a low QWL.

Therefore, the practical aims of this research are; first, to provide more explanations on the low level of QWL of construction workers in private enterprises in Cameroon. The second aim is to provide possible solutions in order to improve QWL and prevent the phenomenon of psychological distress in the Cameroonian workplace when it comes to the construction private sector.

1.8 Delineation of the study

It is essential to delimit the scope of our study both theoretically and geographically.

1.8.1 Theoretical scope

The concept of QWL has been studied in the fields of human resources and occupational psychology. This study follows on from the work carried out in

occupational psychology on QWL, the relevance of which no longer needs to be demonstrated given the consequences it has for organisations and governments in general.

1.8.2 Geographical scope

This study is conducted in the Cameroonian context. More precisely, we are interested in the agents of the Cameroonian private construction companies particularly those in the city of Yaoundé, department of Mfoundi, region of the Centre. As the political capital and the seat of the institutions, the city of Yaoundé is a cosmopolitan site that will enable us to achieve the objective of the study. For this reason, the study was conducted among private construction workers from different professions within several construction companies.

CHAPTER 2: LITERATURE REVIEW

This chapter presents a review of relevant literature pertaining to the key variables under investigation. It aims to explore and critically analyse existing scholarly writings, theoretical frameworks, and empirical findings related to these concepts.

2.1 Quality of work life

Before talking about the concept of quality of work life we shall explore what work represents and what is quality of life in general. We shall therefore review work and its different definitions, followed by quality of life before exploring our main concept, quality of work life.

2.1.1 *Work*

The concept of work has evolved over time, with numerous researchers and scientists attempting to define it and highlight its components and characteristics. For Marx (1867), work is defined as an activity of transformation from one state to another

by the exercise, over time, of human forces closely associated with forces of nature (Berthoud, 2020).

Work has undergone several major changes over the years. It began with work during antiquity (3000 BCE), followed by the Roman labor period (753 BCE to 476 CE). The Middle Ages introduced technical innovations and guilds, with water being used as a source of energy. These periods, being pre-industrial, shaped the evolution of work and led to the three industrial revolutions, with the latter two shaping the organizational aspects of work that persist to this day.

The first industrial revolution occurred at the end of the 18th century and lasted until the beginning of the 19th century. According to Smith (1776), the division of a craftsman's work into numerous individual tasks, each performed by a specialized worker, was the source of productivity gains (Durkheim, 1905). During the second industrial revolution (end of the 19th century), industrialization became widespread, with the development of railways and the expansion of businesses. These developments led to the creation of large factories, centers of production where roles and permanent control were practiced, necessitating rewards and punishments. Mechanization was also a consequence of this revolution, with machines beginning to replace human labor, and human management based on personal talent (pragmatic and charismatic management). This period gave rise to the classical school of organization, marked by close collaboration between industry and scientific research.

The creation of rules for managing these changes led to the scientific organization of work. The work of Taylor (1911), Weber (1966) with bureaucracy, and the administrative approach of Fayol (1917) emerged to account for these changes. These approaches focused on company productivity and profit increase. Critics of these approaches highlighted the dehumanization of the worker, who was reduced to the status of a machine, paid according to performance, and subjected to strenuous work rates. Unfortunately, the classic organizational approach resulted in various aberrations with sometimes disastrous social and psychological consequences such as fatigue, monotony, stress and accidents (Dickson, 2022).

These excesses led to the development of new approaches such as the human resources school, created with Mayo and the Hawthorne effect. The Western Electric study is often associated with the work conducted at the Western Electric Hawthorne

Works in Chicago, carried out between 1924 and 1932 (Hassard, 2012). Researchers, led by Elton Mayo, examined the impact of various working conditions on employee productivity. This study significantly highlighted the importance of psychosocial factors at work, shifting the focus from purely physical aspects of the working environment to human dimensions (AccessPeopleHR, 2024). Considering the place of humans in the workplace gave rise to the issue of motivation at work.

2.1.2 *Quality of life (QOL)*

Hassan et al (2014) posited that quality of life (QoL) is a broader aspect of quality of work life (QWL) that evaluates the well-being of individuals and societies. The studies showed that there was a positive relationship between (QWL) and quality of life (QOL) (Waghmare & Dhole, 2017). Various authors have defined quality differently.

According to the WHO (1993), quality of life is "an individual's perception of his or her place in life, in the context of the culture and value system in which he or she lives, in relation to his or her goals, expectations, norms and concerns".

In the medical field, QOL is the patient's assessment of their level of functioning in the moment but also their satisfaction with it in relation to what they perceive as possible or ideal (Marcel, 2014). This definition indicates that quality of life is profoundly subjective because it is relative to the perception of the individual and their environment. Within this subjectivity, it is crucial to consider the individual's value system and its integration into their own perception. Individuals will not react uniformly to a situation (stimulus) depending on their interpretation of it (Kennedy, Figuero & Law, 2024).

Therefore, focusing on a multi-dimensional assessment of quality of life is essential. This assessment enables us to understand these distinctions and to gain a better grasp of the individual's value system. Multi-dimensionality, the second fundamental component of quality of life, encompasses the notions of physical, emotional, functional, and social well-being (Cella, 1994).

2.1.3 *Introduction to QWL*

According to Davis & Cherns, 1975, the term 'QWL' originated at an International Labour Relations conference in 1972 at Columbia University in New York (as cited in Sihna, 2012; Bangera & Devaraju, 2023). Quality of life at work is the result of the

level of satisfaction of the social, physical, psychological, and professional needs of individuals in their working environment.

Sirgy et al. (2001) argue that QWL is about workers' welfare, influencing job satisfaction both inside and outside the workplace, as well as overall life satisfaction (as cited in Secapramana & Marselius, 2013). QWL became a popular concept when American management was alarmed by the rise in strikes and worker activism. Inclusion in decision-making in companies grew significantly to improve QWL. By 1980, it was estimated that over 500 Fortune companies had opted for participative management (Chinomona & Dhurup, 2013).

Originally, quality of work life was defined as a variable expressing the degree of worker satisfaction and was operationalized in programs whose ultimate aim was to increase worker productivity (Goode, 1989; Chaskiel, 1990) but this evolved. Later on, QWL was an approach, then a set method, became a movement and finally QWL was considered as been everything (Nadler & Lawler, 1983).

The concept of quality of life at work therefore originated in the world of work and has subsequently been the subject of academic research.

2.1.4 Definitions of QWL

The Nadler and Lawler model (1983) identifies two phases of QWL. The first span is from 1969 to 1974 where scholars, researchers, union leaders, and government figures became interested in influencing the quality of at work. This interest slowed in the mid-1970s due to other governmental concerns such as inflation and energy costs (Nadler & Lawler, 1983). In 1979, the second cycle of QWL emerged, driven by economic competition. Americans sought methods to be more effective in national and international markets, recognizing that managerial practices in other countries, particularly Japan, contributed to their effectiveness (Nadler & Lawler, 1983). Lawler (1982) defined that QWL as related to JC and work conditions because QWL goal is to improve employee's wellbeing and support productivity in the organization. Numerous definitions of QWL have been proposed over the years:

- The American Society of Training and Development (1979), as cited by Patil and Swadi (2014), defined QWL as the process of work organization that enables its members at all levels to actively participate in shaping the organization's environment, methods, and outcomes.

- Dessler (1981) defines QWL as the level to which employees can satisfy their personal needs not only in material terms but also in self-respect, contentment, and the opportunity to use their talents for personal growth.
- Lau (2000) characterized QWL as a favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security, and career growth opportunities.
- Šverko and Galić (2014) described QWL as the perceived extent to which employees can satisfy their important personal needs through workplace activities and organizational experiences.
- According to the International Labour Organisation (2020), QWL encompasses working conditions, industrial relations, work-life balance, recognition, personal development, and future prospects for workers. QWL is different from job satisfaction, but a high QWL can lead to satisfaction.

2.1.5 Determinants QWL

The Accord National Interprofessionnel (ANI) negotiators identified ten determinants of quality of life at work, which include the quality of commitment at all company levels, the quality of shared information, the quality of working relationships, the quality of social relations built on active social dialogue, the quality of work organization methods, the quality of work content, the quality of the physical environment, the possibility of personal achievement and development, the balance between professional and personal life, and respect for professional equality (Levet, 2020).

Employee perception significantly influences their decisions to join, remain in, or leave a company (Bagtasos, 2011). Thus, staff perception should be considered when assessing QWL, often measured through job satisfaction surveys (Krueger et al., 2002). Quality is defined concerning specific individuals at a particular time (Wyatt, 1988). Carlson (1983) described QWL as having two perspectives: as a goal and as an organizational process. As a goal, it involves the commitment to work improvement, creating more involving, satisfying, effective jobs and work environments. As a process, it calls for efforts to achieve this goal through the active involvement of people throughout the organization.

Job satisfaction is another determinant of QWL, as it reflects an attitudinal disposition towards QWL outcomes (Johnsrud, 2002). Satisfaction is viewed as a psychological state resulting from the discrepancy between an individual's current situation and their desired situation (Quilty et al., 2003).

Objective criteria like productivity, absenteeism, and staff turnover are also QWL determinants (Martel & Dupuis, 2006). Turcotte (as cited in Martel & Dupuis, 2006) identified four major QWL program dimensions: job nature, physical context, psychosocial context, and organizational context.

Improving QWL can benefit companies by enhancing efficiency, product quality, employee retention, job satisfaction, and market credibility, making it an important aspect of human behavioral studies (Sharma & Swami, 2019). Key reasons for the importance of QWL include:

- High employee motivation leading to productivity and efficiency.
- Positive impact on stakeholders by enhancing credibility among employees, suppliers, and customers.
- Increased productivity through worker's balance between their jobs and personal life.
- Attraction and retention of employees through flexible and friendly work environment.
- Reduced absenteeism and sickness leave due to a less stressful and safer work environment.
- High job involvement, leading to better performance, achievement, and recognition.
- Factors like work time, salary, recognition, and fun at work increase workforce satisfaction (Sharma & Swami, 2019).

Srivastava and Kanpur (2014) outlined the importance of QWL in increasing individual productivity, accountability, and commitment, improving teamwork and communication, boosting employee morale, reducing organizational stress, enhancing on- and off-job relationships, improving safety conditions, providing adequate human resource development programs, increasing employee satisfaction, strengthening

workplace learning, managing change and transition, and enabling participation in management at all levels.

2.1.6 Models of Quality of Work life

The theories of motivation and leadership provided a solid base for the concept of QWL (Mukherjee, n.d.). Maslow (1954) has shown the complexity of human nature by describing various levels of human needs and satisfaction. According to him, there are five needs: physical needs, safety needs, social needs, esteem needs, and self-actualization needs. The Maslow hierarchy of needs theory suggests that these needs are arranged from the lowest to the highest. Unless the lower-order needs are satisfied first, such as physiological needs, one cannot move up to social needs and beyond. Once the lower-order needs are satisfied, people seek the satisfaction of higher-order needs (Mindanao, 2022).

Herzberg (1968) went a step further, describing Hygiene Factors (Job Context) and Motivating Factors (Job Content). The hygiene factors include company policy, supervision, interpersonal relationships, working conditions, salary, status, and security. While favorable hygiene factors do not lead to long-term satisfaction, unfavorable hygiene factors can lead to long-term dissatisfaction, which can impact employee performance. These factors serve as basis for QWL as the goal was to satisfy technical and organizational needs while also focusing on the needs of the worker (Barnabé 1994).

McGregor (1960), in his famous Theory X and Theory Y exposition, presented two opposite sets of assumptions. Theory X is based on assumptions and beliefs obtained from studying workers as well as the nature and structure of multiple organizations and their supervision styles. Supervisors with low opinions of workers and even lower expectations from them will reduce their effort to enhance satisfaction. Conversely, Theory Y assumes that under proper conditions, people have the potential to work with responsibility.

2.1.7 Models, measurement and assessment tools of Quality of Work Life

According to Martel and Dupuis (2006), the QWL model translates into a complex set of organizational interventions and the type of life that employees lead within an organization (Simionel, 2011). Freitas and Souza (2009) identified certain factors influencing QWL, presented through models developed more than three decades ago,

such as Walton's (1973) model, Westley's (1979) model, and Hackman and Oldham's (1974) model. These models are considered relevant for assessing QWL studies (Sant'Anna & Kilimnik, 2011). In addition to these models, Hammer and Zimmerman (2011) consider the following models: Nadler and Lawler (1983), Quirino and Xavier (1987), and Siqueira and Coleta (1989).

Walton (1973) posited that the eight dimensions established in his conceptual model for analysing QWL require various types of analysis, such as examining the relationship between dimensions in practice, how each dimension influences productivity and general satisfaction, and recognizing that some dimensions may not apply effectively to all employees within the same organization (Walton, 1973).

Elizur and Shye (1990) proposed a facet definition of QWL and its relation to quality of life (QOL). They based their definition on action systemic concepts, suggesting that QWL encompasses various facets related to an individual's work experience. Their framework includes four dimensions: expressive, integrative, adaptive, and conservative.

In an attempt to measure job satisfaction through QWL factors, Dhamjia et al. (2019) utilized the "Measure of Quality of Work Life Scale" developed by Anbarassan and Mehta (2009). This scale includes five factors: uncondusive work environment, job awareness and commitment, perceived job motivators, employee satisfaction and continuance, and perceived organizational culture.

2.1.8 *Dimensions of Quality of Work Life*

As an abstract construct, quality of work life (QWL) has less measurable and observable properties than a concrete concept. This, therefore, presents challenges for researchers in defining and measuring Quality of Work Life (QWL) owing to its inherently subjective nature. QWL encompasses employee's work environment and characteristics of work that influence their work life (Bagtasos, 2011). To be able to measure QWL, its dimensions need to be identified (Ramawickrama et al. (2017).

Bernardian and Russell (1993) mentioned the features of QWL from a broader perspective. Some employment conditions that are dimensions to QWL are: employment conditions, equity of pay, benefits and other rewards, employment security, social interaction, self-esteem, democracy, worker satisfaction, income adequacy, voluntary participation by employees, training provided to employees,

managers and support staff on their new roles and responsibilities, availability of ongoing skills training, encouragement of multi-skills development and job rotation, participation by the union when relevant, and team building (Ramawickrama et al. (2017).

Lawler (1975) proposed four characteristics necessary to include in measuring QWL: first, it must measure the important aspects of QWL; second, it must also have sufficient face validity in the eyes of anyone likely to use it; third, it must be objective and consequently verifiable without any possibility of being manipulated; and finally, it must be capable of distinguishing between individual differences within the same work environment.

As cited in Royuela et al. (2008), the European Commission presented ten dimensions of QWL which are job quality, skills, life-long learning and career development, gender equality, health and safety at work, flexibility and security, inclusion and access to the labor market, work organization and work-life balance, social dialogue and worker involvement, diversity and non-discrimination, and overall work performance.

Various scholars have identified numerous dimensions of QWL through empirical findings. Walton (1975) proposed eight dimensions of QWL: adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space, and social relevance of the work life.

Saklani (1979), as cited in Bora et al. (2015), identified thirteen dimensions of QWL, including adequate and fair compensation, fringe benefits and welfare measures, job security, physical and work environment, workload and job stress, opportunity to use and develop human capacity, opportunity for continued growth, human relations and social aspects of work life, participation in decision-making, reward and penalty system, equity, justice and grievance handling, work and total life space, and image of the organization.

Mirvis and Lawler (1984) identified four dimensions of QWL: a safe work environment, equitable wages, equal employment opportunities, and opportunities for advancement. Baba and Jamal (1991) identified eight dimensions of QWL, including

job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment, and turnover intention. Havlovic (1991) found that key elements of QWL include job security, job satisfaction, a better reward system, employee benefits, employee involvement, and organizational performance. Arts et al. (2001) focused on job satisfaction, involvement in work performance, motivation, efficiency, productivity, health, safety and welfare at work, stress workload, and burnout to improve QWL.

Padala and Suryanarayana (2010) proposed that QWL dimensions are broadly divided into classical and contemporary dimensions. Classical dimensions include physical working conditions, employee's welfare, employee assistance, job factors, and financial factors, whereas contemporary dimensions include collective bargaining, industrial safety and health, grievance redressal procedure, quality circles, work-life balance, and workers' participation in management.

2.2 Job characteristics

These concepts are generally referred to as job design techniques, such as rotation, expansion, job enlargement and enrichment, and the socio-technical approach. These job design techniques can be distinguished according to two trends. The first trend focuses on job content analysis, while the second considers the job as a whole (a section or a department) as the unit of analysis (Barnabé, 1994). "Work design is recognized as a key antecedent of most of the major dependent variables we focus on in the field of psychology and management including productivity, wellbeing/strain, absenteeism, presenteeism, job satisfaction, organizational commitment, job performance, creativity, and more" (Parker, Morgeson, & Johns, 2017, p. 412). Although employees today are more focused on the economic issues of the workplace because of the financial stress they are facing, employees are increasingly interested in doing more important work and greater job autonomy because they feel valued in this way (Khodadadi & Pasha, 2008).

In the literature, multiple researches link QWL and Job Characteristics. Although JC was mainly a job enrichment which later evolved to be a motivation theory and multiple other researchers presented it as such (Hackman & Oldham 1980 as cited in Barnabe, 1994). Turcotte (1982) says the JC theory can serve as a assessment basis for QWL. Jansen et al. (1999) also used the Job diagnostic model to determine the

relationship between intrinsic work motivation, burnout and turnover intentions among nurses. Factually, QWL was seen as being synonymous to concepts such as autonomous work groups, job enrichment or the design of plants as an integration to social and technical systems (Lawler,1983).

2.2.1 Evolution and historical background

Adam Smith (1776) argued that the division of labor increases wealth. According to him, the division of labor increases wealth. If a person produces everything he needs, he will be independent but poor, whereas if each person specializes in one aspect of the production needs, they will be stronger and wealthier. The amount and quality of production is much higher under division of labor.

Although Smith popularized division of labor, Babbage (1833) emphasized its importance as well. He argued that breaking down production processes into smaller, specialized tasks would lead to significant improvement in efficiency and productivity. With each worker focusing on performing a specific task, the skill and speed of performing that particular task will increase, and it will equally reduce the time spent switching between different tasks. In creating the Babbage principle, he believed that division of labor should be done according to skill level. Tasks requiring high skills should be assigned to highly skilled workers, and simple tasks should be assigned to low-skilled workers.

Taylor (1911) was an advocate of the scientific management movement. After the industrial revolution, there was a need to increase productivity in organizations. Taylor tried to achieve this with the idea of scientific management. He argued that the planning and designing work should not be done by workers. Workers should be given specific tasks and clear instructions beforehand on how the job is required to be done. Taylor was a big advocate of "Division of Work," which means work should be divided into multiple tasks and assigned to different workers. The five general processes were vertical division of labor, horizontal division of labor, controlled labor, salaries according to productivity, and finally order and harmony. Fayol (1917) followed with his administrative theory, developing fourteen principles of management, and then Weber (1966) with bureaucracy (Shyama, n.d.).

As the realization of human potential grew, criticism of scientific management equally grew. This resulted in researchers paying more attention to humans at the center

of companies. Industrial unrest and constant bickering among management and workers also stressed the need to think of a different approach that could overcome the drawbacks of Scientific Management and give due recognition and importance to human elements, finally resulting in the Human Relations Movement (Shyama, n.d.). Job characteristics have their origins in job design. They can be traced back to Smith (1776), Babbage (1832), and Taylor (1911), who, by introducing the division of labor, each attempted to improve worker productivity in their own ways (Barnabé, 1994).

There are several key approaches to job design, including scientific, individual, contemporary (or ergonomic), and job matching perspectives. One contemporary view is individual job design, as exemplified by Hackman and Oldham (1975) Job Characteristics Theory. This theory provides a framework for understanding how the alignment between a job and an employee occurs through the interaction of core job dimensions with the employee's psychological states: experiencing meaningful work, feeling responsible for the outcomes of the work, and knowing the actual results of work activities (Bohlander & Snell, 2013; Cascio, 2010; Moorhead & Griffin, 2008; Ozturk, Hancer & Im, 2014). These psychological states collectively influence employees' personal and work outcomes, such as motivation, satisfaction, and performance, while also contributing to lower absenteeism and turnover rates (Hackman & Oldham, 1980).

Previous research suggests that positive job characteristics can foster positive mental states, leading to better cognitive and behavioral outcomes, including higher motivation, job satisfaction, reduced absenteeism, growth, effectiveness, and lower turnover rates. Conversely, negative job characteristics can have detrimental health and work-related effects on employees (Chung-Yan, 2010). "Most research supports the validity of the Job Characteristics Model, which highlights the importance of a job requiring a variety of different activities, utilizing a range of skills and talents" (Ali et al., 2014).

The Western Electric study is often associated with the work of the Western Electric Hawthorne Works in Chicago, carried out between 1924 and 1932. This study is also known as the Hawthorne Experiment. The researchers, led by Elton Mayo, examined the impact of various working conditions on employee productivity. This study had a significant impact in highlighting the importance of psychosocial factors at

work, shifting the focus from the purely physical aspects of the working environment to the human dimensions (Oswald, 2014). It contributed to the development of motivation theories. Consideration of the place of people in the workplace gave rise to the issue of motivation at work, which raised two questions. The first was what motivates employees through content theory (Maslow's theory of needs; Herzberg's Two-Factor theory) and the second was how employees are motivated to work through process theory (Vroom's expectancy theory, Adams' equity theory; Locke's goal-setting theory). The findings showed that changes in working conditions, whether improvements or reductions, often led to a temporary increase in productivity (Tan, 2013).

