Adaptation of an Instrument for Measuring Structural Empowerment among Cameroonian Employees

Dieudonné Davy Ambassa[1] | Fabien Memong Ndengue[2] | Jean Lucien Assako[1] | Justine Laure Menguene Mviena[3]

[1]Faculty of Arts, Letters and Sciences, Department of Psychology; University of Yaoundé – Cameroun
[2]Doctoral School of Basic and Applied Sciences, University of Douala-Cameroon
[3]Sub-Directorate of Mental Health, Ministry of Public Health Yaounde, Cameroon.

Abstract:

The objective of this research is to adapt an instrument for measuring structural empowerment among Cameroonian workers. Indeed, the review of the literature indicates an absence of operational tool allowing the evaluation of structural empowerment in the Cameroonian socio-professional context. This deficiency limits the possibilities for managerial intervention to allow workers to carry out their functions without problem. Among the instruments available in the scientific literature, the instrument of Migneault (2006) in five dimensions (recognition, development of skills, delegation of power, sharing of information and the quality of interpersonal relationships seemed to us to be the best indicated. We adopted the transcultural adaptation procedure proposed by Vallerand (1989). The study was carried out in two phases (exploratory and confirmatory) with two independent samples (n=200 exploratory phase and n=206 confirmatory phase) of public administration workers in the city of Yaoundé. The results of the exploratory, confirmatory and correlate analyzes demonstrate that the factorial structure in four dimensions (recognition, skills development, delegation of power and sharing of information) fits the data better (χ^2/df: 2.11. CFI = .95; GFI: 0.94; SRMR = 0.04; RMSEA=.007). It seems that the quality of interpersonal relationships does not constitute a measure of structural empowerment among Cameroonian public administration workers. In reality, Cameroonian workers consider in particular that the quality of interpersonal relationships is less the responsibility of the manager than the direct transaction between colleagues (Ambassa & Nyock Ilouga, 2021). Even though the Cameroonian version of structural empowerment appears to deviate from the original 5-dimensional version, it demonstrated adequate psychometric properties regarding reliability and validity, can be used as a measurement instrument evaluating managerial empowerment practices at work in future research.

Keywords: Empowerment, management, Cameroonian workers

1. Introduction:

In a constantly changing socio-professional environment, managers are more than ever invited to rely on the creativity and innovation potential of their employees. In such a context, the directive

and authoritarian management styles inherited from the rational and scientific organization of work are more than ever contested (Caillé, 2022). Managers are increasingly favoring management practices focused on mobilizing employee skills and responsibility. This management practice corresponds to the empowerment of workers which consists of delegating responsibilities and making them more proactive. As Byham (1996) indicates, this practice is seen as a way of improving the quality of life at work for employees by fully using their skills and talents and giving them greater control over their activities.

The analysis of the relationship to work carried out in the Cameroonian context by Nyock Ilouga (2019) shows that Cameroonian workers evolve in an entropic context marked by the collapse of work value. Entropy corresponds to a measure of the loss of energy which is not converted into work (Carnap, 1966). In reality, such a loss is only possible because of a disorder in the organization of the elements of a system. This entropy reflects the paradoxical situation in which Cameroonian workers operate. In the economic approach to work, Smith (1991) defines work as human and/or machine power that allows value to be created. From this perspective, the more we work, the richer we become. However, we curiously observe that Cameroonian workers the more they work the poorer they are (Nyock Ilouga, 2019). This poverty of Cameroonian workers has its source in the social entropy which seems to be generalizing in trades and services. This situation results from a management crisis which seems to have abandoned to workers the responsibility for thinking about their work and adjusting their cooperation (Nyock Ilouga, 2019).

Indeed, Ambassa and Nyock Ilouga (2021) observed, in an analysis of the work climate that reigns in the Cameroonian public service, that workers very often do not understand what is expected of them at work. Roles are not fairly assigned and the tasks performed sometimes have nothing to do with the work objectives. Such a perception of the task and the role very often leads

workers to become discouraged and do nothing even though they want to work. In the same sense, Ousmane Sy (2009) underlined that the crisis in the management of Cameroonian public action is undoubtedly the first visible sign of the "breakdown" of the State and underdevelopment. It should also be observed that the hypercentralization of work in public administration does not always promote the development of workers (Molo Owona, 2022).