Job enrichment gained popularity among organizational consultants and managers as a job redesign technique. Theories of job redesign developed, but sadly there was not a concrete framework to guide implementation in companies (Hackman & Oldham, 1974). Hackman and Oldham (1974) created the Job Characteristics Model.

The most important features required for any job are presented in this well-known model. Hackman and Oldham (1975) identified five key job characteristics that are essential for job satisfaction: skill variety, task significance, task identity, autonomy, and feedback. Skill variety refers to the extent to which a job requires a range of different skills and talents from the employee. Task significance denotes the degree to which a job impacts the lives or work of other people, both within and outside the organization. Task identity is the extent to which a job requires the completion of a whole and identifiable piece of work, from beginning to end. Autonomy is the level of independence and freedom the job provides to employees in scheduling their work and determining how it is done. Lastly, feedback pertains to the amount of information employees receive regarding the effectiveness and quality of their job performance. These characteristics collectively contribute to higher job satisfaction by addressing the variety of skills needed, the significance and completeness of tasks, the autonomy in job execution, and the feedback on job performance.

2.2.2 Theories of Job Characteristics

Adams' equity theory of motivation, proposed by John Stacey Adams (1965), posits that motivation is influenced by the fairness of compensation relative to peers' rewards for similar work. Introduced in 1963, this theory addresses the psychological

underpinnings of perceived inequity within organizational contexts. At that time, there was a significant gap in theoretical explanations regarding how individuals perceive fairness. This perception of fairness was a major concern for employers and governments as it directly influenced employees' behaviors and attitudes towards organizations. Adams drew from extensive prior literature in sociology and psychology to propose that equity or inequity goes beyond being merely overpaid, underpaid, or fairly paid. Instead, it involves complex social, psychological, and cognitive evaluations. The theory aimed to elucidate how fairness in the exchange between employers and employees is perceived and to suggest ways to manage the outcomes of these relationships. The implications of Adams' Equity Theory are both organizational and social. For organizations, understanding and managing perceptions of fairness can reduce the financial repercussions of negative employee behaviors. Socially, the theory promotes justice and fairness within the workplace, contributing to broader social equity (Adams, 1963; Adams & Freedman, 1976).

Equity Theory is grounded in three key theories from social science and psychology: Social Exchange Theory, Social Comparison Theory, and the Theory of Cognitive Dissonance (Huseman, Hatfield & Miles, 1987; Adams, 1963). Social Exchange Theory suggests that social relationships are based on the subjective evaluation of the costs and benefits of participating in those relationships (Blau, 1986; Homans, 1961). Social Comparison Theory describes how individuals assess the fairness of the distribution of costs and rewards in social exchanges. The principle of social comparison in Equity Theory is supported by evidence showing that employees judge rewards as unfair if their input is higher than that of their colleagues within the same division (Adams, 1963). Social comparison involves two main approaches: downward comparison and upward comparison. Downward comparison occurs when individuals compare themselves with less advantaged members of the group, which may lead them to perceive their rewards as fair. Upward comparison involves comparing oneself with more advantaged members, which can influence perceptions of fairness (Wills, 1981).

Cognitive Dissonance Theory explains how individuals behave when experiencing stress from conflicting cognitions and their motivation to reduce this stress through passive or proactive measures (Festinger, 1962). Applying Cognitive Dissonance Theory helps to understand the emotional and behavioral responses to perceived

imbalances in costs and benefits in social exchanges. These three theories collectively underpin Equity Theory, providing a comprehensive framework to explain the dynamics of interpersonal relationships, the cognitive processes involved in evaluating the outcomes of these relationships, and individuals' reactions to these outcomes.

Drawing on evidence and the framework of cognitive dissonance (e.g., Wills, 1981; Festinger, 1962), the theory also proposed the effects of inequitable relationships and ways to cope with them (Walster, Berscheid & Walster, 1973; Adams, 1963; Adams & Freedman, 1976). The theoretical framework aimed to contribute to social psychology by providing a comprehensive model that integrates various mini-theories, such as Learning Theory, Cognitive Consistency Theory, and Freudian Theory, which had previously been explained in isolation. While rigorous research supported these theories, their interrelations were not clear. Equity Theory unified this prior knowledge to explain individuals' motivation and responses to relationships. Besides its explanatory power, the theory aimed to predict behavior by assessing the relative outcomes of relationships (Walster, Berscheid & Walster, 1973).

Alderfer's Existence, Relatedness, and Growth (ERG) Theory, developed by Alderfer (1969), is a job characteristics theory that refines Maslow's hierarchy of needs into three categories. The first category, existence, includes physiological needs such as food, water, air, clothing, safety, and physical love and affection, corresponding to Maslow's first two levels. The second category, relatedness, encompasses social needs and external esteem, involving relationships with family, friends, co-workers, and employers. This level emphasizes recognition and security as part of a group or family, aligning with Maslow's third and fourth levels. The final category, growth, covers personal development, internal esteem, and self-actualization. This level motivates individuals to make creative or productive contributions to themselves and their environment, aligning with Maslow's fourth and fifth levels. It includes the desire to be creative, productive, and to complete meaningful tasks (Bharti, n.d.).

Herzberg's (1959) Motivation and Hygiene Theory, shifted the focus from economic factors to human resources in understanding work enrichment. Herzberg conducted interviews with engineers and accountants in Pittsburgh to explore what made people happy or unhappy in their jobs. His findings revealed distinct differences in responses from those who felt good about their jobs compared to those who were unhappy. This

led to the development of the Herzberg Motivation Theory, also known as the Hygiene Theory or Two-Factor Theory (Sharma, n.d.). Herzberg identified job factors essential for workplace motivation, termed as Hygiene factors. These factors, which include physiological, safety, and love needs from Maslow's hierarchy, are not directly related to the job but to the conditions surrounding it. Their absence causes dissatisfaction, but their presence does not necessarily lead to strong motivation. Examples include pay, company policies, fringe benefits, physical conditions, status, interpersonal relations, and job security.

Conversely, motivator factors are intrinsic to the job itself and are not influenced by external incentives. These factors lead to positive satisfaction and include the need for growth and recognition. While their absence is not highly dissatisfying, their presence significantly boosts motivation and job performance. Motivator factors include recognition, a sense of achievement, growth and promotional opportunities, responsibility, and the meaningfulness of work (Noell, 1976). These factors, also known as satisfiers, are inherently rewarding and drive high performance.

Over the past decade, the volume of research employing the job demands–resources (JD-R) model (Bakker & Demerouti, 2007; Demerouti & Bakker, 2011; Demerouti et al., 2001) has consistently grown. This model has been utilized to forecast job burnout (Bakker et al., 2005, 2008; Demerouti et al., 2001), organizational commitment, job satisfaction (Bakker, Van Veldhoven, & Xanthopoulou, 2010), feelings of connectedness (Lewig, Xanthopoulou, Bakker, Dollard, & Metzger, 2007), and work engagement (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007; Hakanen, Bakker, & Schaufeli, 2006). Moreover, the JD-R model has been implemented to predict the outcomes of these experiences, such as absenteeism due to illness and job performance. The model's extensive use has resulted in numerous studies, new theoretical propositions, and several meta-analyses (Crawford, LePine, & Rich, 2010; Halbesleben, 2010; Nahrgang, Morgeson, & Hofmann, 2011), evolving the JD-R model into a comprehensive theory. With the JD-R theory, we can understand, elucidate, and predict aspects of employee wellbeing such as burnout, health, motivation, work engagement but also job performance. This section delves into the key components of JD-R theory. The Job demand-resources by Demeroutti et al (2001) argues that there are job demands and job resources whose interaction has an impact on burnout and productivity.

According to Schaufeli (2017), the JD-R model, every job includes demands as well as resources. Demerouti, Bakker, Nachreiner and Schaufeli (2001; p. 501) defined job demands as those aspects of the job that require physical or mental effort over a period of time and are therefore associated with certain physiological and psychological costs. These are considered negative aspects of work that drain energy such as work overload, conflicts with colleagues, and future job insecurity. In contrast, job resources are the positive aspects of the job. Some examples are support from others, job control, and performance feedback.

The JD-R model integrates two psychological processes. A stress process sparked by excessive job demands and a lack of resources lead to negative outcomes such as sickness absence, poor performance, impeded workability, and low organizational commitment. When job demands are not compensated with job resources, employee's energy will progressively reduce. This may finally lead to a state of mental exhaustion called burnout, which, in turn, may lead to negative outcomes for the individual as well as for the organization. The second psychological stress integrated by the JD-R model is a motivational process. This process is triggered by abundant job resources and may via work engagement lead to positive outcomes such as organizational commitment, intention to stay, extra-role behavior, employee safety, and superior work performance. In fact, job resources (the 'good things') have inherent motivational qualities; they spark employees' energy and make them feel engaged, which, in turn, leads to better outcomes (Schaufeli, 2017).

The reference theory of Job Characteristics is the Job Characteristics Model (JCM) developed by Hackman and Oldham (1974), that demonstrates five core characteristics. These five main job features, believed to positively correlate with job satisfaction, job performance and behavioral (e.g., performance quality, absenteeism) responses of employees to their work (Kumar, Abbas, Ghumro, & Zeeshan, 2016; Hunter, 2006). Grant, Fried, & Juillerat (2011) identified other features such as information processing, expertise, and problem-solving which are based on people's job knowledge (Grant, Fried, & Juillerat, 2011).

On the other hand, Morgeson and Humphrey (2006) consider job characteristics as including job autonomy, job significance, and job complexity. Hwang & Jang (2020), in their research, studied the relationship between job characteristics and work

outcomes among employees of the Organizing Committee for the Olympic Games (OCOG); their findings show that job characteristics, especially task significance, affect work outcomes through meaningfulness among the OCOG employees (Hwang & Jang, 2020). Researchers believe that individual and organizational efficiency could be affected by the elements and the features of the work design (Bhatti, Shah, & Shaikh, 2012). It is obvious that job characteristics influence job satisfaction, organizational commitment, and job performance (Usman & Janraiz, 2015).

2.2.3 Measurement and assessment tools.

The traditional motivational perspective emphasizes the psychological significance of jobs and seeks to enhance aspects such as autonomy, skill variety, and task significance. Conversely, disciplines like industrial engineering emphasize the mechanistic aspects of jobs, while ergonomics focuses on human factors or perceptual/motor aspects. The biological view of job design aims to minimize physical stress and strain on workers (Morgeson & Humphrey, 2006).

The Job Diagnostic Survey (JDS) by Hackman and Oldham (1980), commonly used for job design, focuses on a narrow set of motivational characteristics and neglects many others. This narrow focus and issues with the JDS's reliability and factor structure have been criticized by various researchers. Hackman and Oldham (1976) developed the job characteristics theory, which can be used to understand the relationship between job characteristics and job design with job outcomes. They proposed five characteristics of the job which are skill variety, task identity, task significance, autonomy, and feedback. These job characteristics can influence personal and work outcomes and describe psychological states of workers (Ammar, 2018, p. 349).

To address some of these weaknesses, Campion developed the Multimethod Job Design Questionnaire (MJDQ) in 1988 (Campion & Thayer, 1985), which included a broader range of job characteristics. However, the MJDQ also faced measurement problems and missed some important work characteristics like autonomy. Studies like those by Edwards et al. (1999) suggested that the MJDQ captured more factors than originally proposed, but still had gaps. The MJDQ covers a wide range of dimensions, including autonomy, intrinsic feedback, extrinsic feedback, social interaction, goal clarity, participation, and recognition. Additionally, the MJDQ incorporates mechanistic, biological, and perceptual/motor aspects of jobs, reflecting a synthesis of

different perspectives on job characteristics (Campion, 1988). Other researchers have expanded our understanding of work characteristics, such as Kiggundu's (1983) focus on interdependence, but these aspects have not been fully integrated with other work design elements. Overall, the evolution of work and employment demands a broader consideration of work characteristics than has been addressed in past research (Parker et al., 2001).

The Work Design Questionnaire (WDQ) by Morgeson and Humphrey (2006) was built to address the different issues met by the previous assessment methods (Morgeson & Humphrey, 2006). Their focus is on work design (as opposed to the narrower term job design) because it acknowledges both the job and the link between jobs and the broader environment (Parker & Wall, 1998). To develop the WDQ, Morgeson and Humphrey (2006) reviewed the work design literature, identifying key work characteristics and the measures previously used. The review informed the development of a series of items intended to capture the core characteristics identified. This item generation process aimed to address limitations in existing measures while offering a parsimonious and theoretically grounded set of scales. This questionnaire has five dimensions which are motivational work characteristics, which have subdimensions such as autonomy, task identity, skill variety, task identification, and feedback. The second dimension is knowledge characteristics, followed by social characteristics, then contextual analysis.

CHAPTER 3: EXPLANATORY THEORIES OF THE RESEARCH

This chapter focuses on explanatory theories and presents a synthesis of key writings related to the two core variables under investigation. A succinct presentation of the concept of work and quality of life will be done before focusing on quality of work life, its definition, measures and the different school of thoughts. Lastly, we shall present job characteristics according to writers and their limitations.

3.1 Quality of work life

3.1.1 Evolution of the Quality of Work life

Quality of Work Life (QWL) refers to the various organizational efforts aimed at enhancing employee satisfaction and overall organizational effectiveness (Shyama, n.d.). According to Walton (1973), the evolution of QWL can be traced through different historical phases. In the early 20th century, legislation was enacted to protect employees from job-related risks and hazardous working conditions. This marked the initial steps toward improving work environments. Psychologists in the 1950s and 1960s proposed theories suggesting a positive link between morale and productivity. Improved human relations were seen as a way to enhance overall productivity. Reforms aimed at equal employment opportunities and job enrichment were introduced in the 1970s. QWL evolved into a broader concept that considers values, human needs, and aspirations. QWL encompasses not only physical working conditions but also factors related to employee well-being and fulfilment. It reflects an understanding that a positive work environment contributes to overall organizational success (Shyama, n.d.).

In 1972, an international conference convened at Arden House in New York, focusing on the democratization of the workplace. During this conference, the term “Quality of Working Life” (QWL) was introduced, leading to the formation of the International Council for Quality of Working Life (ICQWL). Their mission was to advance research and practical actions related to QWL. Between 1972 and 1980, interest in QWL gained momentum, evolving into a movement. In 1980, a meeting took

place in Toronto to discuss ICQWL's proposals. The first open International Conference on Quality of Work Life was held in Toronto in August 1981 which attracted numerous managers, union representatives, and academicians. Jenkins (1981) observed that this conference underscored the growing importance of QWL within ongoing organizational realities, emphasizing the need to enhance employees' quality of work life.

For Lirani et al. (2008), work, in its purposes and concept, has evolved over time. It is no longer merely an instrument or a means of subsistence; rather, it is a multifactor process in which the human being is placed at the centre. Following this evolution of work, the concept of Quality of Work Life (QWL) emerged. QWL focuses on the individual, aiming to provide favourable working conditions for employees so that they can carry out their tasks with satisfaction and well-being.

According to Walton (1975), Quality of Work Life (QWL) has gained importance as a means to restore human and environmental values that have been overshadowed by technological advancements in productivity and economic growth. Fernandes (1996) emphasizes that QWL aims to reconcile the interests of both individuals and organizations. By improving worker satisfaction, it simultaneously enhances company productivity. Cole et al. (2005) asserts that QWL encompasses various aspects of the work environment which affects the collaborator in its health and in its performance (Lirani et al., 2008).

3.1.2 Premise of Walton's theory

The most popular model in the literature on the subject is the one defined by Richard Walton. It is even considered the scientific model of QWL (Rueda, Serenini, & Meireles, 2014) and the one that allows better conditions to evaluate it (Albuquerque, 2013).

For Walton (1977), the quality of work life (QWL) is deeply intertwined with an organization's work culture. In essence, the work culture serves as the cornerstone for enhancing QWL. Therefore, recognizing and improving an organization's work culture is essential for enhancing the quality of work life for its employees. Walton's model is predicated on the belief that improving the quality of work life leads to enhanced employee satisfaction and organizational performance. He argued that for employees to be truly productive, their work environment must meet certain psychological and

physical needs. Walton identified eight critical dimensions that collectively determine the quality of work life in an organization.

3.1.3 Walton's Quality of work life theory

Walton (1973) argues that the model has a strong effect on individuals' motivation, self-esteem and satisfaction, considering the needs, desires and social responsibility of workers. The model lists political, economic and social factors that influence the quality of work life and are able to highlight the strengths and weaknesses of the quality of work life from the employees' point of view (Mestre & al., 2022). These factors are:

3.1.3.1 Adequate and Fair Job Compensation:

Adequate and fair compensation is a criterion that affects QWL the most. Job pay identifies the relation between the pay and elements such as job training and job responsibility. On the other hand, requirements for specific skills will regulate the compensations. Compensations therefore are essential for assessing QWL (Walton, 1973; R. Gayathiri & L. Ramakrishnan, 2013; Reddy, L & Reddy, M., 2010).

3.1.3.2 Safe and Healthy Working Circumstances:

Workers should be working in a protected workplace, Union actions, legislations, and employer's concern have frequently caused growing standards for suitable working surroundings. Facets for these improvements are sensible hours required beside the standardized normal work period, as well as the required physical working situation for decreasing the level of getting injured or getting ill, not to forget the general movement in quality of working life and their earlier evolution may cause the relaxation in some areas of the company (Walton, 1973; R. Gayathiri & L. Ramakrishnan, 2013; Reddy, L & Reddy, M., 2010).

3.1.3.3 Immediate Opportunity to Use and Develop Human Capacity:

The planning of jobs and how they are applied are different in companies (Walton, 1973). Although opportunities are different and changing from one job to the other, the extent to which a company is going to give the opportunity to an employee to use his or her ability to grow is different from one company to the other. Therefore, some job qualities are needed for developmental purposes such as fostering autonomy, multiple skills, information and perspective, whole task, planning (Prasad, n.d).

The aspects mentioned above are very much important in the quality of the job, as they can influence the ego of the employee regarding job involvement, self-esteem, and

challenges that are gained from the same work (R. Gayathiri & L. Ramakrishnan, 2013). The principal keys of QWL are the job satisfaction, non-financial and financial welfares, behaviour, working conditions, development and progress of workers (Hackman & Oldham, 1975). Lau and May (1998), found through their research that companies with high quality of work life can also enjoy exceptional growth and profitability.

3.1.3.4 Future Opportunities for Continued Growth and Security

Future opportunities is about the mapping the future career opportunities for employees because it has a big role in quality of work life (Reddy. L & Reddy, M., 2010). Giving support to blue-collar workers is crucial to avoid demotivation and loss of interest. Therefore, paying attention to the elements such as development, prospective application, advance opportunities and security should be given to improve the quality of work life relevant to future opportunities for sustainability and security (Swamy, Nanjundeswaraswamy, & Rashmi, 2015).

3.1.3.5 Social Integration in the Work Organization

Social integration is about creating a type of working environment in a way the employees feel that they belong to the company (Hamidi & Mohamadi, 2012). In the framework of a social organisation, personal relationships and the way employees and their managers are connected determines how their wellbeing hence becoming an essential measurement of quality of work life (Gayathiri & Ramakrishnan, 2013). The importance of having a positive identity in the work-place, provides attributes affecting the self-esteem of the worker such as freedom from prejudice, equality, mobility and community. (Walton, 1973).

3.1.3.6 Constitutionalism in Work of Organization

Workers are affected by decisions that are made excluding their thoughts even though sometimes the decisions are about their status. Employees accomplish their jobs better when they take part in the decision making and are allowed to manage their work. This encourages employees not only to be satisfied towards their income and economic needs but also to be satisfied with their social and psychological needs by focusing on job design, for that reason today`s organizations are trying to make sure there is balance between work life and personal life (Balaji, 2013).

Constitutionalism is associated with the norms of the organization in which it will leave an impact. The freedom of an employee norms contains the privacy of employees, free speech and equality of expressing opinions on some aspects (Reddy, L & Reddy, M., 2010).

In chaotic employments, there are extensive differences in terms of respecting cultures, personal values, and privacy, tolerating opposition and fairness in allocating rewards. Fundamentals are crucial in constitutionalism to be considered for having higher quality of work life in organizations (Walton, 1973; Hosseini, 2010, as cited in Swamy, & Nanjundeswaraswamy, & Rashmi, 2015)

3.1.3.7 Total life Space (Work-Life Balance)

The role of an individual's work experience is vital for affecting negatively or positively on the other phases of his or her life, for example, the individual's relationship with his or her family. Having repetitive long overtimes may affect the relation between the individual's personal relationship with the family. Total life space is about free speech and it is about the ability to respond to organizational uses, However, the relationship between the work and life-space can be described in a better way which it is the work-life balance (Reddy, L & Reddy, M., 2010). Work-life balance is defined by work schedule, travel requirements and work demand (Walton, 1973; Hosseini, 2010, as cited in Swamy, & Nanjundeswaraswamy, & Rashmi, 2015).

3.1.3.8 Social Relevance of Work Life

An issue among workers is the social responsibility of the organization. Usually, organizations that are not showing responsibility will make the employees not appreciate the value of the work which affects their self-esteem (Walton, 1973). Workers must understand how his or her work within the organisation is relevant to the society due to the fact that the employee is exists in the same society (Reddy, L & Reddy, M., 2010).

To conclude, Walton (1973) believes that QWL does not end within the organization and does not depend solely and exclusively on professional life. It is necessary to balance work with the other spheres of life. Consideration should also be given to the social role of the organization and the conciliation between productivity, QWL and worker's well-being.

3.2 The job characteristics theory

Nunes (2012) highlights the significance of the Hackman and Oldham (1975) model, to assess the QWL within the workspace. Hackman and Oldham (1975) assert that objective characteristics of tasks performed within organizations contribute to Quality of Work Life (QWL). Building on this premise, they developed the Model of Basic Dimensions of Tasks. In this model, task dimensions impact the worker's critical psychological states, which, in turn, influence personal and work-related outcomes. Additionally, individual growth needs play a pivotal role in shaping the overall determinants of QWL. Figure 1 provides a schematic representation of the functioning of the Hackman and Oldham (1975) model, illustrating its dimensions and associated psychological states.

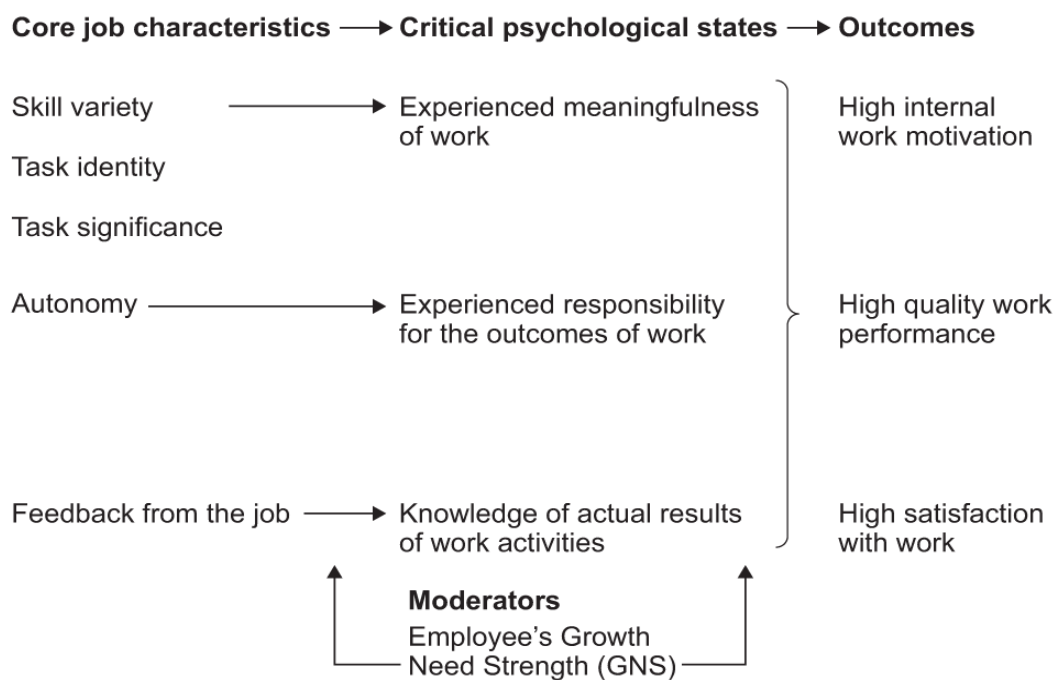


Figure 1. Hackman and Oldham's Job Characteristics Model (1975)

Figure 1 shows that the model works in a systemic way. That is, the higher the essential dimensions of work, the greater the critical psychological states generated in the individual. In turn, the greater the critical psychological states generated in the individual, the better their personal and work results will be. However, it is important to mention that the functioning of the model will depend on the individual's need for growth. De Paival and Coutoll (2008) considered Hackman and Oldham's (1975) theory of Job Characteristics to be the most appropriate model to assess quality of life. For

them, Quality of work life is related to the characteristics of the activities carried out by employees in the work environment.

For Hackman and Oldham (1975) satisfaction, attendance, productivity and motivation with quality can be obtained when the three psychological states are present: perceived significance which translates to when the individual realizes its importance; perceived responsibility which is how responsible the individual feels towards the results of their work; and knowledge of the results of the work i.e understanding of the individual in relation to what he performs (Mestre et al, 2021).

These psychological states are established by seven dimensions of the task:

- Skill variety – related to the use of various skills and talents to perform the task;
- Task identity – related to task completion and identification of its results;
- Meaning of the task – related to the impact that the task has on other people;
Autonomy – related to the freedom and independence that the individual has to perform his/her task;
- Extrinsic feedback – related to the evaluation that the individual receives from other people in relation to the execution of his/her task;
- Intrinsic feedback – related to information about the performance of the task provided by the execution of the task itself; and
- Interrelationship – related to the interaction with other people required to perform the task.

The model has model also has two groups of variables. The first one being personal and work results (Charles-Leija, Castro, Toledo & Ballesteros-Valdés, 2023). The variables in this group aim to create high performance, low absenteeism and turnover through feelings that the individual expresses in relation to the execution of their activities. The variables of the second group, are contextual satisfactions and aim to analyze how satisfied the individual is in relation to the supervision received, the social environment, compensation, job security and the possibility of growth (Hackman & Oldham's, 1975).

3.2.1 Premise of the job characteristics model

The Job characteristics theory (Hackman & Oldham, 1976, 1980) describes the relationship between job characteristics and individual responses to work because employees respond differently in a job with high motivating potential (Faturochman, 1997). Hackman and Oldham (1976) define the five job characteristics which are skill variety, task identity, task significance, autonomy and feedback.

The premise of the JCM is that job characteristics foster critical psychological states. Good job characteristics translates to psychological states due to high moderator variables and therefore good outcomes can be achieved. (Faturochman, 1997).

3.2.2 Job characteristics Theory by Hackman & Oldham

In the research by Muwanguzi et al. (2020), they suggest that high work satisfaction was a positive personal and work outcome that can be obtained when three critical psychological states are present for a given employee. These psychological states are experienced responsibility for the outcomes of the work, experienced meaningfulness of the work, and knowledge of the results of work activities. Each of these three psychological states must be present for the positive outcomes to be realized by the worker.

For critical psychological states to be attained, the presence of five core job dimensions is required. skill variety, task identity, and task significance foster experienced meaningfulness of the work. (Muwanguzi & al, 2020). Skill variety is the different task required by the job to perform its different objectives while task identity is the perception of how a task must be completed and seen as a whole with a visible outcome. Task significance is simply the impact job outcomes have on people within the organization and in their external environment as well (Hackman & Oldham, 1975).

Additionally, experienced responsibly for work is achieved when there's high autonomy at the job. Autonomy is defined by Hackman and Oldham (1975) as the level of autonomy, discretion and independence allowed to the worker for the implementation of his work program and schedule. To continue, feedback permits to achieve knowledge of results. Feedback was defined by Hackman and Oldham (1975) as how the worker receives direct and clear information in regards to their performance when carrying out their work activities (Muwanguzi & al, 2020).

3.2.2.1 Job Autonomy

Autonomy is defined by Hackman and Oldham (1975) as the level of autonomy, discretion and independence allowed to the worker for the implementation of his work program and schedule. It refers to the level of freedom an individual has to accomplish their tasks. This freedom includes the ability to schedule work and decide on how the task gets done (Moritz, n.d).

In their research, Lopes et al. (2014) revealed that higher autonomy means greater creativity. Employees with a high control over their tasks, decision-making freedom, collaboration and organizational flexibility matters (Knudsen & al. (2011).

Nalla et al. (2017) studied the determinants of job satisfaction among security guards. Their findings suggested that job autonomy increases satisfaction as security guards who had more control over their tasks and decision-making reported higher job satisfaction.

3.2.2.2 Task Variety

Task variety refers to the number of skills and talents the job requires of a person. Are they asked to do a lot of different things, or is it a monotonous, repetitive job? (Moritz, n.d).

Lambert et al. (2015) examined how the job variables of job autonomy, job variety, training and supervision were associated with involvement job satisfaction and organizational commitment among Indian police officers from Sonipat and Rohtak districts of the state of Haryana in republic of India. The study findings revealed that job variety had a positive significant relationship with job satisfaction (Mwanguzi & al, 2020).

Also, Jiang et al. (2018) studied how work environment variables are linked to job satisfaction among U.S. correctional staff. The findings of this study showed that work environment factors had a stronger impact than personal characteristics. Variables such as job variety, supervision, instrumental communication, and input into decision-making played a significant role in determining job satisfaction. Job variety and decision-making autonomy increases satisfaction as well.

In a related finding, Lakshmi and Vanithmani (2012) studied the impact of enterprise resource planning systems over the job characteristics model and its

influence over the job satisfaction. The study suggested that ERP systems can both enhance and hinder job satisfaction. In this study task variety might have a negative influence on job satisfaction. These contradictory results made it indispensable for this study to further test the relationship between task variety and job satisfaction.

Skill variety is the ability of jobs to challenge or use the skills and competences of employees to provide a more meaningful work. “The Activation theory postulates that people crave a variety of experiences which allow them to use different skills and levels of activity” (Guise, 1988). Skill variety is a positive characteristic of a job. The use of multiple skills by workers can result into greater use of one’s senses and therefore might result in an increase in the overall levels of activation and arousal (Pinder, 1984 as cited in Guise, 1988).

3.2.2.3 Task Identity.

Task identity refers to whether there is a defined beginning, middle and end to a given task (Moritz, n.d).

Andrew et al. (2016) studied the relationship between job characteristics and job satisfaction among employees at Craun Research Sdn. Kuching, Sarawak. The findings indicated that job characteristics are significantly correlated with job satisfaction. Task identity had the highest correlation with job satisfaction. Employees who could clearly see how their tasks contributed to the overall work process reported higher satisfaction.

On the other hand, Riasuden and Vankatesakumar (2014) examined the relationship between task characteristics and life. Task autonomy and feedback positively influenced job satisfaction while task variety and task identity had an inverse relationship with job satisfaction. Task identity plays a role in shaping job satisfaction, but its direct impact on life satisfaction was less pronounced. While previous studies consistently linked task identity to employee job satisfaction, this study found that task identity alone did not significantly influence life satisfaction unless mediated by job satisfaction.

In the same line of thought, the study of Wegman et al. (2018) employed a cross-temporal meta-analysis to examine changes in five core job characteristics as well as changes in the relationship between job characteristics and job satisfaction. The results showed that while other job characteristics, such as skill variety and autonomy, showed notable increases, task identity did not exhibit a strong upward or downward trend. This

means that employees' ability to see their work as a meaningful whole did not significantly change across decades.

These researches findings made it essential to further test the relationship between task identity and QWL.

3.2.2.4 Feedback

Feedback is whether an employee is lopped in when it comes to their performance. Are they being told when they are doing well and when they are not? (Moritz, n.d).

Raina and Roebuck (2016) examined the importance of effective downward communication and its relationship to job satisfaction, organizational commitment and the employees' turnover intentions. The findings show that constructive feedback enhances job satisfaction. Employees who received regular, clear, and constructive feedback reported higher job satisfaction. While frequent feedback was beneficial, clarity and relevance of feedback have a stronger impact on employee engagement. Additionally, feedback strengthens organizational commitment.

Ali and Haider (2012) investigated the impact of internal communication on employee job satisfaction in Pakistan banks. Their findings showed that Positive feedback climate enhances job satisfaction and also, formal feedback strengthens trust and clarity. This means that structured communication channels, such as performance evaluations, meetings, and official directives, improve employee understanding of expectations, fostering job satisfaction. This study equally revealed that informal feedback promotes teamwork. Casual interactions where employees exchange ideas and receive peer recognition help improve workplace relationships and cohesion.

On their part, Sharma (2015) tested the relationship between communication satisfaction and job satisfaction by analyzing the significance of different dimensions of communication satisfaction with the view that satisfaction is multifaceted. The study found out that personal feedback and supervisor relationships were the strongest predictors of job satisfaction. Employees who received constructive feedback and had positive relationships with supervisors experienced greater job satisfaction.

It is through manipulation of these core job characteristics that the design of a job can be changed so that the people doing the work find it meaningful and rewarding. A

well-defined job would enhance employee's health and satisfaction leading to a higher employee performance Matilu & K'Obonyo (2018).

3.2.2.5 Task significance

Task significance refers to the impact and importance of the job's outcomes on others and the organization as a whole. Rhodes (2014) explored officers' perceptions of their task significance and job satisfaction. He found out that patrol officers had a lower level of task significance and conflict and were satisfied along one dimension of job satisfaction. On their part, Riasuden and Vankatesakumar (2014) identified the relationship of task characteristics with life satisfaction having job satisfaction as a variable. The study results indicated that task significance had an important but inverse relationship with job satisfaction.

SECOND PART:

OPERATIONAL FRAMEWORK

CHAPTER 4: RESEARCH METHODOLOGY

The goal of this chapter is to show the methodology of this study by defining crucial parts such as the research design, sampling methods, and techniques used for collecting data

Research methodology is an important topic in higher education. This chapter is important to give the ability to understand an idea and to analyse the data in order to make an effective decision. This section presents the methods that were applied in this research. A quantitative approach will be applied to the data collected from the private sector construction companies Cameroun. This research wants to raise awareness among the employers and to take quality of work life as a matter for good QWL in Cameroun. It makes the reader dig more about the topic and helps the managers and

employees to be more aware and have a greater knowledge about the impact of quality of work life on employees' job performance.

4.1 Reminder of the objective of the research

In the context of this research, we have two types of objectives: a general objective and specific objectives.

4.1.1 General objective

The general objective of this research is to verify if job characteristics impacts the QWL of Cameroonian workers in the construction field.

4.1.2 Specific Objectives

The specific objectives are:

S.O.1: Asses the Job Characteristics in construction companies

S.O.2: Assess the quality of worl life of workers in construction.

S.O.3: Examine the relationship between job characteristics and Quality of worklife.

4.2 Research Protocol

This study is correlational and predictive. It is correlational in the sense that it studies the existing relationships between the different variables and their modalities. In particular, the existing links between job characteristics and quality of work life. The study is also predictive in the sense that the evaluation of job characteristics is a function of the workers' perception. In accordance with the general hypothesis, the study predicts the impact of job characteristics on quality of work life.

In order to reach the aim and show the connection between the variables, the most accurate information about the research topic (the impact of job characteristics on quality of work life of Cameroonian construction workers) should be collected and then to be converted to data for analysing the situation. To achieve this aim there are some certain factors relevant to the independent variable (Job characteristics) that need to be investigated such as autonomy, task identity, task variety, task significance, feedback. Likewise, the main factors for measuring the dependent variable "Quality of work life" are General Well-Being (GWB), Home-work Interface (HWI), Job and career Satisfaction (JCS), Control at Work (CAW), Working Conditions (WCS), Stress at

Work (SAW), Employee Engagement (EEN) and Overall QWL following the Van Laar et al (2007) scale.

4.3 Research Variables

4.3.1 Independent Variable

According to Myers & Hansen (2007), the independent variable is a variable that the researcher manipulates voluntarily. It is also the causal variable. It is independent because it does not depend on another variable.

In the context of this research, job characteristics constitute the independent variable. According to Morgeson (2015), this variable comprises five (05) modalities, namely:

- Autonomy (A)
- Task variety (TV)
- Task identity (TI)
- Task significance (TS)
- Feedback (F)

4.3.2 Dependent Variable

According to Mvessomba (2013), the dependent variable refers to the behaviour that the researcher wants to study or measure, and it is therefore the behaviour that reflects the action of the independent variable.

In the present research, quality of work life is the dependent variable with 8 modalities following Van Laar et al (2007) model.

- General Well-Being (GWB)
- Home-work Interface (HWI)
- Job and career Satisfaction (JCS)
- Control at Work (CAW)
- Working Conditions (WCS)
- Stress at Work (SAW)
- Employee Engagement (EEN)

- Overall QWL (OVL)

Table 1. *Overview of variables and their modalities*

Variables	Modalities	(Items)
Independent Variable Job Characteristics (Morgeson, 2015)	Autonomy (A)	QI1, QI2, QI3, QI4, QI5, QI6, QI7, QI8, QI9,
	Task Variety (TV)	QI10, QI11, QI12, QI13
	Task significance (TS)	QI14, QI15, QI16, QI17
	Task Identity (TI)	QI18, QI19, QI20, QI21
	Feedback from job (F)	QI22, QI23, QI24
Dependent Variable Quality of Work life Van Laar,	General Well-Being (GWB)	QD4, QD9, QD10, QD15, QD17, QD21
	Home-work Interface (HWI)	QD5, QD6, QD14, QD25
	Job and career Satisfaction (JCS)	QD1, QD3, QD8, QD11, QD18, QD20
	Control at Work (CAW)	QD2, QD12, QD23, QD30

	Working Conditions (WCS)	QD13, QD16, QD22, QD31
	Stress at Work (SAW)	QD7, QD19, QD24, QD29
	Employee Engagement	QD26, QD27, QD28
	Overall Quality of Working Life	QD32

Note: QD represent dependent variable questions and QI independent variable questions. The table above gives a synthesis of the variables and modalities of the independent variable (Job characteristics) and dependent variable (Quality of work life) along with the questions numbers (QN) as they are in the questionnaire.

4.3.3 Research Questions

The aim of all scientific research is to describe, explain and even understand of a certain number of facts with the aim of proposing solutions to an identified problem. To do this, the researcher, in the interests of systematisation, needs to be fairly clear, simple and precise in what he says. It is to meet this obligation that we intend in this section to operationalise the variables we are measuring or manipulating, establish the probable relationships and then construct the research hypotheses for the study, which will guide the logical the logical continuation of our investigations. We shall recall the research question and the objectives pursued..

4.4 Research Hypothesis

This study is based on a general hypothesis, the operationalisation of which has led to five operational hypotheses.

4.4.1 General Hypothesis

The general hypothesis of this research is as follows: *The positive perception of job characteristics positively impacts the quality of work life of construction workers in the private sector in Cameroon.*

4.4.2 Operational Hypothesis

O.H.1: Work autonomy increases quality of work life of Cameroonian workers in the construction sector.

O.H.2: Task variety increases quality of work life of Cameroonian workers in the construction sector.

O.H.3: Task significance increases quality of work life of Cameroonian workers in the construction sector.

O.H.4: Task Identity increases quality of work life of Cameroonian workers in the construction sector.

O.H.5: Feedback increases quality of work life of Cameroonian workers in the construction sector.

4.5 Data Collection Tools

According to Creswell (2003), there are three approaches for gathering and analysing data they are quantitative, qualitative and mixed methods. The quantitative approach is used to collect solid facts by applying random sampling, and the questions that are used in the statistics are mostly about “What” and “How,” it is trying to understand when and how the problem occurred and tries to find out what is going on. According to Nda’a (2015), a distinction is made between qualitative and quantitative methods. These two types of method differ in terms of their objectives, the tools used, the type of data collected, the analysis techniques used to arrive at the results and the conclusions reached. While qualitative methods focus on describing the specific logic of the objects used, quantitative methods often aim to explain, with a view to generalising observations (Nda'a, 2015).

Qualitative type of approach is collecting data in neutrally, instead of finding solutions and it concerns with answering “why,” the aim for researchers in this approach is developing the description of the problem. These types of researches are concerned with the explanations in order to provide a better understanding about the topic. Some of these types of researches are simple, while others are complex, i.e. it depends on the number of the dependable and undependable factors. (What is Research Design? n.d.). In the quantitative type of research usually done through a survey, the researchers will ask some standard questions to get the answers from the targeted people. There are three

methods for conducting a survey such as face to face, phone interviews and computer-assisted personal interviewing (Data Collection Methods, n.d.). A questionnaire can be sent to a large number of people. People are more direct and honest while responding to questionnaires especially about controversial issues as they know that their answers are unnamed. (Key, Questionnaire, and Interview as Data-Gathering Tools, 1997). However, in-depth interview method is used to gather deep information from a small number of individuals in order to understand the point of view about a specific idea or situation. Interviews are used to conduct intensive and deep digging about the topic with a small number of samples to understand their perspective on a particular idea, program or situation (Boyce & Neale, 2006). Figure # is explaining the research approaches for data collection.

For the purposes of this study, the quantitative method was chosen. The reasons for such a choice are as follows: firstly, in accordance with Neuman (2011), the quantitative approach makes it possible to understand, verify and confirm links between several variables in order to lead to a more general understanding of a process. In this sense, the quantitative approach offers the researcher the possibility of being able to generalise results obtained from a sample to a general population. Secondly, the choice of the quantitative method is justified by the fact that the data generated are quantified or numerical as we are interested in the participants' scores in the evaluation of job characteristics and quality of work life and also, the size of the sample is important. Finally, this choice is further justified by the fact that the present study is intended to conform to the dominant approach in the literature on the subject of boredom at work. Indeed, some studies in occupational psychology have attempted to measure quality of work life and job characteristics using closed item questionnaires.

4.5.1 Drawing the questionnaire

Within the framework of this study, the main purpose of the questionnaire is to collect information or data from workers in the private construction sector in Cameroon in order to verify whether the job characteristics as they perceive have an impact on the quality of work life. This questionnaire is organized into three (03) parts or headings, namely: an introductory note for the participants and the scales for measuring the variables.