This managerial deficiency opens the way to a confrontation without referee between workers and inhibits their motivation. Thus, when a large number of workers find themselves uneducated and do not know what is expected of them, the relationship with work loses its structure and encourages the development of counterproductive behaviors (Ambassa & Nyock Ilouga, 2021; Molo Owona, 2022). These behaviors seem to be developing and becoming generalized because Cameroonian managers do not really practice empowerment as indicated by the work of Molo Owona (2020). When managerial practices do not allow real mobilization of workers' skills, a significant gap is created and develops between the prescribed work and the actual work. On the other hand, when these practices are well implemented, they allow employees to proactively take initiatives at work to anticipate and adapt to changes (Grant & Parker, 2009). Change in the sense that work situations, as Zarifian (2001) points out, are full of unforeseen events. This structural empowerment makes it possible to fill, at a certain level, the irreducible gap that exists between prescribed work and actual work.

Numerous works have been carried out in the Cameroonian context on the enabling practices of Cameroonian managers. Unfortunately, none of these studies used a reliable measure of structural empowerment to assess the state of managerial practices in the Cameroonian socio-professional context. This absence of an operational tool making it possible to effectively assess the level of structural authorization limits the possibilities for intervention in order to provide Cameroonian managers with suitable strategies to improve the

quality of management. To fill this void, we chose to borrow measurement instruments that have demonstrated their operational effectiveness in other socio-professional contexts.

2. Literature review

From a linguistic point of view, Le Bossé and Dufort (2001) break down the term "empowerment" into three elements: the radical "power" which means power, the prefix "em" which translates a movement of accession to power and the suffix "ment" which suggests the presence of a tangible result linked to the increase in power. According to Boudrias (2004), it is therefore a general movement of acquisition of power with a view to producing something or achieving a specific objective. The expression "movement" is at the heart of this concept and clearly designates the idea of a transfer. In this sense, Argyris (1998) for example reports that the expression "empowerment" is used to designate the transfer, initiated by the executives of an organization, of certain powers and responsibilities to first-level employees. This transfer refers to the fact that workers who take charge can take initiatives and decisions in their workplaces (Nord & Doherty, 1996).

In the scientific literature in occupational psychology, empowerment has been defined and studied as a process in three phases: a management practice of superiors, a psychological state and a behavioral perspective. Lawler (1986) understands empowerment as a transfer of decision-making from higher organizational levels to lower levels. Regarding psychological empowerment, it is a set of cognitions and feelings that employees have in relation to their work (Spreitzer, 1995). Finally, according to Boudrias (2004) behavioral empowerment corresponds to relatively voluntary behaviors aimed at ensuring the effectiveness of operations or improving the efficiency of work in the organization. This study focuses on the empowerment of superiors, also known as structural empowerment or managerial empowerment practices.

According to Chen et al. (2011), managerial empowerment practices most often relate to the empowerment of the hierarchical superior and reflect the actions which consist of the latter sharing power with his colleagues by giving them responsibilities, involving them in decision-making, promoting their autonomy and trusting them in their ability to manage their work. These are also practices that aim to increase decision-making power and empower employees in order to increase productivity, improve customer satisfaction or even obtain a competitive advantage (Carless, 2004).

Structural empowerment emerges from the managerial trend which is based on the idea that it is socio-structural factors that favor the emergence of empowerment. This trend includes empowerment among management practices that emphasize human resources in order to develop a competitive advantage (Lawler, 1986). This trend was initiated under the impetus of the work of Kanter (1977). Indeed, in his theory of structural empowerment, Kanter (1977) defends the idea that it is formal and informal systemic structures that are at the origin of empowerment in an organizational environment. Situational aspects of work can influence employee attitudes and behaviors. This theory of structural empowerment proposes the axes on which managers rely to promote empowerment. Access to information, social support, resources (financial or organizational) and finally the opportunity for learning and development. In this theory, according to Kanter (1977) the role of the manager is to create and promote organizational conditions in order to improve the efficiency and well-being of workers. The presence of these conditions in the environment would be the source of a framework favorable to flexibility, autonomy and self-confidence in the performance of work. In accordance with this theoretical orientation, we undertook to adapt the managerial empowerment practices tool of Migneault (2006) inspired by the work of Boudrias (2004). This tool is made up of 25 items divided into five dimensions, namely: delegation of power (5 items), skills development

(5 items), information sharing (5 items), recognition (5 items) and quality of relationships (5 items).