The introductory note is presented at the beginning of the questionnaire and is intended for the participants. In the present study, it is presented as follows:

"Please do not take too long over each question; we want your first reaction not a long drawn out thought process. Please do not omit any questions. This isn't a test, simply a measure of your attitudes to the factors that influence your experience at work. Please indicate your answers by making a cross on the right number"

4.5.2 Measurement scales

The questionnaire adopted for the purpose of testing the hypotheses of this research by using a Likert scale of (1 = strongly disagree and 5 = strongly agree) for both job characteristics and quality of work life.

4.5.2.1 Measurement scales for QWL

The quality-of-life scale is proposed by Van Laae et al. (2015). The theoretical and practical basis of the labels for the factors extracted through the exploratory phase of the analysis is described below. Factor 1 is Job and Career Satisfaction (JCS) contained 6 items. Factor 2 is General Well-Being (GWB) also contained 6 questions. Factor 3 is Home-Work Interface (HWI) reflected 3 items. Factor 4 is Stress at Work (SAW) was represented by 2 items. Factor 5 is Control at Work (CAW) having 3 items. Factor 6 is Working Conditions having 3 items.

Table 2. *Overview of the questionnaire of Work quality*

Items	Question nomenclature
Item 5	"I am satisfied with the career opportunities available to me at the organisation"
Item 18	"Generally, things work out well for me"
Item 17	"My current working hours/patterns suit my personal circumstances"
Item 7	"I often feel under pressure at work"

Item 12	“I am involved in decisions that affect me in my own area of work”
---------	--------------------------------------------------------------------

The table above gives a representation of questions for each item of the independent variable quality of work life. Item 5 is a question for Job and Career Satisfaction (JCS), Item 18 is a General Well-Being question (GWB), Item 17 is Home-Work Interface question, Item 7 is relation to Stress at Work, Item 12 is Control at Work question.

4.5.2.2 Measurement scales for Job Characteristics

It was measured using the scale of Work Diagnosis Questionnaire (WDQ) by Morgeson, & Humphrey (2006) having 77 items distributed as Autonomy (A) with 9 items, Task Variety (TV) with 4 items, Task significance (TS) with 4 items, Task Identity (TI) with 4 items and Feedback from job (F) with 3 items.

Table 3. *Overview of the Job Characteristics questionnaire*

Items	Questions
Item 3	“The job allows me to plan how I do my work”
Item 11	“The job involves a great deal of task variety.”
Item 15	“The results of my work are likely to significantly affect the lives of other people”
Item 19	“The job involves completing a piece of work that has an obvious beginning and end”

Item 24	“The job itself provides feedback on my performance”
---------	------------------------------------------------------

The table above gives a representation of questions for each item of the independent variable quality of work life. Each item represents one question of an item of job characteristics. Item 3 is a question for Autonomy, Item 11 is a Task Variety question, Item 15 is a question for Task significance, Item 19 is a Task Identity question and finally, Item 24 is a question for Feedback from job.

4.5.2.3 Social Demographic factors

In this study, the socio-demographic factors controlled were: "gender", "age", "Educational Level", "Working hours per week", "Job occupied", "Years of practice", "years at the current job position", "employment status", "region". These variables were controlled because they are likely to influence the study variables.

Designing the questionnaire is a crucial stage in the research, because when you design a good questionnaire, it measures what it is supposed to measure. In order to ensure the quality of the measurement instrument to be used, preparatory work must be carried out, which consists of pre-testing the instrument.

4.5.3 Pre-test

The pre-test is a test of the data collection instrument. According to Ghiglione and Matalon (2004), when a first version of the questionnaire is drafted, i.e. when the wording of all the items and their order is provisionally fixed, it is imperative to ensure that the questionnaire is clearly understandable (without ambiguity) and that it actually responds to the problems posed by the researcher. Given that the tools used were developed in cultural contexts different from our own, the pre-test also allows the tool to be freed from its original cultural burden, in particular by using local language expressions (Nyock Ilouga, 2018).

As part of this study, we carried out a pre-test on 8 participants to assess the respondent's comprehension and ease. This allowed us to rephrase some items that seemed ambiguous to most respondents. The participants made comments about the content of the statement of question Q66 “My Job involves excessive reaching”, 3 respondents could not understand what was meant by excessive reaching, we explained

to them and they could get a grasp of it. Another background search question was salary and 6 of the respondents were not very comfortable with it hence not a lot of answers and we deleted it from the background search. Multiple respondents were equally curious in regards to why they were answering the questionnaire and some asked if it will return to the administration, we explained the purpose of the study and the ethical concerns taken to keeping them anonymous. At the end of this exercise, the questionnaire was better structured and the items more comprehensible.

4.5.4 Reliability Analysis

The questionnaire used in this study was developed on the basis of instruments for measuring Quality of Worklife and Job Characteristics in the workplace.

As part of this research, the reliability of the questionnaire was studied by calculating Cronbach's alpha on the five dimensions Job characteristics and Quality of worklife. Cronbach's alpha was calculated using SPSS version 26 software.

4.5.4.1 Reliability Analysis of Job Characteristics Dimensions

- **Reliability analysis of Autonomy**

Table 4. *Reliability analysis of Autonomy*

Cronbach's alpha	Number of items
.85	9

The results of the reliability test indicate that Cronbach's alpha for the Autonomy dimension is .85. We can therefore conclude that the items in this dimension form a coherent whole.

- **Reliability analysis of Task Variety**

Table 5. *Reliability analysis of Task Variety*

Cronbach's alpha	Number of items
.76	4

The results of the reliability test indicate that Cronbach's alpha for the Task Variety dimension is .76. We can therefore conclude that the items in this dimension form a coherent whole.

- **Reliability analysis of Task Significance**

Table 6. *Reliability analysis of Task Significance*

Cronbach's alpha	Number of items
.43	4

The results of the reliability test indicate that Cronbach's alpha for the Task significance dimension is .43. We can therefore conclude that the items in this dimension form a coherent whole.

- **Reliability analysis of Task Identity**

Table 7. *Reliability analysis of Task Identity*

Cronbach's alpha	Number of items
.79	4

The results of the reliability test indicate that Cronbach's alpha for the Task Identity dimension is .79. We can therefore conclude that the items in this dimension form a coherent whole.

- **Reliability analysis of Feedback**

Table 8. *Reliability analysis of feedback*

Cronbach's alpha	Number of items
.71	3

The results of the reliability test indicate that Cronbach's alpha for Feedback dimension is .71. We can therefore conclude that the items in this dimension form a coherent whole.

4.5.4.2 Reliability Analysis of QWL Dimensions

- **Reliability analysis of General Wellbeing**

Table 9. *Reliability analysis of General Wellbeing*

Cronbach's alpha	Number of items
.55	6

The results of the reliability test indicate that Cronbach's alpha for General Wellbeing is .55. This suggests moderate internal consistency for the items within the General Wellbeing dimension. While the items are somewhat related, the coherence isn't particularly strong. This indicates that the items may measure different aspects of general wellbeing, leading to some variation in responses.

- **Reliability analysis of Home-work interface**

Table 10. *Reliability analysis of home-work interface*

Cronbach's alpha	Number of items
.58	4

The results of the reliability test indicate that Cronbach's alpha for home-work interface dimension is .58. We can therefore conclude that the items in this dimension form a coherent whole. The items are sufficiently related to form a coherent whole, but

there is some room for improvement. This suggests that while the items collectively measure the overall home-work interface, there may be some diversity in what they capture.

- **Reliability analysis of Job and Career Satisfaction**

Table 11. *Reliability analysis of Job and Career Satisfaction*

Cronbach's alpha	Number of items
.58	6

With a Cronbach's alpha of 0.58, the items within the Job and Career Satisfaction dimension show moderate internal consistency. The items are sufficiently related to form a coherent whole, but there is some room for improvement. This suggests that while the items collectively measure the overall satisfaction with job and career, there may be some diversity in what they capture.

- **Reliability analysis of Control at Work**

Table 12. *Reliability analysis of Control at Work*

Cronbach's alpha	Number of items
.31	4

The results of the reliability test indicate that Cronbach's alpha for Control at work dimension is .31. It indicates low internal consistency among the items within the Control at Work dimension. This suggests that the items may not be coherent and might not reliably measure the same construct. It indicates a significant level of divergence in

how respondents perceive control in their work environment, possibly due to the items addressing different aspects of control.

- **Reliability analysis of Working conditions**

Table 13. *Reliability analysis of working conditions*

Cronbach's alpha	Number of items
.33	4

The results of the reliability test indicate that Cronbach's alpha for Working conditions dimension is .33. It indicates low internal consistency among the items within working conditions dimensions. This suggests that the items may not be very coherent and might not reliably measure the same construct. It indicates a significant level of divergence in how respondents perceive favourable working environment.

- **Reliability analysis of Stress at work**

Table 14. *Reliability analysis of stress at work*

Cronbach's alpha	Number of items
.43	4

The results of the reliability test indicate that Cronbach's alpha for stress at work dimension is .43. This indicates that the items within the Stress at Work dimension have low to moderate internal consistency. The coherence among the items is limited,

suggesting that the items might measure different facets of stress or that respondents have varying interpretations of stress at work.

- **Reliability analysis of Engagement at work**

Table 15. *Reliability analysis of Engagement at work*

Cronbach's alpha	Number of items
.63	3

The Cronbach's alpha of 0.63 indicates a fair level of internal consistency within the Employee Engagement dimension. The items are sufficiently related to form a coherent whole, suggesting that they collectively measure the engagement of employees, though there is still some variability in the responses.

4.6 Study Site

According to Robert (1978), quoted by Doumtsop (2013), "knowledge of the physical and human environment is essential for perceiving and understanding social phenomena. It enables us to grasp the influence of an environment on man and to better understand the different forms of social organisation". Our research was carried out in Cameroon, in the Central Region, specifically the political capital Yaoundé, the seat of institutions and Douala, the economic capital of Cameroon.

4.6.1 Presentation of Yaounde City

This city has the advantage of including individuals from all ten regions of Cameroon. We will look at the characteristics of this region, explain its geographical location and describe its political, administrative and economic activities.

The city of Yaoundé lies between latitudes 3° and 5° North and between longitudes 11° and 31° East. It is located in the Centre region, in the department of Mfoundi. Situated in the heart of Cameroon's tropical forest, around 200km from the Atlantic coast, the city of Yaoundé has a fairly rugged terrain with an average altitude of 800m. The landscape is dominated by hills, which has earned it the name of "city of seven hills".

The climate is equatorial, with four alternating seasons: a long dry season, a long rainy season, a short rainy season and a short dry season. Generally speaking, the climate is characterised by abundant rainfall and an average temperature of 23.5°C. The vegetation is intertropical, with rainforest predominating. The soil consists of topsoil and laterite. Several rivers cross the town, including the Olézoa, Tongolo, Mefou and above all the Mfoundi, which gave rise to the name of its department.

4.6.2 Presentation of Douala City

Douala is the largest city in Cameroon and serves as the country's economic capital. Located in the Littoral Region, within the Wouri Department, Douala is positioned at approximately 4.0511° N latitude and 9.7679° E longitude. The city sits at an altitude of around 13 meters (43 feet) above sea level. Douala experiences a tropical monsoon climate, characterized by heavy rainfall and high humidity, particularly during the rainy season from May to October.

The Wouri River, one of the major rivers in Cameroon, flows through the city, playing a significant role in its development by supporting trade and transportation. Douala is a vibrant metropolis known for its bustling port, which is the largest in Central Africa, and its dynamic commercial activities, making it a critical hub for the nation's economy.

4.6.3 Justification of the study site

As the capital city of Cameroon, Yaoundé is not only the administrative heart of the country but also a key location for significant construction activities. The city's ongoing urban development, driven by both public and private investments, creates a demand for construction projects ranging from residential housing to large-scale infrastructure. In Yaoundé, the private construction sector benefits from proximity to government offices and regulatory bodies, allowing companies to swiftly navigate the necessary bureaucratic processes. This dynamic makes Yaoundé an ideal site to study how job characteristics in the private construction sector, such as project timelines, regulatory compliance, and workforce management, impact the quality of work life.

The construction industry in Yaoundé is also marked by a diverse range of projects, providing a variety of work environments for analysis. This diversity allows

for a comprehensive examination of how different types of construction projects affect job satisfaction, stress levels, and overall work-life balance among workers. Furthermore, studying construction workers in Yaoundé enables an exploration of how the proximity to government agencies and the influence of public sector contracts might affect job characteristics and employee well-being in the private construction sector.

Douala, as the economic capital of Cameroon, offers a different yet equally valuable perspective on the private construction sector. The city is a hub of commercial activity, with continuous demands for new infrastructure, commercial buildings, and residential developments. The construction sector in Douala is characterized by its fast-paced environment, driven by the city's economic vibrancy and the need to accommodate its growing population and expanding businesses. This makes Douala a crucial site for studying how the pressures of rapid urbanization and economic competition influence job characteristics in the private construction sector.

In Douala, the construction industry is more likely to face challenges related to tight project deadlines, high competition among firms, and the need for efficiency in resource utilization. These factors can significantly impact workers' quality of work life, particularly in terms of job stress, work-life balance, and job satisfaction. Studying the construction sector in Douala provides insight into how these unique pressures shape the work experiences of construction workers in a highly competitive market.

In any scientific investigation, as Noumbissie (2010) points out, knowledge of the research site is an asset for the researcher because it makes it easier to control and capture the environmental influences on the participants' behaviour. By choosing Yaoundé and Douala, your research captures a comprehensive view of the private construction sector in Cameroon. Yaoundé provides insights into a more regulated and government-influenced construction environment, while Douala offers a perspective on a market-driven, highly competitive construction industry. Together, these cities represent the most significant contexts for studying the job characteristics and quality of work life in Cameroon's private construction sector, ensuring that my research is both relevant and broadly applicable.

4.7 Data Collection procedure and Onsite difficulties

4.7.1 Data Collection procedure

Once the researcher's instructions are finalized, and the results of the pre-test are conclusive, the researcher can then proceed with the questionnaire in order to collect the data from study participants. There are two modes of administrating the questionnaire: direct administration and indirect administration (N'da. 2015). The former method of administration was chosen for this work it is the opinion of the respondent that is being collected but also getting the more target audience as possible.

For this research, we contacted the company where our observation was done and they sent us to their site in Douala to reach more people on site as their head office in Yaoundé has more administrative workers. We equally got in touch with two other companies and an independent construction project. Data collection lasted two months (from June 2024 to August 2024). Some participants completed the questionnaire in our presence, while others handed it in after a few days. Some questionnaires were sent in their digital form and workers filled them in presence of their supervisors who sent them back a few days later. To administer the questionnaire, we sent a request for administration to the supervisory authorities. The managers of the organisations contacted often entrusted us to their employees to help us distribute the questionnaires and collect them. The questionnaire was only given to workers who were willing to complete it; it was completed on a voluntary basis.

In addition, as the survey was carried out on the basis of networking, the people who helped us to distribute the questionnaires among the workers they knew were informed of the research objectives and could therefore explain the questionnaire to participants who might have difficulty understanding the items. To take part in this study, you had to be a construction worker in the city of Yaoundé or Douala.

4.7.2 Onsite Difficulties

Research is an exciting and demanding adventure, as Angers (1992) reminds us, and we encountered a few difficulties in the field, especially in collecting the data for the study. This enabled us to familiarise ourselves with the demands of the field.

The first difficulty was gaining easy access to the participants. Most companies were reluctant to give the questionnaires to the employee because it could be seen as a wakeup call to the advantages they lack within the companies. As a result, we didn't

get access to all the different job positions within the companies and some companies did not give us any feedback on our request to administrate the questionnaire.

Another difficulty was that the fact that some job positions holders didn't have sufficient knowledge to read English or French. As such, some questionnaires were not correctly filled or they were half-filled and most of them were simply not given because they couldn't understand. we lost a lot of questionnaires because some workers were unable to return them to us, and some had either filled them in incorrectly or only half-filled them.

4.8 Research Population

The population can be understood as a complete collection of all the elements concerned by a particular investigation (Amin, 2000). Vallerand and Hess (2000), for their part relativise the concept of population by defining it as the set of entities to which the conclusions of a research study apply. This relativity of the concept means that a researcher clearly defines the population under study from the outset. This delimitation is essential for effective planning of the sample from which data will be collected. The population therefore refers to all individuals with more or less the same characteristics. characteristics on which the researcher bases his investigations. We three types: the parent population, the target population and the accessible population. target population and the accessible population.

4.8.1 Parent Population

The parent population is usually very large in scale. The population covered by this study is made up of all construction workers in Cameroon. Given the fact that it is difficult, if not impossible for us to cover all ten regions of Cameroon in order to gather Cameroon to collect data on the variables of this research from all the construction workers, it was it was therefore deemed useful to choose workers from two of these ten regions as the target population for the study.

4.8.2 Target Population

The target population represents all the individuals with more or less the same characteristics, on a smaller scale than the parent population, and to whom the researcher intends to apply the results of his study. In the context of this dissertation, the target population is construction workers in the Centre region and in the Littoral region. Given the size of the construction workers population in these regions, it is once

again not easy for us to reach all of them. For this reason, it was once again deemed useful to focus on a portion of the target population considered here as the accessible population.

4.8.3 Accessible Population

The accessible population is the portion of the target population that is within the researcher's reach. This is all the individuals in the target population that the researcher is able to meet. The accessible population for the purposes of this study is construction workers in Department of Mfoundi in Yaoundé and in the department of Wouri in Douala. This department comprises seven arrondissements which are: Yaoundé I, Yaoundé II, Yaoundé III, Yaoundé IV, Yaoundé V, Yaoundé VI and Yaoundé VII. Yaoundé VII. While Douala comprises 6 arrondissements Douala I, Douala II, Douala III, Douala IV, Douala V, Douala VI. The city of Yaoundé and Douala are also home to a large number of construction workers of both sexes, from all regions of the country. which justifies a good national representativeness. By limiting our population of construction workers in this way, we sought to circumscribe the perceptions of common expectations and levels of demand among people exercising the same functions.

4.9 Sample Technique and sample

Due to difficulties of various kinds that do not facilitate access to all the individuals in the accessible population, it is traditional to use a representative fraction of the accessible population, known as a sample, to conduct the survey. According to Mvessomba (2013; p.99): In psychology, recruiting a large number of participants is never easy and often requires considerable resources. This is why research in this field is carried out on a sample basis. This is why research in this field is often based on samples. For this reason, this section presents the sampling technique and the sample. sampling technique and the sample used in this study.

4.9.1 Sampling technique

The construction of a sample is an extremely important phase in the search for 'true' or 'accurate' information that would have been obtained by interviewing all the individuals in the parent population. To this end, the sample should be as representative as possible of the population to which it belongs. For the purposes of this report, we used snowball sampling.

4.9.1.1 Snowball Sampling technique

According to N'da (2015), snowball or network sampling consists of selecting a core group of individuals (people considered to be influential, for example), to which are added all those who have a relationship (business, work, friendship, etc.) with them, and so on. It is therefore possible to identify the system of relationships existing within a group that a probability sample cannot uncover. We therefore use social networks Hence the expression snowball or network sampling.

4.9.2 *Sample*

The sample for this study consists of 128 construction workers working in the private sector in Yaoundé and Douala, in the department of Mfoundi and Wouri, Central and Littoral Region, which is also the political capital and economic capital respectively of Cameroon's institutions. A total of 3 different local and national companies in the private sectors were examined.

4.9.2.1 Socio-demographic data of participants

By definition, the sample is a part of the population selected in such a way that it represents the entire population. It is therefore considered to be "an approximation of the value observed in the population" (Delhomme and Meyer, 2002).

- **Distribution by gender, marital status, education level and types of contracts**

Table 16. *Distribution by gender, marital status education level and types of contracts*

Sociodemographic Variables	Categories	Frequency	Percentage
Gender	Male	19	14.2
	Female	109	85.2
Marital status	Married	61	47.7
	Single	46	35.9
	Free Union	21	16.4
Education Level	None	4	3.1
	FSLC	11	8.6
	GCE O Levels	29	22.7
	GCE A Levels	36	28.1

	Bachelor Degree	16	12.5
	Others	32	25.0
Type of contracts	Permanent	59	46.1
	Fixed Term	51	39.8
	No contract	18	14.1

➤ ***Distribution by gender***

The table above shows that the survey sample is made up of 19 females that is (14.8%) and 109 males which represents (85.2%) of the sample. This shows a predominance of men in the population studied.

➤ ***Distribution by marital status***

The table shows that the survey sample is made up of 61 married workers that is (47.7%) of the sample, 46 single workers which represents (35.9%) of the sample and 21 workers in free union representing (16.4%) of the sample. This shows a predominance of married workers in the population studied.

➤ ***Distribution by education Level***

The table shows that the survey sample is made up of 4 workers with no educational background that is (3.1%) of the sample, 11 workers having First School Leaving Certificate (FSLC) which represents (8.6%) of the sample, 29 workers with GCE Ordinary Level representing (22.7%) of the sample, 36 workers with GCE Advanced Level representing (28.1%) of the sample, 16 workers with a Bachelor's degree representing (12.5%) of the sample and 32 workers with other degrees representing (25%) of the sample. This shows a predominance of workers with GCE Advanced Level in the population studied.

➤ ***Distribution by type of contracts***

The table above shows that the survey sample is made up of 59 workers with Permanent contracts that is (46.1%) of the sample, 51 workers with Fixed term contracts which represents (39.8%) of the sample and 18 workers with no contract representing (14.1%) of the sample. This shows a predominance of workers with Permanent Contracts in the population studied.

- **Distribution by Job Position**

Table 17. *Distribution by Job Position*

		Frequency	Percentage	Valid percentage	Cumulated percentage
Valid	1	1	0,8	0,8	0,8
	2	1	0,8	0,8	1,6
	3	4	3,2	3,2	4,8
	4	3	2,4	2,4	7,2
	5	8	6,4	6,4	13,6
	6	3	2,4	2,4	16
	7	3	2,4	2,4	18,4
	8	4	3,2	3,2	21,6
	9	6	4,8	4,8	26,4
	10	6	4,8	4,8	31,2
	11	1	0,8	0,8	32
	12	3	2,4	2,4	34,4
	13	3	2,4	2,4	36,8
	14	6	4,8	4,8	41,6
	15	1	0,8	0,8	42,4
	16	3	2,4	2,4	44,8
	17	1	0,8	0,8	45,6

18	21	16,8	16,8	62,4
19	2	1,6	1,6	64
20	7	5,6	5,6	69,6
21	2	1,6	1,6	71,2
22	3	2,4	2,4	73,6
23	1	0,8	0,8	74,4
24	2	1,6	1,6	76
25	2	1,6	1,6	77,6
26	3	2,4	2,4	80
27	6	4	4	84
28	2	1,6	1,6	85,6
29	20	14,4	14,4	100
	128	100	100	

Note: 1= Pointer Assistant 2= Executive Assistant 3= Concrete Worker 4= Managers 5= Driver 6= Team Leader 7= Accountant 8=Mechanic 9= Engineer 10= HSE Manager 11= Nurse 12= Flag Man/Woman 13= Intern 14= Laboratory Technician 15= Logistician 16= Storekeeper 17= Housekeeper 18= Mason 19= Carpenter 20= Workmen 21= Head of research 22= Human Resources Manager 23=Stock Manager 24= Store keeper 25= Technician 26= Earth worker 27= Topographer 28= Glazier 29= No job title

The table above shows that the survey sample is made up of 01 of each of the following job positions: pointer assistant, executive assistant, Nurse, Logistician, housekeeper, stock manager, representing (0,8%) each of the sample. Carpenters, head of research, store keeper, technician, glazier all appear 2 times representing (1.6%) each

of the sample, Managers, Flag men/women, interns, storekeepers, human resources managers and earth workers have 3 workers per position representing (2.3%) of the sample. Concrete workers and Accountants have 4 workers each representing (3.2%) of the sample each. Engineers, HSE Managers and Laboratory technicians have 6 workers each representing (4.8%) of the sample each. There are 21 Masons representing (16.4%) of the sample. There are 7 workmen representing (5.5%). There are 5 topographers representing (4%) workers. There are 18 workers with no job description representing (14.4%) of the sample. This shows a predominance of Masons in the population studied followed by workers with no job titles.

- **Distribution by number of years at the job**

Table 18. *Distribution by years at the job*

	N	Minimum	Maximum	Mean	Standard deviation
Years at the job	128	0	23	6.59	5,515
Valid N	128				

Note: In the table above, the mean for years at the job is 6.59, with a standard deviation (SD=5,515). This is due to the fact that some people have less than 1 year at the job.

- **Distribution by working hours per week**

Table 19. *Distribution by weekly working hours*

	N	Minimum	Maximum	Mean	Standard deviation

Working hours/ week	126	5	48	10.56	6,099
Valid N	126				

Note: In the table above, the mean for number of years at the job is 10.56, with a standard deviation (SD=6,099). This seems to be explained by the different sectors of activity of our respondents.

- **Distribution by age**

Table 20. *Distribution by age*

	N	Minimum	Maximum	Mean	Standard deviation
Age	128	13	56	33.80	8,508
Valide N	128				

Note: In the table above, the mean for number of years at the job is 33.80, with a standard deviation (SD=8,508).

4.10 Data processing

The data processing tools used enabled descriptive and inferential analyses to be carried out. However, before processing the data, CSPro version 7.0 software was chosen to enter the data collected in the field. CSPro (Census and Survey Processing System) is a census and survey data entry software. It offers a data entry interface known as a data entry mask. The first step in developing this platform is to specify, in a data dictionary, the characteristics (name, label, type, length, occurrences, modalities, etc.) of the variables in the study. This software was chosen for its ease of use and graphics. Once the data had been entered, it was exported to Excel for better grouping. The data were then analysed using SPSS version 26.

Two types of analysis were used in this study: descriptive analysis and inferential analysis.

4.10.1 Descriptive analysis

These initial analyses describe the results obtained for each of the study variables. To this end, the study presents the descriptive results for the different measurement scales. The analysis will focus on the presentation of the tables, a central tendency index (the mean) and two dispersion indices (the variance and the standard deviation).

4.10.2 Inferential analysis

Before carrying out hypothesis testing, we opted for the statistical technique of analysis of variance in order to make comparisons between the averages of the scores recorded in the evaluation of job characteristics to QWL dimensions of the respondents. Inferential analysis was used to verify the study's hypotheses. The choice of statistical processing tools used was dictated by the nature of the data collected and the hypotheses of the study. To check whether job characteristics perception impacts quality of work life, we used regression analyses based on the linear least squares method. This technique makes it possible to specify the contribution of the different dimensions of job characteristics to quality of work life.

4.10.3 Structural equation modelling

Structural equation modelling (SEM) was equally used due to the high accuracy as they take into consideration measurement errors into count throughout all estimation procedures.

Following this chapter, which presents the methodological procedures that formed the basis of this study, the next chapter presents the results obtained in the field.

CHAPTER 5: RESULTS OF THE STUDY

The aim of this chapter is to present the results of the analysis of data collected from a sample of Cameroonian construction workers in the city of Yaoundé and Douala. Two types of analysis were used in this study: descriptive analysis and inferential analysis. The results obtained from the descriptive and inferential analysis will be presented in this chapter. The first part is devoted to descriptive analysis and the second part to inferential analysis.

5.1 Descriptive analysis

In this study, descriptive analyses were carried out on the dimensions of the study variables.

5.1.1 *Descriptive analysis of the dimensions of Job Characteristics*

In the present study, perceived work characteristics constitute the independent variable. They were operationalised on the basis of Hackman and Oldham (1975) model, which comprises five dimensions: Autonomy, Task variety, task significance, task identity and feedback.

5.1.1.1 Descriptive analysis of Autonomy

Table 21. *Descriptive statistics for autonomy*

	N	Minimum	Maximum	Mean	Standard deviation
Autonomy	128	1.0	5.00	3.59	.81

Note: The table 21 above shows that the mean score of the 128 agents surveyed was 3.59. This score is higher than the theoretical average on a five-point scale. This means that the majority of the agents interviewed consider, for example, that their job allows them to plan how they do their work. The dispersion of the scores around this average seems significant in view of the value of the standard deviation (S-D = .81). However, there is a significant gap between the minimum score (min = 1.00) and the maximum score (max = 5.0) recorded on this scale.

The graph below of the normal distribution seems to show that the scores obtained in the evaluation of Autonomy at work are concentrated at the left of the graph.

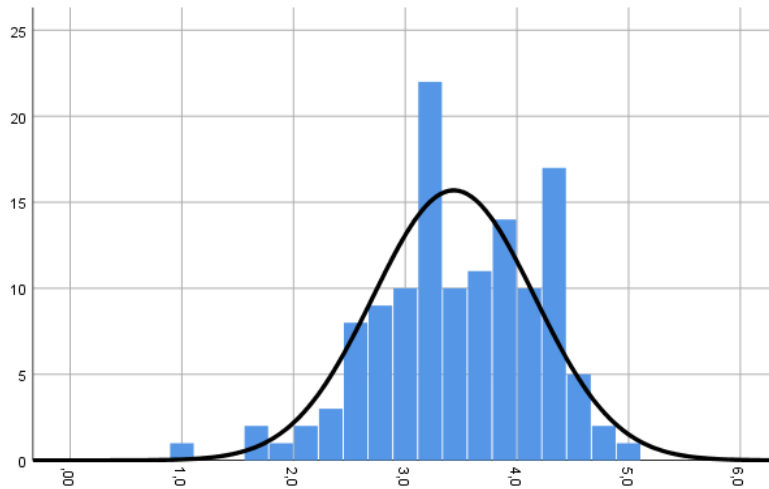


Figure 2. *Score distribution for Autonomy*

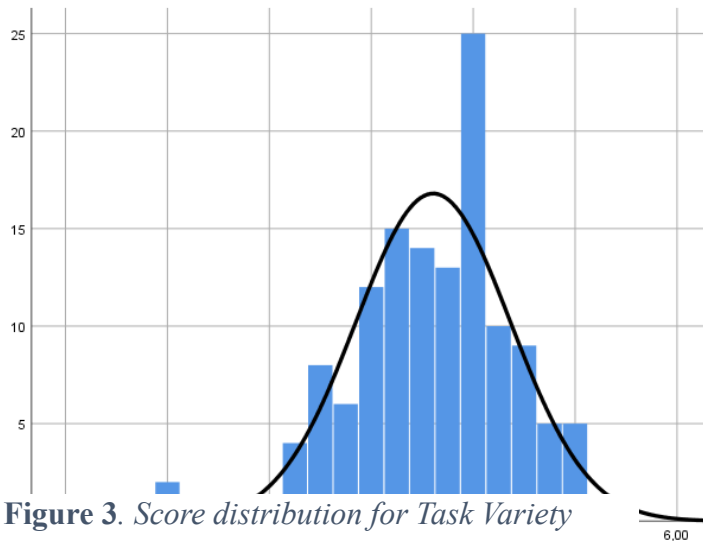
5.1.1.2 Descriptive analysis for Task Variety

Table 22. *Descriptive statistics for Task variety*

	N	Minimum	Maximum	Mean	Standard Deviation
Task Variety	128	1.0	5.00	3.61	.76

The table above shows the mean score for Task Variety among the 128 respondents is 3.61, which is above the theoretical midpoint of 3.0 on a 5-point scale. This suggests that workers perceive a high level of variety in their tasks, meaning they often perform different tasks rather than repetitive ones for example, their job involves doing a number of different things. The standard deviation of 0.76 indicates moderate variability in responses, suggesting that while many workers experience high task variety, there are some differences in perception across the sample.

The graph for Task Variety shows a distribution where the scores are concentrated around the left of the graph.



5.1.1.3 Descriptive analysis of task significance

Table 23. Descriptive analysis for Task significance

	N	Minimum	Maximum	Mean	Standard deviation
Task Significance	128	1.0	5.00	3.66	.73

The table above shows that the mean for task significance score of the 128 agents surveyed was 3.66. This score is higher than the theoretical average of a five-point scale. This means, for example, that the results of the work of workers are likely to significantly affect the lives of other people. The dispersion of scores around this average seems significant in terms of the value of the standard deviation ($SD = .73$). Nevertheless, there is a significant difference between the minimum score ($\min = 1.50$) and the maximum score ($\max = 5.000$) recorded on this scale.

The graph below for Task Significance reveals a normal distribution, with a slight skew towards the higher end of the scale, indicating the distribution where the scores are concentrated at the center of the graph.

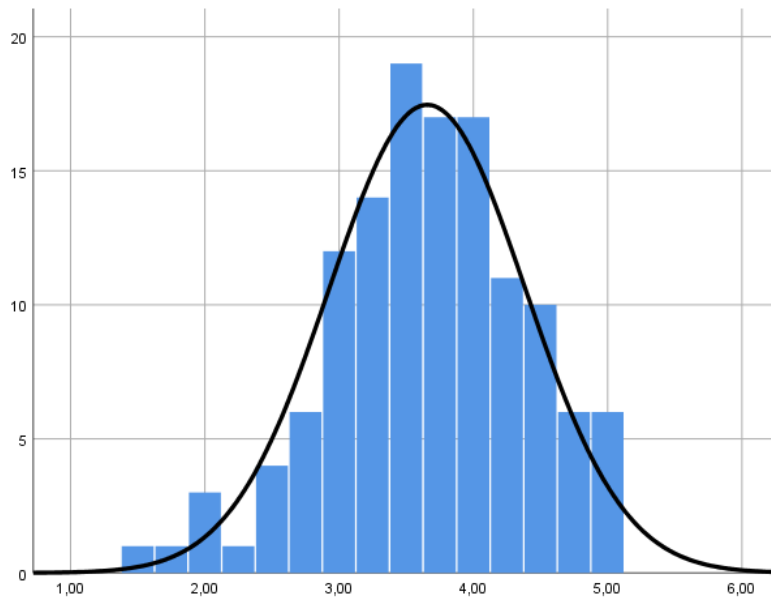


Figure 4. *Score distribution for Task Significance*

5.1.1.4 Descriptive analysis of task identification

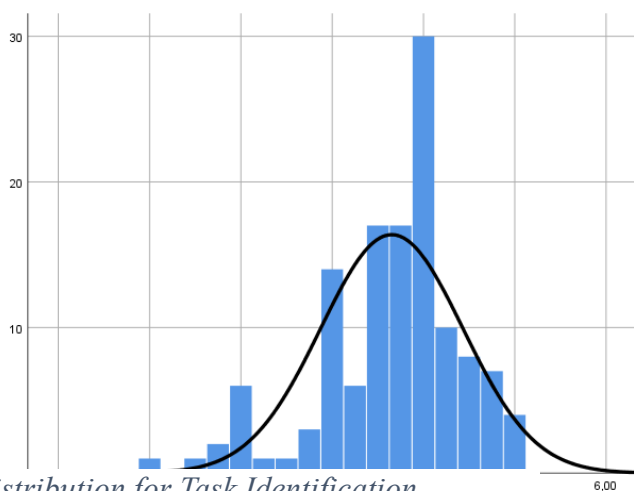
Table 24. *Descriptive statistics for Task Identification*

	N	Minimum	Maximum	Mean	Standard deviation
Task Identification	128	1.0	5.00	3.65	.78

With an average score of 3.65 of 128 respondents which is above the theoretical midpoint of 3.0 on a 5-point scale, workers generally feel they can identify with the tasks they complete, seeing them as whole and identifiable outcomes. For example, their job allows them to complete work they start. The standard deviation of 0.78 reflects

The graph for Task Identification shows that the scores are centered around the mean of 3.65. This distribution suggests that many workers feel a strong sense of ownership and connection to their tasks, seeing them as whole and identifiable outcomes. The

spread of the scores indicates that while most workers have a good sense of task identity, there is some variability, with a few experiencing less connection to their tasks.



5.1.1.5 Descriptive analysis for Feedback

Table 25. Descriptive statistics for Feedback.

Figure 5. Scores distribution for Task Identification

	N	Minimum	Maximum	Mean	Standard deviation
Task Identity	128	1.0	5.00	3.60	.81

The table above shows that the mean for feedback score of the 128 agents surveyed was 3.60. This score is higher than the theoretical average of a five-point scale. This suggests that workers perceive that they receive moderate to high levels of feedback about their performance for example, the job itself provides feedback on their performances. The dispersion of scores around this average seems significant in terms of the value of the standard deviation (SD = .81). Nevertheless, there is a significant difference between the minimum score (min = 1.0) and the maximum score (max = 5.00) recorded on this scale.

The graph for Feedback reveals a normal distribution, with a concentration at the left of the scale, indicating that while feedback is generally present, its consistency or quality might vary among workers.

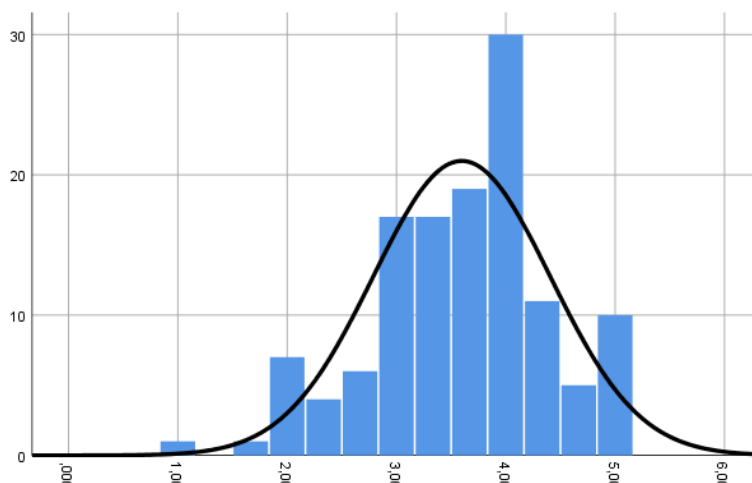


Figure 6. Scores distribution for feedback

5.1.2 Descriptive analysis for dimensions of Quality of Work life

In this study, Quality of work life is the dependent variable. We used the Simon Easton & Darren Van Laar questionnaire to measure the quality of

work life.

5.1.2.1 Descriptive statistics for General Wellbeing

Table 26. Descriptive statistics for General Wellbeing

	N	Minimum	Maximum	Mean	Standard deviation
General Well Being	128	1.5	5.00	3.3	.60

The table above shows that the mean for General well-being score of the 128 agents surveyed was 3.3. This score is higher than the theoretical average of a five-point scale. This score is higher than the theoretical average on a five-point scale. This means, for example, that the majority of the staff interviewed felt that they had sufficient opportunity to question managers about changes at work. The dispersion of scores around this average seems significant in terms of the value of the standard deviation (SD = .60). Nevertheless, there is a significant difference between the minimum score (min = 1.50) and the maximum score (max = 5.00) recorded on this scale.

The normal distribution graph below seems to show that the scores obtained in the evaluation of perceived work control are slightly concentrated to the right of the graph.

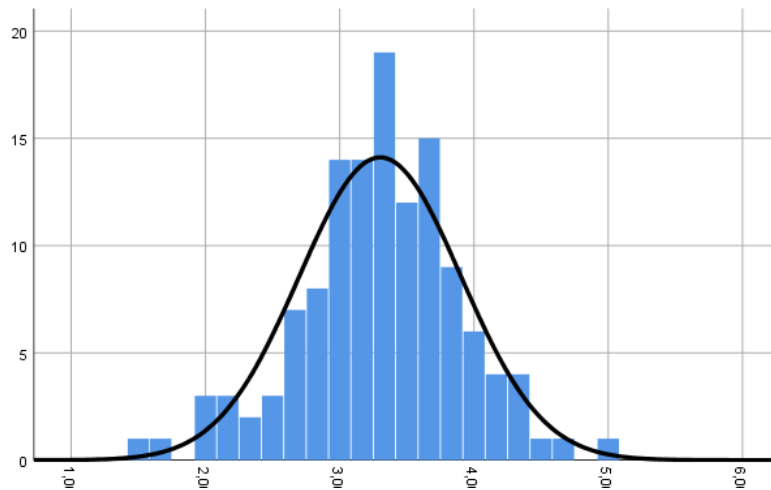


Figure 7. *Score distribution for General Wellbeing*

5.1.2.2 Descriptive statistics for Home-work Interface

Table 27. *Descriptive statistics for home-work interface*

	N	Minimum	Maximum	Mean	Standard deviation
Home-work interface	128	1.5	5.00	3.4	.73

The table above shows that the mean for home-work interface score of the 128 agents surveyed was 3.4. This score is higher than the theoretical average of a five-point scale. This means, for example, their employer provides adequate facilities and flexibility for them to fit work in around their family life. The dispersion of scores around this average seems significant in terms of the value of the standard deviation (SD = .73). Nevertheless, there is a significant difference between the minimum score (min = 1.50) and the maximum score (max = 5.00) recorded on this scale.

The normal distribution graph below seems to show that the scores obtained in the evaluation of perceived work control are slightly concentrated to the left of the graph.

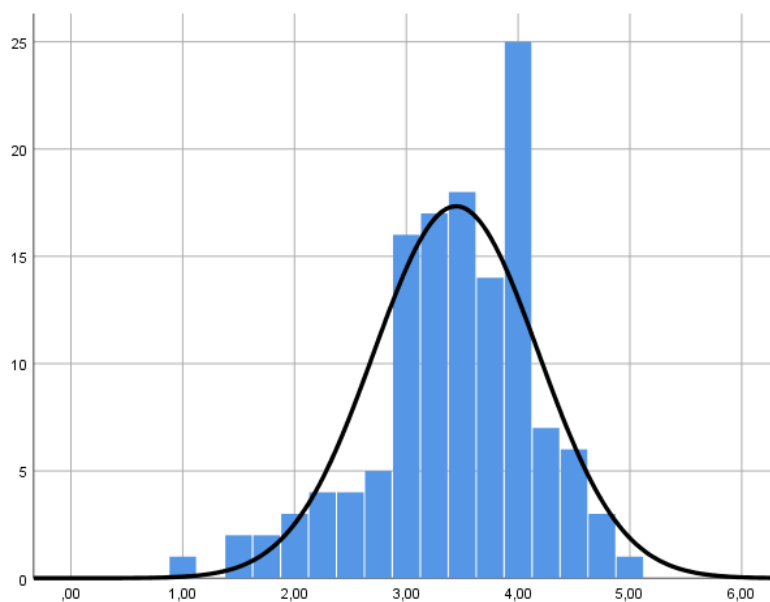


Figure 8. *Score distribution for home-work Interface*

5.1.2.3 Descriptive statistics for Job and career satisfaction

Table 28. *Descriptive statistics for Job and Career Satisfaction*

	N	Minimum	Maximum	Mean	Standard deviation
Job and Career Satisfaction	128	1.67	5.00	3.73	.60

The table above shows that the mean for Job and career satisfaction score of the 128 agents surveyed was 3.73. This score is higher than the theoretical average of a five-point scale. This means, for example, that they have a clear set of goals and aims to enable them to do their job. The dispersion of scores around this average seems significant in terms of the value of the standard deviation (SD = .60). Nevertheless, there is a significant difference between the minimum score (min = 1.67) and the maximum score (max = 5.00) recorded on this scale.