3. Study hypothesis

In accordance with previous validations of Migneault's (2006) structural empowerment instrument, we maintain despite the divergences and sociocultural realities existing between the context of validation of the original measure (Canada) and the Cameroonian context that: the version of structural empowerment in the Cameroonian workplace as well as its dimensions will adjust in the same way as the original version. To verify this hypothesis, we adopted the transcultural validation procedure for psychological questionnaires proposed by Vallerand (1989).

4. Pre-test of the experimental questionnaire

This is a test of the data collection instrument. It is imperative to ensure that the items that constitute the test are understandable and that they effectively respond to the problems posed by the researcher. Also, given that the tool used was developed in a cultural context different from ours, the pre-test also makes it possible to free the tool from its original cultural load, in particular the use of local language expressions (Nyock Ilouga et al., 2018).

The pre-test was carried out to assess the understanding and wording of the items. It was carried out with 10 agents (5 women and 5 men) of the State officiating at the departmental public works delegation of Mfoundi (Yaoundé). The agents completed this experimental version without major difficulty, in around ten minutes. In the opinion of those consulted, the questionnaire presented no ambiguity and was easy to complete. No changes were made to the wording of the items.

Once the pre-test was completed, to adapt the instrument for measuring empowerment to the Cameroonian socio-professional context, exploratory, confirmatory and correlate studies were carried out.

5. Exploratory study

The objective pursued in this stage of the development of the Cameroonian version of structural authorization is to seek the factorial structure which adjusts to the data collected. To do this, we favored exploratory factor analyzes following the principal axis extraction method with oblique rotation.

5.1. Methodology

▪ Measuring instrument

The approach which led to the collection of data was primarily based on the administration of a questionnaire divided into two sections. The first is composed of 25 items from the Canadian version of Migneault (2006) divided into five dimensions, namely: delegation of power (5 items), development of skills (5 items), sharing of information (5 items), recognition (5 items) and quality of relationships (5 items). Participants were asked to express their degree of agreement with each item or proposition using a 4-point Likert scale: 1. Strongly disagree; 2. Disagree; 3. Agree; 4: strongly agree. The second section assessed the sociodemographic variables of the participants (age, sex, etc.).

▪ Participants

As part of this study, we administered a questionnaire in paper-and-pencil format to 202 workers from different public administrations in the city of Yaoundé. These participants were selected using the convenience sampling technique. This sample is made up of 101 men and 101 women whose average age is 38 years with a standard deviation of 8.53. In this sample, 52% of the workers interviewed are civil servants and 48% are contract workers. These employees have on average 10 years of seniority and have an average of 37 hours of work per week.

▪ Statistical approach

The data collected was processed using JASP software under Windows 10. To accept the factorial structure obtained, we relied on a set of criteria. Overall, the approach followed was as

follows: a) retain the number of factors making it possible to explain a significant part of the variance; b) Select factors whose eigenvalue is greater than 1 according to Kaiser's rule (1958). C)Check the values of the Kaiser-Meyer-Olkin test (Kaiser & Rice, 1974). Indeed, the Kaiser-Mayer-Olkin (KMO) index, the value of which must be between 0 and 1 and at least .70, ensures that the distribution of values is adequate (correlation between statements). The sphericity test (Bartlett) which verifies the normality of the data recorded in the evaluation of the statements must be significant at .05. Finally, rotate the factors to improve the clarity and readability of the factor structure.

5.2. The results of the exploratory study

The results show that the average KMO index on all the items retained is .85. This reflects a good fit of the items to the manifest factors. In the same sense, the results indicate that Bartlett's test of sphericity is significant ($X2= 2259.47$; $p<.001$). This result makes it possible to reject the null hypothesis and shows that there is a correlation between the items.