The normal distribution graph below seems to show that the scores obtained in the evaluation of perceived work control are slightly concentrated to the left of the graph.

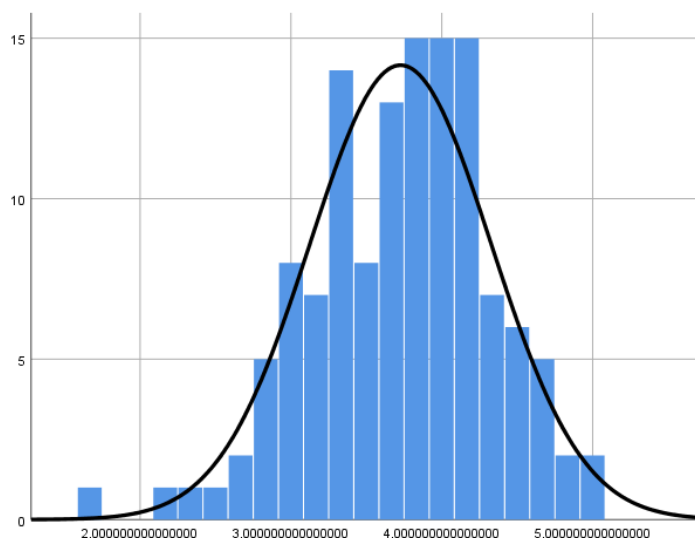


Figure 9. *Score distribution for job and career satisfaction*

5.1.2.4 Descriptive statistics for control at work

Table 29. *Descriptive statistics for control at work*

	N	Minimum	Maximum	Mean	Standard deviation
Control at work	128	1.50	5.0	3.41	.61

The table above shows that the average perceived control at work score of the 128 agents surveyed was 3.41. This score is higher than the theoretical average of a five-point scale. This means, for example, that the majority of the staff interviewed felt that they had sufficient opportunity to question managers about changes at work. The dispersion of scores around this average seems significant in terms of the value of the standard deviation (S-D = .61). Nevertheless, there is a significant difference between the minimum score (min = 1.50) and the maximum score (max = 5.0) recorded on this scale.

The normal distribution graph below seems to show that the scores obtained in the evaluation of perceived work control are slightly concentrated to the right of the graph.

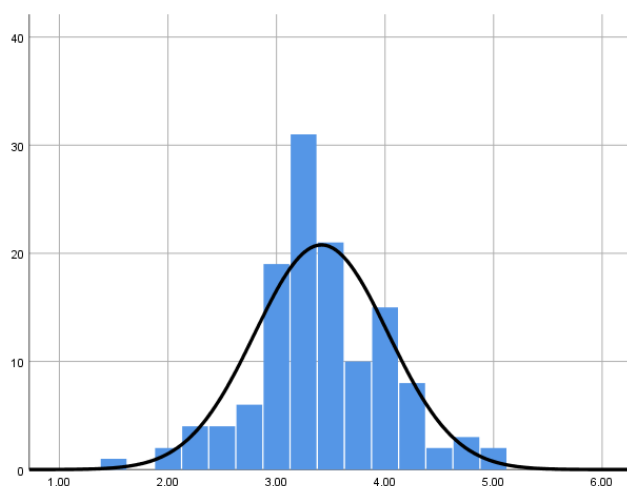


Figure 10. *Score distribution for control at work*

5.1.2.5 Descriptive statistics for Working Conditions

Table 30. *Descriptive analysis for Working conditions*

	N	Minimum	Maximum	Mean	Standard deviation
Working conditions	128	1.25	5.0	3.36	.73

The table above shows that the average working conditions score of the 128 agents surveyed was 3.36. This score is higher than the theoretical average of a five-point scale which suggests that most employees find their physical and organizational work environments to be satisfactory, though there is room for improvement.. This means, for example, that the majority of the staff interviewed felt that their employer provides them with what they need to do their job effectively. The dispersion of scores around this average seems significant in terms of the value of the standard deviation (S-D = .73). Nevertheless, there is a significant difference between the minimum score (min = 1.25) and the maximum score (max = 5.0) recorded on this scale.

The normal distribution graph below seems to show that the scores obtained in the evaluation of perceived working condition are slightly concentrated to the right of the graph.

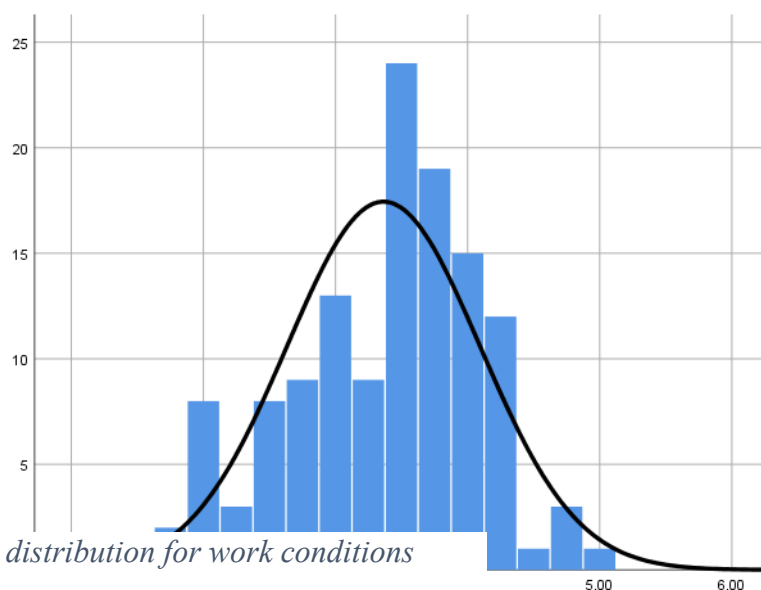


Figure 11. Score distribution for work conditions

5.1.2.6 Descriptive statistics for Stress at work

Table 31. Descriptive statistics for stress at work

	N	Minimum	Maximum	Mean	Standard deviation
Stress at work	128	1.5	5.0	3.31	.67

The table above shows that the average perceived stress at work score of the 128 agents surveyed was 3.31. This score is higher than the theoretical average of a five-point scale which indicates that while stress is present, it is not overwhelmingly high for most employees. This means, for example, that the majority of the staff interviewed felt that they often feel under pressure at work. The dispersion of scores around this average seems significant in terms of the value of the standard deviation ($SD = .67$) which indicates that stress levels vary among workers, with some experiencing higher or lower levels of stress depending on their specific job roles and situations. Nevertheless, there is a significant difference between the minimum score ($\min = 1.5$) and the maximum score ($\max = 5.0$) recorded on this scale.

The normal distribution graph below seems to show that the scores obtained in the evaluation of perceived stress at work are slightly concentrated to the right of the graph.

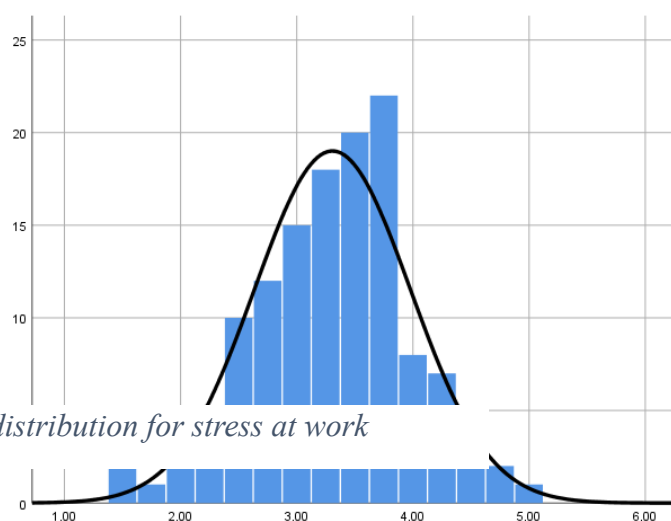


Figure 12. Score distribution for stress at work

5.1.2.7 Descriptive statistics for Engagement at work

Table 32. Descriptive statistics for Engagement at work

	N	Minimum	Maximum	Mean	Standard deviation
Engagement at work	128	1.0	5.0	3.69	.81

The table above shows that the average perceived engagement at work score of the 128 agents surveyed was 3.69. This score is higher than the theoretical average of a five-point scale. This means, for example, that the majority of the staff interviewed felt that the organisation communicated well with its employees. The dispersion of scores around this average seems significant in terms of the value of the standard deviation (SD = .81), which is relatively higher than in some other areas, indicates more variability in engagement levels among workers, suggesting that while many employees are highly engaged, others may feel less connected to their work. Nevertheless, there is a significant difference between the minimum score (min = 1.0) and the maximum score (max = 5.0) recorded on this scale. The normal distribution graph below seems to show that the scores obtained in the evaluation of perceived engagement are slightly concentrated to the left of the graph.

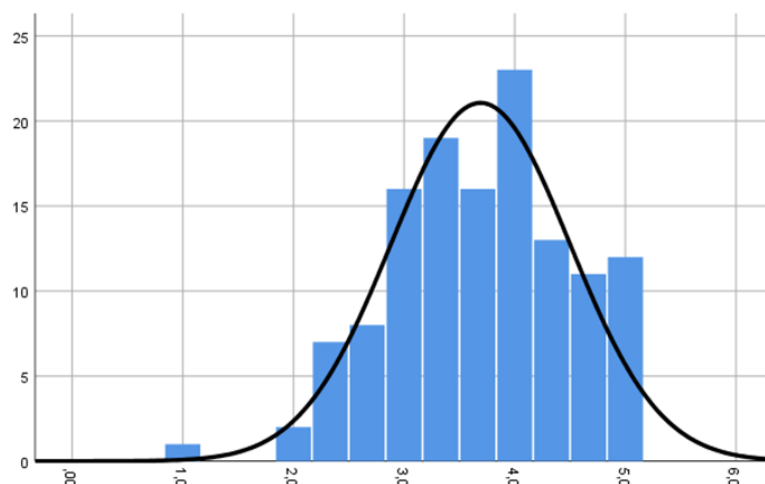


Figure 13. *Score distribution for Engagement at work*

5.1.2.8 Descriptive statistics for Overall quality of work life

Table 33. *Descriptive statistics for Overall Quality of Worklife*

	N	Minimum	Maximum	Mean	Standard deviation
Overall quality of life	128	1.72	5.0	3.46	.45

The table above shows that the average perceived overall quality of work life score of the 128 agents surveyed was 3.46. This score is higher than the theoretical average of a five-point scale. This means, for example, that the majority of the staff interviewed felt that they are satisfied with their overall quality of work life. The dispersion of scores around this average seems significant in terms of the value of the standard deviation ($SD = .45$), which suggests that employees are relatively satisfied with various aspects of their work environment, including job satisfaction, working conditions, and stress management. Nevertheless, there is a significant difference between the minimum score ($min = 1.72$) and the maximum score ($max = 5.0$) recorded on this scale.

The normal distribution graph below seems to show that the scores obtained in the evaluation of overall quality of life are concentrated at the centre of the graph.

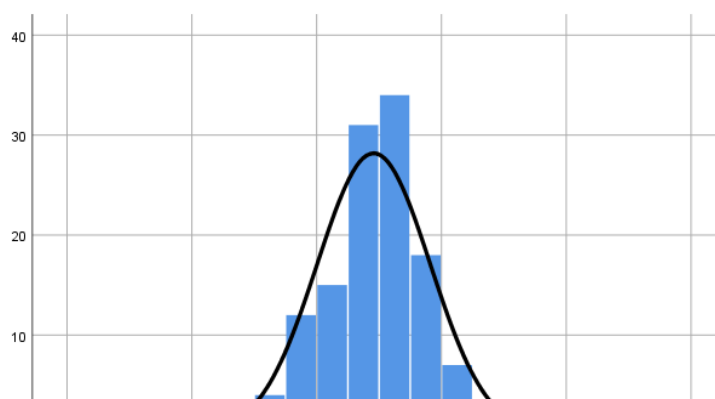


Figure 14. *Score distribution for Overall Quality of worklife*

5.2 Inferential analysis

In the scientific literature, correlation analyses are carried out in order to verify postulates prior to testing hypotheses by regression (Sovet, 2014). According to this author, in order to carry out a regression, significant correlation links between the dimensions of the variables should already be obtained beforehand.

To this end, the table below presents the correlation matrix between the dimensions work characteristics and quality of work life among construction workers in the private sector in Cameroon specifically in the cities of Yaoundé and Douala.

5.2.1 Correlation analysis

To measure the links between the different variables in this study, correlation analysis was necessary. The results of the correlation correlations are shown in Table 34.

Table 34. *Correlation matrix*

	1	2	3	4	5	6	7	8	9	10	11	12	13
A	1												
TV	.313**	1											
TS	.129	.481**	1										
TI	.167	.049	.290**	1									
F	.134	.039	.165	.393**	1								
GWB	.294**	.281**	.173	.053	.105	1							

HWI	.273**	.333**	.162	.225*	.221*	.528**	1						
JCS	.369**	.198*	.160	.186	.191*	.428**	.409**	1					
CAW	.397**	.225*	.164	.146	.085	.383**	.403**	.498**	1				
WCS	.390**	.333**	.221*	.150	.054	.545**	.470**	.387**	.382**	1			
SAW	.236**	.186*	.214*	.151	.165	.248**	.160	.293**	.307**	.181*	1		
EEG	.245**	.273**	.248**	.171	.215*	.289**	.301**	.338**	.315**	.437**	.300**	1	
OVL	.468**	.384**	.276**	.224*	.215*	.756**	.708**	.732**	.684**	.726**	.511**	.582**	1

Note: N = 128. Correlations significant at $p < .05$ are denoted with * . Correlations significant at $*p < .01$ are denoted with **, A= Autonomy, TV= Task variety, TI= Task identity, TS= Task significance, F= Feedback, GWB= General Well-Being, HWI= Home-work Interface, JCS= Job and career Satisfaction, CAW =Control at Work, WCS= Working Conditions, SAW= Stress at Work, EEN= Employee Engagement, OVL= Overall QWL

- In interpreting the correlation matrix, several significant relationships were observed between the job characteristics, work-life balance factors, and overall quality of work life. Autonomy showed a moderate to strong positive and statistically significant relationship with general wellbeing ($r = .29, p < .01$), job and career satisfaction ($r = .37, p < .01$), control at work ($r = .40, p < .01$), work conditions ($r = .39, p < .01$), and overall quality of work life ($r = .47, p < .01$). These findings suggest that greater autonomy is linked to better outcomes in terms of wellbeing, satisfaction, control, and overall quality of work life. Employees who have more freedom in their roles tend to have a higher quality of work life and report feeling more satisfied and in control at work.
- Task Variety was significantly correlated with several variables, including general wellbeing ($r = .28, p < .01$), home-work interface ($r = .33, p < .01$), job and career satisfaction ($r = .20, p < .05$), work conditions ($r = .33, p < .01$), and overall quality of work life ($r = .38, p < .01$). These results indicate that having a variety of tasks positively impacts employees' general wellbeing, their ability

to balance work and home life, and their overall quality of work life. This suggests that more varied roles can enhance work satisfaction and life quality.

- Task Significance demonstrated a smaller yet significant correlation with work conditions ($r = .22, p < .05$) and employee engagement ($r = .25, p < .01$), indicating that perceiving one's tasks as meaningful is linked to better working conditions and higher engagement at work. When employees believe their work has significance, they are more likely to feel engaged and supported by their environment.
- Task Identification was positively related to feedback ($r = .39, p < .01$), showing that employees who strongly identify with their tasks tend to receive more feedback from their supervisors or colleagues, which can positively influence their work experiences. The relationship between task identification and overall quality of work life ($r = .22, p < .05$) also suggests that when employees see their work as closely tied to their identity, they experience a higher quality of work life.
- Feedback showed a positive relationship with home-work interface ($r = .22, p < .05$), indicating that receiving constructive feedback may help employees better balance their work and personal life. Feedback was also significantly related to employee engagement ($r = .22, p < .05$) and overall quality of work life ($r = .22, p < .05$), highlighting the importance of feedback in promoting employee engagement and improving work-life quality.
- General Wellbeing had strong positive correlations with home-work interface ($r = .53, p < .01$), job and career satisfaction ($r = .43, p < .01$), control at work ($r = .38, p < .01$), work conditions ($r = .55, p < .01$), and *overall quality of work life* ($r = .75, p < .01$). These results suggest that employees who report higher levels of general wellbeing also report better home-work balance, satisfaction with their careers, a greater sense of control, and a higher overall quality of work life. Wellbeing is a key predictor of positive work-related outcomes.
- Home-Work Interface had strong, positive relationships with job and career satisfaction ($r = .41, p < .01$), work conditions ($r = .47, p < .01$), and overall quality of work life ($r = .71, p < .01$). This indicates that better home-work integration is linked to greater job satisfaction, improved work conditions, and

higher quality of work life. Employees who manage their work and personal lives effectively tend to experience more positive work outcomes.

- Job and Career Satisfaction was highly correlated with overall quality of work life ($r = .73, p < .01$), suggesting that satisfaction with one's job and career path is one of the strongest predictors of a high-quality work life. Satisfied employees report better overall quality of work life.
- Control at Work showed significant positive correlations with general wellbeing ($r = .38, p < .01$), work conditions ($r = .39, p < .01$), and overall quality of work life ($r = .68, p < .01$). These results indicate that feeling in control of one's work environment contributes to better wellbeing, improved work conditions, and a higher overall quality of work life.
- Work Conditions had strong correlations with general wellbeing ($r = .55, p < .01$), home-work interface ($r = .47, p < .01$), and overall quality of work life ($r = .73, p < .01$). This suggests that better work conditions contribute significantly to overall wellbeing, home-work balance, and the quality of work life.
- Stress at Work was only weakly correlated with other variables, indicating that while it is present, it does not play as strong a role as other factors in determining overall work-life quality.
- Engagement at Work was positively correlated with general wellbeing ($r = .29, p < .01$) and overall quality of work life ($r = .58, p < .01$), suggesting that employees who are more engaged in their work tend to feel better in general and report a higher quality of work life.

5.2.2 Research hypothesis verification

The general hypothesis of this study was formulated as follows: *The positive perception of job characteristics positively impacts the quality of work life of construction workers in the private sector in Cameroon.*

In accordance with our research plan and the operationalisation of the independent variable (Perceived job characteristics) into five dimensions: Autonomy, task variety, task significance, task identity and feedback, we formulated five operational hypotheses.

5.2.2.1 Verification of the first hypothesis (OH1)

The first operational hypothesis of this study was formulated as follows: Work autonomy increases quality of work life of Cameroonian workers in the construction sector.

Table 35. *Regression analysis of Autonomy and QWL*

	R ² ajusté	Béta	T	P
QWL	,212		14.15	.000
Autonomy		.293	5.93	

The aim of this analysis is to verify the idea that autonomy contributes to an increase in quality of work life among construction workers in the Cameroonian private sector. As both variables (Autonomy and quality of work life) were measured using numerical scales, the data collected are in the form of continuous scores. We logically chose to use the statistical technique of simple linear least squares regression to carry out this test.

The results show that autonomy has a statistically significant influence on QWL from ($\beta = .29$; $p = .000$). As expected, an increase in the perception of autonomy in terms of the value of the regression coefficient increases the level of QWL among Cameroonian construction workers. The contribution of autonomy in explaining QWL was nearly .212% (R²aj).

❖ **Statistic conclusion on OH1**

The above observation is in line with our hypothesis. We can therefore say that the hypothesis stipulating that: ‘*Work autonomy increases quality of work life of Cameroonian workers in the construction sector.*’ is therefore logically confirmed.

5.2.2.2 Verification of the Second hypothesis (OH2)

The Second operational hypothesis of this study was formulated as follows: Task variety increases quality of work life of Cameroonian workers in the construction sector.

Table 36. *Regression analysis of Task Variety and QWL*

	R ² ajusté	Béta	T	P
QWL	,141		14.56	.000
Task Variety		.229	4.67	

The aim of this analysis is to verify the idea that an increase in the variety of tasks will leads to an increase in quality of work life among construction workers in the Cameroonian private sector. As both variables (Task Variety and quality of work life) were measured using numerical scales, the data collected are in the form of continuous scores. We logically chose to use the statistical technique of simple linear least squares regression to carry out this test.

The results show that task variety has a statistically significant influence on QWL from ($\beta = .22$; $p = .000$). As expected, an increase tasks variety in terms of the value of the regression coefficient increases the level of QWL among Cameroonian construction workers. The contribution of task variety in explaining QWL was nearly .141% (R²aj).

❖ **Statistic conclusion on OH2**

The above observation is in line with our hypothesis. We can therefore say that the hypothesis stipulating that: ‘*Task variety increases quality of work life of Cameroonian workers in the construction sector.*’ is therefore logically confirmed. HO2 is therefore logically confirmed.

5.2.2.3 Verification of the Third hypothesis (OH3)

The Third operational hypothesis of this study was formulated as follows: Task Significance increases quality of work life of Cameroonian workers in the construction sector.

Table 37. *Regression analysis of Task Significance and QWL*

	R ² ajusté	Béta	T	P
QWL	,069		14,317	,000
Task Significance		.171	3,221	.002

The aim of this analysis is to verify the idea that an increase in the significance of tasks will lead to an increase in quality of work life among construction workers in the Cameroonian private sector. As both variables (Task significance and quality of work life) were measured using numerical scales, the data collected are in the form of continuous scores. We logically chose to use the statistical technique of simple linear least squares regression to carry out this test.

The results show that task significance has a statistically significant influence on QWL from ($\beta = .17$; $p = .000$). As expected, an increase tasks significance in terms of the value of the regression coefficient increases the level of QWL among Cameroonian construction workers. The contribution of task significance in explaining QWL was nearly .043% (R²aj).

❖ **Statistic conclusion on OH3**

The above observation is in line with our hypothesis. We can therefore say that the hypothesis stipulating that: ‘*Task significance increases quality of work life of Cameroonian workers in the construction sector.*’ is therefore logically confirmed. HO3 is therefore logically confirmed.

5.2.2.4 Verification of the Fourth hypothesis (OH4)

The Fourth operational hypothesis of this study was formulated as follows: Task Identification increases quality of work life of Cameroonian workers in the construction sector.

Table 38. *Regression analysis of Task Identification and QWL*

	R ² ajusté	Béta	T	P
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QWL	,050		15,829	,000
Task Identification		.130	2.580	.011

The aim of this analysis is to verify the idea that an increase in the identification of the tasks will lead to an increase in quality of work life among construction workers in the Cameroon private sector. As both variables (Task identity and quality of worklife) were measured using numerical scales, the data collected are in the form of continuous scores. We logically chose to use the statistical technique of simple linear least squares regression to carry out this test.

The results show that task identification has a statistically significant influence on QWL from ($\beta = .13$; $p = .000$). As expected, an increase tasks identification in terms of the value of the regression coefficient increases the level of QWL among Cameroonian construction workers. The contribution of task identity in explaining QWL was nearly .050% (R^2_{aj}).

❖ **Statistic conclusion on OH4**

The above observation is in line with our hypothesis. We can therefore say that the hypothesis stipulating that: ‘*Task Identity increases quality of work life of Cameroonian workers in the construction sector.*’ is therefore logically confirmed. HO3 is therefore logically confirmed.

5.2.2.5 Verification of the Fifth hypothesis (OH5)

The Fifth operational hypothesis of this study was formulated as follows: Feedback from job increases quality of work life of Cameroonian workers in the construction sector.

Table 39. *Regression analysis of Feedback and QWL*

	$R^2_{ajusté}$	Béta	T	P
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QWL	,039		16,889	,000
Feedback		.120	2.463	.015

The aim of this analysis is to verify the idea that an increase in feedback will lead to an increase in quality of work life among construction workers in the Cameroon private sector. As both variables (Feedback and quality of work life) were measured using numerical scales, the data collected are in the form of continuous scores. We logically chose to use the statistical technique of simple linear least squares regression to carry out this test.

The results show that feedback has a statistically significant influence on QWL from ($\beta = .12$; $p = .000$). As expected, increase feedback in terms of the value of the regression coefficient increases the level of QWL among Cameroonian construction workers. The contribution of feedback in explaining QWL was nearly .039% (R^2_{adj}).

The above observation is in line with our hypothesis. We can therefore say that the hypothesis stipulating that: '*Task Identity increases quality of work life of Cameroonian workers in the construction sector.*' is therefore logically confirmed. HO5 is therefore logically confirmed.

The results obtained from the different hypothesis tests HO1, HO2, HO3, HO4 and HO5 validate our general hypothesis.

The results of the various hypothesis tests will be interpreted and discussed in the next chapter. However, it should be remembered that in this study we used analysis of variance to verify the effect of socio-demographic factors such as age, gender, seniority and profession on QWL of construction workers in the private sector. The results revealed no statistically significant relationship between the above variables. Logically, we chose not to include these results in this part of the study.

Overall, the regression analyses indicate that perceived job characteristics improve the quality of life of the private sector construction worker, our study population. However, the linear regression tests implemented analyse the relationship between job characteristics and mental health in isolation.

5.2.3 Results of Structural Equation Modelling

To overcome the limitations associated with this approach, structural equation modeling (SEM) was preferred. These models are highly accurate as they take measurement errors into account throughout all estimation procedures. As a confirmatory statistical method, structural equation modeling allows for verifying whether the collected data fit the hypothesized theoretical model. Most often, this theoretical model explains a causal mechanism between the variables under study. The structural model combines all possible relationships between the highlighted variables and their underlying dimensions into a single model. The validity or invalidity of a structural model is determined by structuring indices (TLI, CFI, χ^2/df , GFI, NFI, SRMR, NNFI, etc.).

Table 40. *Structural Equation Analysis*

Index	χ^2/df	CFI	GFI	TLI	NFI	RMSEA
Model	1.83	0.86	0.99	0.83	0.80	0.08

The results show that the value of the χ^2/df ratio is 1.83. When this value is below 2, it indicates excellent fit. This first index allows us to affirm that the proposed model provides an adequate representation of the sample data.

The Comparative Fit Index (CFI), which compares the proposed model to a null model (where no relationships are postulated between the variables), indicates a good fit of the model to the data. Its value typically ranges between 0 and 1, and the closer it is to 1, the better the fit. In the current model, the CFI (0.86) meets the criterion for acceptable data fit.

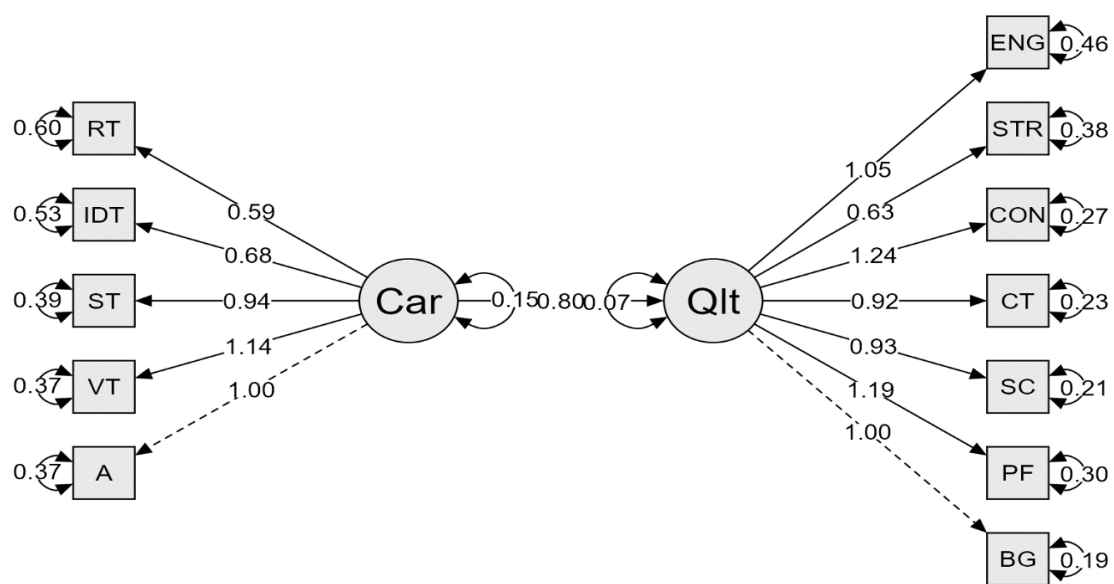
The Goodness of Fit Index (GFI), which measures the fit between the hypothetical model and the observed covariance matrix, has a value of 0.99. This value meets the criterion for excellent data fit. Additionally, the Tucker-Lewis Index (TLI) presents a value of 0.83, indicating an adequate data fit. The Normed Fit Index (NFI) shows a value of 0.80, suggesting an acceptable fit of the data.

The Root Mean Square Error of Approximation (RMSEA) value confirms excellent model fit, with a value of 0.08.

Table 41. Regression analysis between Job characteristics and QWL

Predictor	Outcome	β	z-value	p-value
Job characteristics	Quality of life	.75	3.58	< 0.001

As expected, perceived job characteristics improve the quality of life of respondents ($\beta = 0.75$; $p < 0.001$). The diagram below illustrates the empirical relationship between the two variables.

**Figure 15.** Modelling of the relationship between Job Characteristics and QWL

Note: RT= Task feedback, IDT= Task Identity, ST= Task significance, VT= Task variety, A= Autonomy, ENG= Engagement at work, STR= Stress, CON= Condition de travail, CT= control au travail, SC= Career satisfaction, PF= home-work interface, BG= General Wellbeing.

CHAPTER 6: RESULTS INTERPRETATION AND DISCUSSION

The general objective of this study was to verify whether job characteristics impacts the QWL of Cameroonian workers in the construction field in the private sector. The regression results support the model of the direct effects of job characteristics on quality of work life among private construction employees in Cameroon. The goal of this research was to examine how job characteristics influence the quality of work life (QWL) of construction workers in the private sector in Cameroon. Specifically, it sought to determine the extent to which autonomy, task variety, task identification, task significance, and feedback impact different dimensions of QWL, such as general well-being, job and career satisfaction, control at work, and working conditions.

This chapter is devoted to discussing the results of this research. Its purpose is to interpret and discuss the results and it is divided into three parts. The first part will present a discussion of the results according to the research hypothesis with which they are associated. In this discussion, the results will be compared with some of the literature as well as with some of the empirical research presented in the section on the theoretical framework. The second part will address the limitations of this study. Finally, the third part of this chapter will discuss possibilities for further research.

6.1 Descriptive Results Interpretation

The specific objectives of this study were to analyse verify if Cameroonian construction workers who experience autonomy in their work, task variety, task identification a task significance in their work environment have a high Quality of work life.

6.1.1 *Job Characteristics*

In the scope of this study, we analysed autonomy, task variety, task identity, task significance and feedback. The results of the descriptive analyses revealed that these 5 forms of job characteristics are well practiced in the private construction sector. The central tendency (mean) and dispersion (standard deviation) indices show that the most widely implemented form of job characteristics is Task significance (mean = 3.66; SD = 0.73), followed by task identity (mean = 3.65; SD = 0.77), then feedback (mean = 3.60; SD = 0.81), followed by Autonomy (mean = 3.59; SD = 0.81), finally, task variety

(mean = 3.0; SD = 0.76). These results indicate the presence of job characteristics in workers environment and the impact it does have on their work. Nevertheless, the standard deviation being significant for most variables show that there are different views across the sample.

For autonomy, the descriptive analysis showed that autonomy is critical in providing employees with control over their work, improving job satisfaction and reducing stress. Participants agree to have a sense of autonomy towards their job. This means that the majority of the agents interviewed consider, for example, that their job allows them to plan how they do their work. This state of affairs means that future work should include a mixed study (qualitative and quantitative), which would be richer and give a better overview of the real level of autonomy in the private construction sector. However, the level of autonomy among the respondents reflects the impact of the phenomenon on the QWL among private construction workers.

As for task variety, our descriptive analysis showed that workers perceive a high level of variety in their tasks, meaning they often perform different tasks rather than repetitive ones. For example, their job involves doing a number of different things. Nevertheless, the standard deviation of 0.76 indicates moderate variability in responses which suggest that while many workers experience diverse tasks in their roles, there is variability, and some may have more repetitive tasks than others. There are some differences in perception across the sample.

In regards to task identity, most respondents experience feel a strong sense of ownership and connection to their tasks, seeing them as a whole and identifiable outcome. The spread of the scores indicated that while most workers have a good sense of task identity there is some variability with a few experiencing less connection to their tasks.

For task significance, most respondents generally perceive their tasks as important and meaningful within the organization. The standard deviation indicated that most although most workers feel their work has considerable impact, there are some variations in the perception across the workforce

Workers perceive they receive moderate to high levels of feedback about their performance. Although feedback is present, its consistency or quality might vary among workers.

6.1.2 Quality of Work Life

In the scope of this study, we analyse the effect of job characteristics on General wellbeing, Home-work interface, Job and career satisfaction, control at work, work conditions, stress at work, engagement at work and overall quality of work life. The results of the descriptive analyses revealed that these 8 aspects of quality of work life are present in the private construction sector. The central tendency (mean) and dispersion (standard deviation) indices show that the most widely present form of quality of work life is Job and career satisfaction (mean = 3.7; SD = 0.60), followed by Engagement at work (mean = 3.69; SD = 0.81), then by control at work (mean = 3.4; SD = 0.61), then home- work interface (mean = 3.4; SD = 0.73), followed general wellbeing, working conditions and stress at work all with (mean = 3.3).

(ADD to have uniformity of paragraphs)

6.2 Results discussion according to research hypothesis

The specific objectives of this study were to; verify if Cameroonian construction workers who experience autonomy in their work environment have a high Quality of work life, verify if Cameroonian construction workers whose tasks are varied, have a high quality of life, verify if Cameroonian construction workers whose tasks are identified, have a high quality of work life and to verify if Cameroonian construction workers who believe their tasks impacts people around them have a high Quality of work life. This section will bring answers to these objectives.

6.2.1 Autonomy and QWL

The first operational hypothesis assumed that *work autonomy increases the QWL of Cameroonian workers in the construction sector*. HO1 was logically confirmed. The results show a relationship between autonomy and the different indicators of QWL. Autonomy and quality of work life appear to have a positive relationship. As autonomy increases, quality of work life increases as well. The findings therefore suggest that autonomy is associated with positive outcomes in terms of wellbeing, satisfaction, control, and overall quality of work life. Employees that feel autonomous in their jobs tend to have a higher quality of work life and report feeling more satisfied at work.

The result associated with this hypothesis supports the results obtained by other researchers (DeCharms, 1968; Deci & Ryan, 1985; Ryan & Connell, 1989, Petrou et al. 2012).

DeCharms (1968) made significant contributions to understanding (QWL) through his work on personal causation. DeCharms (1968) theory emphasized on the importance of autonomy and control over one's work environment, which he believed were central to feelings of motivation and well-being. He argued that when individuals perceive themselves as the origin of their actions (i.e., they have control and choice in their tasks), they experience higher motivation and satisfaction in their work. Conversely, when they see themselves as pawns, controlled by external forces, their motivation and QWL deteriorate.

Deci and Ryan (1985) equally argued that employees need to feel a sense of control over their work and decisions. When workers have the freedom to make choices and exercise independence in their roles, they experience higher motivation and job satisfaction, which positively affects their QWL. Environments that support autonomy led to enhanced intrinsic motivation, well-being and QWL.

Translated into the context of this study, these results suggest that it is important to dwell on the autonomy perceived by construction workers if we want to account for their quality of work life. Thus, in the light of these results, it appears that by increasing the autonomy of workers, their QWL will be optimized. This suggests that construction companies should consider strategies to give workers more control over their tasks and decision-making processes.

6.2.2 Task Variety and QWL

The second operational hypothesis of this research posits that *task variety increases quality of work life of Cameroonian workers in the construction sector*. HO2 is logically confirmed after our observations made. The results show a positive relationship between task variety and the different indicators of QWL. Our results showed a significant correlation with several variables including wellbeing, home-work interface, job and career satisfaction, work conditions and overall quality of work life. The more varied the task of workers are, the more enhanced their satisfaction at work which leads to a better quality of work life. Workers therefore believe that repeating the

same task becomes tasking on the mind and the body. The repetition may create a lack of motivation to do their work hence reducing their QWL.

The result associated with this hypothesis supports the results obtained by other researchers (Hart & Cooper, 2001; Diaz-Chao et al. 2016).

Hart and Cooper (2001) confirmed through their research that task variety reduces job monotony and positively impacts QWL by keeping employees engaged and motivated, Diaz-Chao and al. (2016) study on job quality identified task variety as a significant factor that reduces stress and improves workers well-being.

In addition, Diaz-Chap et al. (2016) conducted research on task variety and its effects on employee motivation and performance. In their study, they explored how varying tasks in a job can enhance employee engagement, reduce boredom, and improve overall job satisfaction. Their findings suggested that task variety contributes to a more stimulating and fulfilling work environment, which directly impacts Quality of Work Life (QWL) by increasing job satisfaction and reducing burnout.

These results suggest that task variety perceived by construction workers is important if we want to account for their quality of work life. Thus, the presence of varied tasks in the work environment enhances the QWL of construction workers. Task variety is crucial in enhancing the work environment. Providing workers with diverse tasks can increase motivation and job satisfaction.

6.2.3 Task Significance and QWL

The third operational hypothesis of this research posits that *task significance increases quality of work life of Cameroonian workers in the construction sector*. HO3 was confirmed after observations. The results demonstrated a smaller yet significant relationship between task significance with work conditions and employee engagement. These findings suggest that when workers perceive their tasks as meaningful, they perceive their working conditions as good and they exhibit a higher engagement at work. This means that when employees evaluate their work as significant, they feel engaged and supported by their environment.

The result associated with this hypothesis is interesting because it supports the results obtained by other researchers (Slemp & Vella-Brodrick, 2014; Boccuzzo & Gianecchini, 2015).

Slemp and Vella-Broderick (2014) explored how task significance, the degree to which a job affects others, increases job meaning and positively impacts job satisfaction and well-being. This study determined that job crafting can predict satisfaction, which can equally predict employee well-being.

In addition, Boccuzzo and Gianecchini (2015) conducted research on task significance and its impact on young graduate perceptions of their jobs and overall Quality of Work Life (QWL). Their study emphasized that task significance plays a critical role in enhancing job satisfaction, motivation, and engagement. They found that when employees perceive their tasks as significant, it increases their sense of purpose and connection to the work, leading to higher levels of job satisfaction and commitment. This directly influences QWL, as workers who see the positive outcomes of their contributions are more likely to feel fulfilled and motivated, reducing turnover and enhancing overall well-being.

Therefore, construction workers who understand the significance of their tasks experience higher quality of life at work. This aligns with the motivational aspect of job design theory, which posits that task significance can enhance work satisfaction and engagement. Task significance is crucial in enhancing the work environment.

6.2.4 Task Identity and QWL

The fourth operational hypothesis of this research posits that *task identity increases quality of work life of Cameroonian workers in the construction sector*. HO4 was confirmed after observations. Task Identity was positively related to feedback and overall quality of work life. The findings suggest that employees who strongly identify with their tasks tend to receive more feedback from their supervisors or colleagues, which can positively influence their work experiences but they equally experience a higher quality of work life. It is therefore important for employees to receive feedback from their managers as to whether the tasks are done appropriately.

The result associated with this hypothesis is interesting because it supports the results obtained by other researchers (Hackman & Oldham, 1975; Berg et al. 2010).

In their Job Characteristics Model, Hackman & Oldham (1975) introduced the concept of task identity as one of the core job characteristics of the model. Task identity refers to the degree to which a job requires completing a whole, identifiable piece of work from start to finish. Jobs with high task identity allow employees to see the results

of their efforts, which increases their sense of accomplishment and ownership over the work. This, in turn, leads to higher levels of job satisfaction and motivation, contributing positively to Quality of Work Life (QWL). According to this research, when workers have a clear understanding of how their tasks fit into the broader goals of the organization, they are more likely to experience a sense of purpose and fulfilment, enhancing their overall work experience. Task identity, along with other job characteristics like autonomy, skill variety, and task significance, influences employees' intrinsic motivation and satisfaction. This aligns with our findings on the impact of task identity on construction workers.

In turn, Berg et al. (2010) explored the concept of task identity and its impact on employee motivation and job satisfaction. In their research, they emphasized that task identity plays a crucial role in how workers perceive the significance of their job and the level of responsibility they feel. The study highlighted that when employees can see the tangible results of their efforts, they experience a greater sense of accomplishment, which enhances their engagement, motivation, and overall Quality of Work Life (QWL). Berg et al. (2010) found that jobs designed with higher task identity led to increased job satisfaction, as employees feel more connected to the outcome of their work. This sense of ownership and completion positively impacts their well-being and commitment to the organization.

Translated into the context of this study, construction workers whose tasks are clearly identified experience improved quality of work life. Task clarity helps workers see the impact of their work, which contributes to a more fulfilling work experience and a higher QWL.

6.2.5 Feedback and QWL

The Fifth operational hypothesis of this study was formulated as follows: *Feedback from job increases quality of work life of Cameroonian workers in the construction sector.* The results show a relationship between feedback and the different indicators of QWL. Feedback showed a positive relationship with home-work interface, employee engagement and overall quality of work life. These findings indicate that receiving constructive feedback may help employees better balance their work and personal life. This equally highlights the importance of feedback in promoting employee engagement and improving work-life quality.

The result associated with this hypothesis is interesting because it supports the results obtained by other researchers (Hackman & Oldham, 1975; Ishfaq et al 2022).

In their Job Characteristics Model, Hackman & Oldham (1975) showed that feedback is a key component because it helps employees understand their performance and leads to improved job satisfaction and QWL. Feedback reinforces positive work behaviours. Another research in the banking industry showed that effective feedback improves job satisfaction and reduces performance gaps, which positively impacts QWL (Ishfaq et al 2022).