To determine the number of factors to extract, we favored exploratory factor analyzes following the principal axis extraction method with oblique rotation. After oblique rotation, the factor structure presented in Table 1 appeared. We thus identify 4 factors.

Table 1: Results of exploratory

	Facteur 1	Facteur 2	Facteur 3	Facteur 4	Unicité
My superior(s) appreciates my efforts	.99				.05
My superior(s) recognizes my performance	.63				.39
My superior(s) congratulates me on my good achievements	.63				.40
My superior(s) suggests ways to improve my performance		.84			.26
My superior(s) gives me constructive feedback		.67			.45
My superior(s) offers me opportunities to learn while carrying out my work		.61			.45
My boss(es) actually listens to my suggestions			.88		.24
My superior(s) takes my suggestions into account before making a decision that could affect my work			.61		.47
My superior(s) explains the company's decisions to me				.84	.18
My superior(s) explains how what I do contributes to the smooth running of the organization				.56	.42
% variance explained	21,1%	18,2%	14%	13,1%	
Cronbach's Alpha	.86	.80	.75	.79	

Table 2: Descriptive analysis

	Moy	E-T	Minimum	Maximum
My superior(s) appreciates my efforts	2.78	0.87	1.00	4.00
My superior(s) recognizes my performance	2.86	0.83	1.00	4.00
My superior(s) congratulates me on my good achievements	2.67	0.88	1.00	4.00
My superior(s) suggests ways to improve my performance	2.77	0.85	1.00	4.00
My superior(s) gives me constructive feedback	2.73	0.83	1.00	4.00
My superior(s) offers me opportunities to learn while carrying out my work	2.78	0.84	1.00	4.00
My boss(es) actually listens to my suggestions	2.72	0.84	1.00	4.00
My superior(s) takes my suggestions into account before making a decision that could affect my work	2.67	0.80	1.00	4.00
My superior(s) explains the company's decisions to me	2.53	0.82	1.00	4.00
My superior(s) explains how what I do contributes to the smooth running of the organization	2.48	0.88	1.00	4.00
Acknowledgement	2.77	0.73	1.00	4.00
SKILLS	2.76	0.70	1.00	4.00
Power	2.70	0.72	1.00	4.00
Information	2.51	0.76	1.00	4.00

The results of the AFE reveal a factorial structure of structural empowerment which is organized into four factors. The different communities reflecting the variance of the item explained by the manifest factor are very good overall. Thus, each retained item shares at least 50% of its information with the manifest variable. Examination of the factorial solution that best fits our data shows that 15 items were removed from the analysis. The main reason for this withdrawal is notably that the proportion of unique variance in these items was greater than that taken into account in the common factorial solution. This four-dimensional factorial solution is the most stable and restores 66.4% of the common variance. Also, the composition and naming of the factors of the original version has been preserved. Thus, the first factor (recognition) restores 21.1%, the second factor (skill) restores 18.2%, the third factor (delegation of power) restores 14% and finally the fourth factor (information sharing) restores 13.1% of the common variance. Finally, the analysis of RMSEA = 0.000 shows that the model is rather excellent.

Furthermore, the results of the reliability analysis contained in Table 2 show that the 10 items retained in the factorial solution constitute a coherent set.

The results of the descriptive analyzes implemented show that the average of the scores obtained for each item and per dimension is higher than the theoretical average (2.5) of a 4-point Likert scale. These results show that these four forms of managerial practices are present in public administration even if they present a certain variability. According to 67.12% of those questioned, administration managers demonstrate empowerment. However, this level of authorization is not significant enough to trigger voluntary mobilization of agents. In reality, we see that among the four practices evaluated, none has a minimum average of 3. Such a score reflects a good level of empowerment or real mobilization of workers. A score below this value certainly reflects the presence of authorization but does not

guarantee its effective implementation. However, even if the scores are not very high, the different items retained in this factorial structure constitute a measure of structural empowerment in the Cameroonian socio-professional context.

6. Confirmatory study

The objective of this analysis is to verify whether the factor structure resulting from the exploratory factor analysis is stable.

6.1. Methodology

Attendees

A questionnaire survey in paper-and-pencil format was carried out among a sample of 204 workers working in the central services of the public administration of the city of Yaoundé. This sample is made up of 109 women and 95 men whose average age is 37 years with a standard deviation of 7.75. In this sample, 55.4% of the workers interviewed are civil servants and 44.6% are contract workers. These employees have on average 11 years of seniority and have an average of 37 hours of work per week.

Statistical approach

To check whether the factorial structure obtained during the EFA is stable, we favored the "robust" estimation method which is recommended when the data were collected using ordinal scales and which allows a confirmatory analysis when the normality of the distribution has not been clearly established.

Several indices were used to estimate the adequacy of the proposed models, that is to say the degree of correspondence between the matrix of theoretical estimates and the matrix of empirical estimates. For this purpose, we retained: the ratio of the chi-square to the number of corresponding degrees of freedom (χ^2/df), the comparative fit index (Comparative Fit Index, CFI),), the root of the mean square of the estimate (Root Mean Square Error of Approximation: RMSEA).

Table 3: Model fit indices

Indices	x^2/dl	CFI	GFI	TLI	NFI	RMSEA	SRMR
MOD	2,11	.95	.94	.93	.92	.07	.04

The results of the confirmatory analysis show that the four-dimensional structural empowerment model presents structuring indices reflecting, overall, a very good fit of the data to the proposed model.

To verify that the four dimensions obtained effectively reflect the structural empowerment of workers, a factor analysis integrating a second-order factor was carried out using Jasp.

Table 4: Second level analysis

Factor	Indicator	Estimation	Std. Error	z-value	p
Second Ordre	Factor 1	1.03	.22	4.57	< .00
	Factor 2	2.65	1.36	1.93	0.04
	Factor 3	1.57	.34	4.59	< .001
	Factor 4	1.44	.29	4.85	< .001

The results in Table 4 show that the four dimensions are indeed linked to a second-level construct. This means that the four proposed dimensions are linked and account for structural empowerment. We considered that this second-order factor corresponds to structural empowerment.

Figure 1: Confirmatory structure of the Cameroonian version of the structural work authorization tool
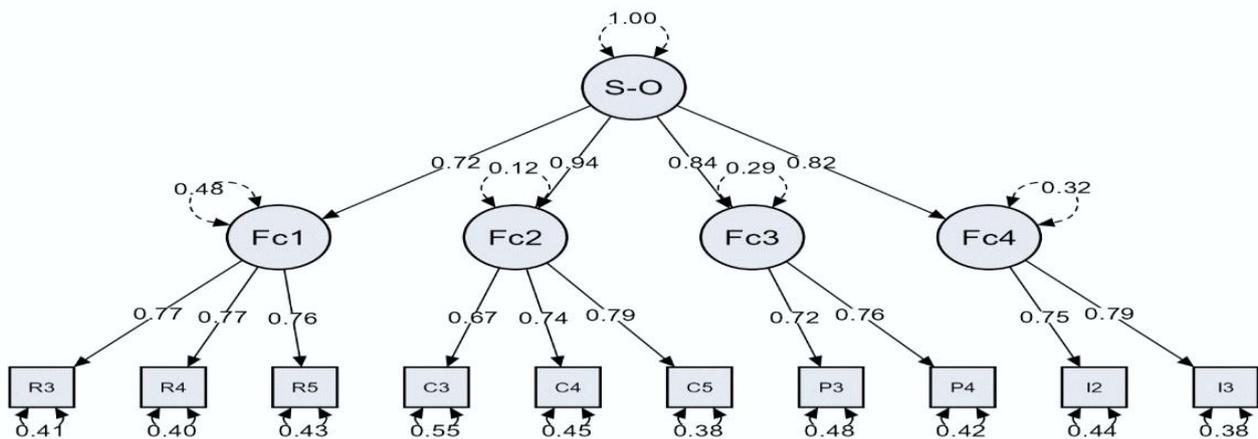
Legend: Fc1: recognition; Bc2: skill; Bc3: power; Fc4: information

The reliability analysis carried out reveals good internal consistency between the items. The results show that the value of Cronbach's α for the "recognition" dimension is equal to .80. For the "competence" dimension, the value of α = .77. For the power sharing dimension, the value of α = .70. Finally, the "information sharing" dimension has a value of α = .74. Finally, the overall reliability index of the boredom assessment tool after confirmatory analysis is .87, which means that the

items retained in the factorial solution as a measure of PMH are coherent.