This therefore means that, construction workers who receive feedback from their supervisors or colleagues have a higher quality of life at work. Regular feedback mechanisms can be an important tool for improving workplace satisfaction and QWL in the construction industry.

These above results are consistent with job design theories, such as the Job Characteristics Model (Hackman & Oldham, 1976), which posits that jobs that offer autonomy, task variety, significance, and feedback lead to greater employee satisfaction, motivation, and overall well-being. This study findings also align with broader research in the field of occupational health, suggesting that the design of job roles in construction work can greatly affect employees physical and mental well-being.

6.3 Recommendations

In light of the results obtained in our research, we can make some recommendations. In an organization, it is important workers understands and share the same vision and objectives as the top management to ensure its survival and development. This way, workers will feel more concerned, more present, and more involved in the performance of their respective tasks hence they will feel more satisfied with their work environment and have a good QWL. In the absence of such considerations, the absence of job characteristic practices will likely have a negative effect on employee QWL. Yet these aspects of job characteristics are all the more important because they contribute to the autonomy and fulfillment of workers, promote the adoption of productive behaviors and, therefore, the performance of the organization.

Based on the knowledge gained from literature review and or from, the data collection and analysis as well as personal reflection we make the following recommendations.

- **Work-life balance:** This research is a good recommendation for small and large companies, it is important for them to focus more on the work environment, rules and regulation regarding work life balance. Time spent at work is usually above than time spent at home, with family or in social settings. It is therefore important for managers to have boundaries and not extend work after working hours without previous validation from the worker.
- **Encourage autonomy at work:** This research recommends enterprises to be aware of the importance of job characteristics its impact on the quality of work life. As we saw, it is crucial for employees to have a sense of autonomy in their work. Giving the space to workers to take decisions and organise their working schedule will make a big different in their relationship towards their job but also add to the QWL positively. Employee`s performance is impacted by not allowing them to use their abilities and skills and opportunities.
- **Transparency inside the workplace:** Transparency is one element managers have to think of; employees should be given full information to know more about their job not only to perform well but to come up with new ideas and creativity regarding their work. Employees should not be coerced into doing things that do no align with them or what they had agreed upon at the start of their contract. The workplace in Cameroon being difficult, a lot of employers make workplace difficult for employees. Workers
- **Hiring employees in their specialties:** Another issue that was noticed during the interview was that, companies who are not hiring employees based on specialty matching positions. This leads to lowering performance as the employee will not be able to use his or her skills and abilities cultivated in their specialty. Instead, they will be working in a different specialty which they cannot be creative at. Thus, it is always better and for the benefit of both, the company and the employee to select the latter based on merits versus job description.

- **QWL awareness:** Cameroun, private sector organizations generally speaking tend to be less aware of the importance of quality of work life. For companies to attain a good performance by their employees, they must first restructure their businesses in way that satisfies standardized criteria of quality of work life

6.4 Limitations of the research

There are some limitations to this study. A first limitation relating to this study concerns the process of selecting participants. The sample of this research is quite limited. This limitation means that the general conclusions drawn from this study of the entire private construction sector must be done with caution. In addition, participants who completed the questionnaire were not numerically equivalent in terms of gender and job positions. Thus, as men were more represented than women in the sample studied, this may be having an impact in terms of the general of results. Also, not many manual workers filled the questionnaire, which may have an impact on the results being generalised to the population.

The data from this research was collected through a questionnaire self-reported. As a result, this questionnaire measured construction workers perceptions of to the various variables. It is therefore possible that the use of this type of instrument may lead to a common variance problem between measures (Lindell & Whitney, 2001). Also, the effect social desirability (Leplège, 2001) and the participants' response biases associated with this evaluation method may have affected the results. Multiple workers asked the question of whether they shall be reported to the management for their answers. This may have influenced their answers. We equally believed the questionnaire was too long, making the participants to rush through the questionnaire.

The use of statistical correlational analysis and simple regression is also a limitation to the study. This type of statistical analysis establishes the strength of the relationships between dependent and independent variables. However, these conditions of use that require the normality and homoscedasticity of the residuals that are difficult to fill in when assessing perceptions using ordinal scales. It is important to keep this in mind when generalizing interpretation of the results.

Finally, the research design itself used for this study is limiting. Indeed, taking a single measurement time does not make it possible to predict all the effects of variables studied over a longer period of time. A longitudinal research design would have

provided a better understanding of the variation in the perception of construction workers work environment over time. This type of research design would also make it possible to observe a possible evolution over time of the other variables studied, be it job characteristics or QWL.

Moreover, the present study can be improved and opens up new avenues of reflection on the issue of psychological health at work. However, through confirmation certain hypotheses, it allows us to have a general perception of the experience of construction workers. In light of the limitations outlined above, suggestions from future research will now be carried out in the next session.

6.5 Future research orientation

As for future avenues of research, it would be interesting to reproduce this research by studying these questions with large and diverse samples. It may be appropriate to include different job categories in order to draw varied profiles of individuals. In addition, using a sample of participants from various backgrounds would make it possible to verify whether the results are comparable to a to the other. The instrument used to measure the job characteristics consisted of multiple part and took a long time for the sample to answer. One would suspect that its large number of items did not allow to obtain sufficient variability in participants' responses to this variable due to the tiredness experienced by the end of the questionnaire.

After discussing the results of this research, the limitations and avenues for future research, reflections on the practical implications of this study will be presented in by way of conclusion.

CONCLUSION

This study set out to explore the relationship between job characteristics and the Quality of Work Life (QWL) among private construction workers in Douala and Yaoundé. Drawing upon the Work design questionnaire (WDQ) by Morgeson and Humphrey (2006), the research examined five key job dimensions: autonomy, task variety, task identity, task significance, and feedback. The findings suggest that each of these dimensions plays a significant role in shaping the QWL of construction workers in the private sector.

Firstly, the study found that workers who experience greater autonomy in their job roles reported higher levels of job satisfaction and overall well-being (Deci & Ryan, 1985; Gagné & Deci, 2005). Autonomy allows workers to make decisions and manage their workload, leading to a more positive work environment. Similarly, task variety emerged as an important factor in preventing monotony and keeping workers engaged (Humphrey et al., 2007). The diversity of tasks allows workers to use a range of skills, enhancing both their motivation and their perception of the job's meaningfulness.

Task identity was another critical factor, with workers who could see the tangible outcomes of their labor reporting higher QWL. Construction workers who take pride in their completed projects tend to have a stronger connection to their work, which fosters a sense of accomplishment (Oldham & Hackman, 2010). Moreover, task significance was found to be closely related to QWL, as workers who perceive their tasks as meaningful and impactful on a broader scale tend to have higher job satisfaction (Slemp & Vella-Brodrick, 2014). This is particularly relevant in the construction sector, where the physical contributions to the community are evident and valued.

Finally, the role of feedback was highlighted as a crucial component in enhancing QWL. Workers who receive regular, constructive feedback from their supervisors are more likely to feel supported and recognized, which positively impacts their motivation and well-being (Hackman & Oldham, 1976). Feedback not only helps workers improve their performance but also reinforces their value within the organization.

Based on these findings, several recommendations can be made to improve the QWL of construction workers in Cameroon's private sector. Employers should prioritize creating more autonomous work environments, allowing workers greater control over their tasks and schedules (Deci & Ryan, 1985). Additionally, job designs

should incorporate task variety to prevent monotony and maintain worker engagement (Humphrey et al., 2007). Construction firms should also ensure that workers are able to see the outcomes of their labor, which will enhance their sense of task identity and task significance (Hackman & Oldham, 1976).

Furthermore, regular feedback mechanisms should be established to provide workers with constructive insights into their performance, helping them to improve and feel valued. Implementing these changes can lead to a more satisfied and productive workforce, ultimately benefiting both the employees and the organization as a whole (Gagné & Deci, 2005).

While this study provides valuable insights into the relationship between job characteristics and QWL, it is not without limitations. The research was geographically limited to Douala and Yaoundé, and future studies could expand to other regions of Cameroon or other industries for a more comprehensive understanding. Additionally, a longitudinal approach would help capture changes in QWL over time, providing deeper insights into how job characteristics impact employee well-being in the long term (Akanji, 2015).

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APPENDIX

APPENDIX 1 : QUESTIONNAIRE DE DÉPISTAGE QHSE

12. Les acteurs externe emploient t'ils un langage irrespectueux envers les salariés ?

Oui Non

13. Avez-vous des salariés dépressif ou anxieux ?

Oui Non

14. Si oui, combien ?

15. L'entreprise à t'elle des salariés ayant des Trouble Musculo Squelettique ?

Oui Non

16. Combien de salarié ont été diagnostiqué ?

17. Quelles sont les trois causes des TMS au sein de l'entreprise ?

.....
Oui Non

9. Y a-t-il des actes authentifié ? (certificat médical par exemple)

Oui Non

10. Y a-t-il déjà eu des actes violents envers les salariés provenant des acteurs externes (clients, fournisseurs etc.) dans l'entreprise ?

Oui Non

11. Des employés ont-ils déjà déposé des plaintes de harcèlement ou moral aux instances judiciaires ?

Oui Non

APPENDIX 2 : QUESTIONNAIRE DE DÉPISTAGE RH

MOUVEMENT DU PERSONNEL

18. Combien de causes de départ sont enregistré en fonction des catégories suivantes ?

- i. Démission _____
- ii. Licenciements _____
- iii. Départ durant la période d'essai _____
- iv. Départs en retraite _____
- v. Mutation dans un autre établissement _____
- vi. Invalidité et décès _____

19. Combien de travailleurs entrent dans ces différentes catégories ?

- i. Salariés extérieurs _____
- ii. Intérimaires _____
- iii. Stagiaires _____

20. Y a-t-il des postes qui ne sont pas occupé au sein de l'entreprise ?

Oui Non

21. Y a-t-il des demandes de nouveau personnel qui sont en attente de traitement ?

Oui Non

L'ACTIVITE DE L'ENTREPRISE

22. Combien de services/département comporte BUNS ?

23. Quelles sont les indicateurs de performances des chefs de services?

24. Quelles sont les indicateurs de performances des salariés du service RH?

25. Ces indicateurs sont t'ils collectifs ou individuel? _____

26. Y a-t-il un représentant du personnel/ délégué du personnel dans l'entreprise ?

Oui Non

27. Si oui qui est ce? _____

28. Si non, vers qui se dirige les employés en cas de plaintes ou de problèmes ?

29. Combien de réunions ordinaires avez-vous eu au cours de l'année 2021 et 2022?

30. Existe-t-il des comptes rendu de ces réunions ?

Oui Non

31. Combien de réunions extraordinaires avez-vous eu au cours de l'année 2021 et 2022 ?? _____

32. Existe-t-il des réunions d'information ascendante ? (Ex Réunion de service entre vous les chefs de service et la Direction générale)

Oui Non

33. Existe-t-il des réunions d'information descendante ? (Entre les différents services)

Oui Non

34. Combien de réunions ascendantes avez-vous par an ? _____

35. Combien de réunions descendantes avez-vous par an ? _____

36. Combien de fois entretenez-vous des entretiens individuels avec les travailleurs annuellement? _____

37. La procédure est-elle formulée de façon standard pour tous les salariés de l'entreprise ou elle est standardisée en fonction de chaque service?

Oui Non

38. Existe t-il un livret d'accueil contenant toute les informations pour que le nouvel employé puisse rapidement se familiariser avec son nouvel environnement de travail ?

39. Combien d'instances judiciaires avez-vous eu au cours de l'année 2021 et 2022? _____

40. Combien d'instances judiciaires sont en cours pour l'année 2023 ? _____

41. Les travailleurs ont-ils déjà porté plainte à l'inspection du travail ? _____

42. Si oui, pour quelles raisons (3 raisons principales) ?

1. _____

2. _____

3. _____

43. Y a-t-il déjà eu des grèves au sein de l'entreprise ?

Oui Non

44. Y a-t-il déjà eu des actes de malveillances authentifiés au sein de l'entreprise ?

Oui Non

45. Si oui, Combien d'actes malveillants? _____

46. Les salariés ont t'ils des écarts physiques entre eux ?

Oui Non

APPENDIX 3 : RESEARCH QUESTIONNAIRE

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Please do not take too long over each question; we want your first reaction not a long drawn out thought process. Please do not omit any questions. This isn't a test, simply a measure of your attitudes to the factors that influence your experience at work. *Please indicate your answers by making a cross on the right number*

	To what extent do you agree with the following? Please fill in the appropriate circle.	Strongly Disagree	Neutral			Strongly Agree
		1	2	3	4	5
1	I have a clear set of goals and aims to enable me to do my job	1	2	3	4	5
2	I feel able to voice opinions and influence changes in my area of work	1	2	3	4	5
3	I have the opportunity to use my abilities at work	1	2	3	4	5
4	I feel well at the moment	1	2	3	4	5
5	My employer provides adequate facilities and flexibility for me to fit work in around my family life	1	2	3	4	5
6	My current working hours / patterns suit my personal circumstances	1	2	3	4	5
7	I often feel under pressure at work	1	2	3	4	5
8	When I have done a good job it is acknowledged by my line manager	1	2	3	4	5
9	Recently, I have been feeling unhappy	1	2	3	4	5
10	I am satisfied with my life	1	2	3	4	5
11	I am encouraged to develop new skills	1	2	3	4	5
12	I am involved in decisions that affect <u>me</u> in my own area of work	1	2	3	4	5
13	My employer provides me with what I need to do my job effectively	1	2	3	4	5
14	My line manager actively promotes flexible hours/patterns	1	2	3	4	5
15	In most ways my life is close to ideal	1	2	3	4	5
16	I work in a safe environment	1	2	3	4	5
17	Generally, things work out well for me	1	2	3	4	5
18	I am satisfied with the career opportunities available for me here	1	2	3	4	5
19	I often feel excessive levels of stress at work	1	2	3	4	5
20	I am satisfied with the training I receive in order to perform my present job	1	2	3	4	5
21	Recently, I have been feeling reasonably happy all things considered	1	2	3	4	5
22	The working conditions are satisfactory	1	2	3	4	5
23	I am involved in decisions that directly affect members of the public	1	2	3	4	5

24	I have unachievable deadlines	1	2	3	4	5
25	I am able to achieve a healthy balance between my work and home life	1	2	3	4	5
26	The organisation communicates well with its employees	1	2	3	4	5
27	I am proud to tell others that I am part of this organisation	1	2	3	4	5
28	I would recommend this organisation as a good one to work for	1	2	3	4	5
29	I am pressured to work long hours	1	2	3	4	5
30	I have sufficient opportunities to question managers about change at work	1	2	3	4	5
31	I am happy with the physical environment where I usually work	1	2	3	4	5
32	I am satisfied with the overall quality of my working life	1	2	3	4	5

For the past few days, my job...

Q1	My Job allows me to make my own decisions about how to schedule my work.	1	2	3	4	5
Q2	My Job allows me to decide on the order in which things are done on My Job.	1	2	3	4	5
Q3	My Job allows me to plan how I do my work.	1	2	3	4	5
Q4	My Job gives me a chance to use my personal initiative or judgment in carrying out the work.	1	2	3	4	5
Q5	My Job allows me to make a lot of decisions on my own.	1	2	3	4	5
Q6	My Job provides me with significant autonomy in making decisions	1	2	3	4	5
Q7	My Job allows me to make decisions about what methods I use to complete my work.	1	2	3	4	5
Q8	My Job gives me considerable opportunity for independence and freedom in how I do the work.	1	2	3	4	5
Q9	My Job allows me to decide on my own how to go about doing my work.	1	2	3	4	5
Q10	My Job involves a great deal of task variety.	1	2	3	4	5
Q11	My Job involves doing a number of different things.	1	2	3	4	5
Q12	My Job requires the performance of a wide range of tasks.	1	2	3	4	5
Q13	My Job involves performing a variety of tasks.	1	2	3	4	5
Q14	The results of my work are likely to significantly affect the lives of other people.	1	2	3	4	5
Q15	My Job itself is very significant and important in the broader scheme of things.	1	2	3	4	5
Q16	My Job has a large impact on people outside the organization.	1	2	3	4	5
Q17	The work performed on My Job has a significant impact on people outside the organization.	1	2	3	4	5
Q18	My Job involves completing a piece of work that has an obvious beginning and end.	1	2	3	4	5

Q19	My Job is arranged so that I can do an entire piece of work from beginning to end.	1	2	3	4	5
Q20	My Job provides me the chance to completely finish the pieces of work I begin.	1	2	3	4	5
Q21	My Job allows me to complete work I start.	1	2	3	4	5
Q22	The work activities themselves provide direct and clear information about the effectiveness (e.g., quality and quantity) of my job performance.	1	2	3	4	5
Q23	My Job itself provides feedback on my performance.	1	2	3	4	5
Q24	My Job itself provides me with information about my performance.	1	2	3	4	5
Q25	My Job requires that I only do one task or activity at a time (reverse scored).	1	2	3	4	5
Q26	The tasks on My Job are simple and uncomplicated	1	2	3	4	5
Q27	My Job comprises relatively uncomplicated tasks	1	2	3	4	5
Q28	My Job involves performing relatively simple tasks	1	2	3	4	5
Q29	My Job requires me to monitor a great deal of information.	1	2	3	4	5
Q30	My Job requires that I engage in a large amount of thinking.	1	2	3	4	5
Q31	My Job requires me to keep track of more than one thing at a time.	1	2	3	4	5
Q32	My Job requires me to analyze a lot of information.	1	2	3	4	5
Q33	My Job involves solving problems that have no obvious correct answer.	1	2	3	4	5
Q34	My Job requires me to be creative.	1	2	3	4	5
Q35	My Job often involves dealing with problems that I have not met before.	1	2	3	4	5
Q36	My Job requires unique ideas or solutions to problems.	1	2	3	4	5
Q37	My Job requires a variety of skills.	1	2	3	4	5
Q38	My Job requires me to utilize a variety of different skills in order to complete the work.	1	2	3	4	5
Q39	My Job requires me to use a number of complex or high-level skills.	1	2	3	4	5
Q40	My Job requires the use of a number of skills.	1	2	3	4	5
Q41	My Job is highly specialized in terms of purpose, tasks, or activities.	1	2	3	4	5
Q42	The tools, procedures, materials, and so forth used on this job are highly specialized in terms of purpose.	1	2	3	4	5
Q43	My Job requires very specialized knowledge and skills.	1	2	3	4	5
Q44	My Job requires a depth of knowledge and expertise.	1	2	3	4	5
Q45	I have the opportunity to develop close friendships in my job.	1	2	3	4	5
Q46	I have the chance in my job to get to know other people.	1	2	3	4	5
Q47	I have the opportunity to meet with others in my work.	1	2	3	4	5
Q48	My supervisor is concerned about the welfare of the people that work for him/her.	1	2	3	4	5
Q49	People I work with take a personal interest in me.	1	2	3	4	5
Q50	People I work with are friendly.	1	2	3	4	5

Q51	My Job requires me to accomplish my job before others complete their job.	1	2	3	4	5
Q52	Other jobs depend directly on my job.	1	2	3	4	5
Q53	Unless my job gets done, other jobs cannot be completed.	1	2	3	4	5
Q54	My Job activities are greatly affected by the work of other people.	1	2	3	4	5
Q55	My Job depends on the work of many different people for its completion.	1	2	3	4	5
Q56	My job cannot be done unless others do their work.	1	2	3	4	5
Q57	My Job requires spending a great deal of time with people outside my organization.	1	2	3	4	5
Q58	My Job involves interaction with people who are not members of my organization.	1	2	3	4	5
Q59	On My Job, I frequently communicate with people who do not work for the same organization as I do.	1	2	3	4	5
Q60	My Job involves a great deal of interaction with people outside my organization.	1	2	3	4	5
Q61	I receive a great deal of information from my manager and coworkers about my job performance.	1	2	3	4	5
Q62	Other people in the organization, such as managers and coworkers, provide information about the effectiveness (e.g., quality and quantity) of my job performance.	1	2	3	4	5
Q63	I receive feedback on my performance from other people in my organization (such as my manager or coworkers).	1	2	3	4	5
Q64	The seating arrangements on My Job are adequate (e.g., ample opportunities to sit, comfortable chairs, good postural support).	1	2	3	4	5
Q65	The work place allows for all size differences between people in terms of clearance, reach, eye height, leg room, etc.	1	2	3	4	5
Q66	My Job involves excessive reaching	1	2	3	4	5
Q67	My Job requires a great deal of muscular endurance.	1	2	3	4	5
Q68	My Job requires a great deal of muscular strength.	1	2	3	4	5
Q69	My Job requires a lot of physical effort.	1	2	3	4	5
Q70	The work place is free from excessive noise.	1	2	3	4	5
Q71	The climate at the work place is comfortable in terms of temperature and humidity.	1	2	3	4	5
Q72	My Job has a low risk of accident.	1	2	3	4	5
Q73	My Job takes place in an environment free from health hazards (e.g., chemicals, fumes, etc.).	1	2	3	4	5
Q74	My Job occurs in a clean environment.	1	2	3	4	5
Q75	My Job involves the use of a variety of different equipment.	1	2	3	4	5
Q76	My Job involves the use of complex equipment or technology.	1	2	3	4	5
Q77	A lot of time was required to learn the equipment used on My Job	1	2	3	4	5

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