▪ **Study of discriminant validity**

Finally, as recommended by Vallerand (1989), the last step in analyzing the validity of the structural empowerment measurement construct concerns the consequences or correlates of the construct. In reality, we decided to connect the structural empowerment assessment tool with other constructs that are very close to it in the scientific literature. In accordance with the work of Laborie et al (2021), Ambassa et al (2023), Nyock Ilouga and Moussa Mouloungui (2019) we argue that structural empowerment is negatively correlated with boredom at work and intention to leave.

▪ **Material**

Our study being quantitative, we used the questionnaire as a data collection tool. The instruments that made it possible to establish this discriminant validity study come from the scientific literature in occupational psychology.

Boredom at work

To evaluate it, we used Lee's tool (1986). In accordance with the recommendations of Van Hooff and Van Hooft (2014), we retained the five items assessing work-related boredom (Ex: in my job, there is not much to do). The reliability analysis carried out indicates a satisfactory value

of McDonald's $\acute{\omega}$ = .85. Participants were asked to express their degree of agreement with each item or proposition using a 4-point Likert scale: 1- very rarely; 2- rarely; 3- often; 4: very often

Departure intention

To evaluate it, we used Perrot's tool (2004). It is a unidimensional construct measuring departure intention in four items (Ex: I sometimes think about looking for a job assignment). The reliability analysis carried out indicates a satisfactory value of McDonald's $\acute{\omega}$ = .80 on the sample. Participants were asked to express their degree of agreement with each item or proposition using a 4-point Likert scale: 1- Strongly disagree; 2- Disagree; 3- In agreement; 4: Strongly agree.

Structural empowerment

It was measured using the Cameroonian version assessing structural empowerment in 10 items divided into four dimensions (recognition, power sharing, skills development, information sharing). The reliability analysis carried out indicates a satisfactory value of McDonald's $\acute{\omega}$ = .88 on the sample. Participants were asked to express their degree of agreement with each item or proposition using a 4-point Likert scale: 1- Strongly disagree; 2- Disagree; 3- In agreement; 4: Strongly agree

Regarding the statistical approach, we implemented correlational analyzes in Jasp.

Table 5: Correlation Matrix

	Mean	E-T	1	2	3	4	5	6
boredem	2.26	0.73	-					
Intention	2.30	0.70	0.52*	-				
Power	2.70	0.78	-0.19*	-0.16*	-			
Skills	2.81	0.76	-0.24*	-0.30*	0.46*	-		
Informations	2.55	.74	-.09	-.03	.46*	.49*	-	
Recognition	2.73	.77	-.15*	-.18*	.46*	.51*	.57	-

Examination of the correlation coefficients shows overall that they have low values (r <.60). These results are satisfactory for a discriminant validity

study whose indicators supposed to measure different phenomena are weakly correlated with each other (Jackson & Paunomen, 1985).

On the one hand, consistent with our predictions, the results show that the dimensions of structural empowerment, with the exception of information sharing (r = -.09, p ≥ .05), are negatively and significantly related to boredom at work. It seems that enabling managerial practices promote the reduction of boredom and develop positive emotions at work (Laborie et al., 2021; Ambassa et al., 2023). On the other hand, the results show that in accordance with our predictions, the dimensions of structural empowerment, with the exception of information sharing (r = -.03, p ≥ .05), are negatively and significantly linked to intention to leave work. It seems that enabling managerial practices encourage a reduction in departure intentions (Nyock Ilouga, 2019; Molo Owona, 2022).

The Cameroonian version of the structural empowerment measurement tool having demonstrated adequate psychometric properties regarding reliability and validity, can be used as a measuring instrument assessing empowerment at work in research.

7. Discussion:

This study is based on the idea that the absence of an operational tool to provide Cameroonian managers with suitable strategies to improve the quality of management. To fill this gap, we chose to adapt Migneault's (2006) instrument as part of this study.

The results of the exploratory and confirmatory analyzes demonstrate that the model that best represents the data is a model whose structure includes four dimensions: recognition (3 items), skills development (3 items), delegation of power (2 items) and information sharing (2 items). This structure of empowerment therefore seems to deviate from that of the original version which presents a five-dimensional structure. Contrary to the original version, the quality of interpersonal relationships does not constitute a measure of structural empowerment among Cameroonian public administration workers. This removal is justified by the fact that the proportion of unique variance of the items of this dimension was greater than that taken into account in the common factorial solution. Apart from the five items of this dimension, examination of the factorial solution which best fits our data shows that 10 other items were removed from the analysis.

The instrument for measuring structural empowerment in the Cameroonian context is made up of 10 items. Such a result logically rejects the hypothesis according to which, independently of the context, the tool for measuring structural housing in the Cameroonian workplace as well as these dimensions will adjust in the same way as the original version. This difference in the manifestations of structural empowerment shows that enabling management practices are not articulated in the same way depending on the contexts.

The Cameroonian version offers fewer items and fewer dimensions than the original version. This result can be explained by contextual variability. The five dimensions of the original version of the PMH tool were obtained after interviews with Canadian professionals. The items were also developed based on these interviews. The removal of the vast majority of items in the Cameroonian version is statistically justified but can also be explained by the fact that Cameroonian workers are not found in these items. These items do not seem to reflect the managerial realities specific to the Cameroonian professional environment. Cameroonian workers consider in particular that the quality of interpersonal relationships is less the responsibility of the manager than the direct transaction between colleagues. The results reflect the limits of the transcultural adaptation of measurement instruments which very often lose items from one context to another. However, these limits do not call into question the proposed approach.

These results clearly indicate that managers seem to participate in the development of the skills of their subordinates in order to develop their abilities to carry out their work. They recognize that their immediate superior offers them

opportunities to learn or train in order to better carry out their work. Furthermore, the results show that managers still recognize the efforts of their employees. They thus seem to value and encourage a job well done. In Cameroon, especially in public administration, this recognition can be marked by a decoration (medal) on International Labor Day (May 1) or Unity Day (May 20). In most cases, recognition is marked by promotion to a higher position of responsibility.

After recognition, the results show that managers from time to time delegate power or responsibilities to their subordinates. This delegation aims for full participation of employees in the decision-making processes but more for a certain autonomy in carrying out the work. There are also quite a few employees who believe that their immediate superiors sometimes give them the powers to act corresponding to their responsibilities. Finally, information sharing appears to be the least represented dimension. This sharing of information reflects the degree to which the immediate superior circulates the information he holds. The score obtained on this dimension corresponds to the theoretical average, which means that the participants' responses are rather mixed. We have the feeling that managers do not seem to pass on information to all staff on time. This observation faithfully reflects the situation that we very often encounter in Cameroonian administrations. Information is very often held by a minority of people; let us also note the great difficulty of accessing information. This situation penalizes both users and workers who find themselves without real-time information allowing them to carry out their tasks more easily. Also the lack of access to information does not allow workers to make informed decisions.

However, it should be noted that this distribution of different practices shows that administration managers demonstrate empowerment. However, this level of authorization is not significant enough to trigger voluntary mobilization of agents. In reality, we see that among the four practices evaluated, none has a minimum average

of 3. It is more than ever up to Cameroonian managers to develop effective managerial strategies in order to empower workers. The work of Raub and Robert (2010), for example, has shown that these practices aim to increase the extent of individuals' decision-making power and their ability to control their work. When these enabling practices are well implemented, employees feel less of the arduousness of the work and focus more on achieving objectives. Ultimately, the latter can constitute a resource to combat negative emotions and antisocial behavior at work (Laborie et al, 2021; Molo Owona, 2022).

▪ **Limitations of the study**

Despite these results obtained, this study has two main limitations. The sample size is quite modest, given the number of parameters estimated (202 for the exploratory study and 204 for the confirmatory study), although it can be used in a validity study. It is important to continue this study with a larger sample of workers. The items written in this questionnaire are all in the affirmative form. This could lead to social desirability among participants. In future studies, a social desirability scale should be introduced.

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