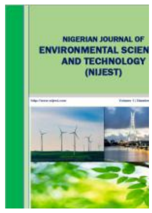
Nigerian Journal of Environmental Sciences and Technology (NIJEST)
www.nijest.com
ISSN (Print): 2734-259X | ISSN (electronic): 2734-2603
Vol 10, No. 1 March 2026, pp 121-134



Employee Empowerment as a Predictor of Organisational Citizenship Behaviour in Estate Surveying and Valuation Firms in Nigeria

Ojekalu, S. O.[1*] Oladokun, T.T [2] and Oguntokun, B. F. [3]

[1] Department of Estate management, Faculty of Environmental Sciences, University of Ilorin

[2] Department of Estate management, Faculty of Environmental Design and Management, Obafemi Awolowo University, Ile-Ife

[3] Department of Estate management, Faculty of Environmental Design and Management, Lead City University, Ibadan

Corresponding Author: ojekalu.so@unilorin.edu.ng

https://doi.org/10.36263/nijest.2026.01.30

ABSTRACT

This paper examined the nexus between employee empowerment practices of estate surveying and organisational citizenship behaviour of employees of estate surveying and valuation firms in Nigeria. The incessant employee's turnover in the Nigerian real estate sector is a concern and this has resulted into sole ownership of estate firms rather than conglomerate practice. The study adopted mixed research design which involves questionnaire administration and interview. ***.*** *Questionnaires were administered on practicing Estate Surveyors and Valuers in Lagos, Abuja, and Port Harcourt. 70% of estate surveying and valuation firms in each of the cities were selected using simple random technique and 149, 83 and 42 questionnaires were retrieved. Qualitative data were also obtained through interview of principal partners of the firms that their employees were sampled. Information on empowerment practice were measured using scales developed by Spretzer (1995) and Rajalingam, Jauhar and Abdul Ghani (2015). The data were analysed using mean ranking and regression analyses. The study found that the most organisational citizenship behaviour attribute exhibited by the employees of estate surveying and valuation firms in Nigeria is altruism with a mean value of 2.72. The result also showed that employee empowerment (PE) predicted 44.7%, 45.0%, and 36.0% organisational citizenship behaviour of employees of estate surveying in Lagos, Abuja, and Porth Harcourt respectively using coefficient of multiple determination (R^2). Employee empowerment accounted for approximately 49.4% of the observed variation in organisational citizenship behaviour. The result of the interview conducted also found that some of the employees do not demonstrate good citizenship behaviour towards the firms. The study recommends that ESVFs in Nigeria should embrace and implement empowerment attributes to enhance employees exhibiting citizenship behaviour dimensions that improve service delivery and firm's performance.*

keywords: Empowerment, Employees, Citizenship Behaviour, extra role, estate surveyors

1.0. Introduction

Employee empowerment is necessary for quality service delivery and competitiveness in the market place especially service organisations like estate surveying ad valuation firms that require high level of employees' commitment to meet clients' expectations and sophistication. The responsibilities of employees are divided into task and contextual performances in the literature (Motowidlo, & Schmit, 2014). The task performance is the in-role responsibility of employees while contextual performance is the extra role behaviour that goes beyond formal job duties (Evans, Neely, & Davis, 2022). The extra role responsibility is called organisational citizenship behaviour of employees. Inculcating and exhibiting organisational citizenship behaviour attributes by employees of firms enhances value creation and guarantees firms' competitiveness in the business environment (Leong & Rasli, 2014).

The term organisational citizenship behaviour refers to voluntary employee actions that go beyond formal job descriptions. It also means the extra job roles performed by employees of organisations and firms. The extra-role behaviours involve employees being pro-active, discretionary and deliberate beneficial behaviours of employees of estate surveying and valuation. Organisation citizenship behaviour goes beyond existing role expectations of employees (Moorman et al., 1993). Organisation citizenship behaviour has been categorised into five constructs by Organ (2018). These constructs are: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Altruism focused on the readiness of staff members helping coworkers with workloads and in-service challenges. Second, conscientiousness concerned with the degree to which an employee obeys organisational rules and regulations. Third, sportsmanship concerned with the willingness to accept inconveniences without complaining in the workplace. Fourth, courtesy entails constructive use of time and disseminating appropriate information at workplace. Fifth, civic virtue relates to responsible and constructive involvement and participation in issues confronting the group and organisation.

The relationship between employee empowerment and organisational citizenship behaviour has been investigated by scholars in the literature such as Sharma and Jain (2014), Berraies et al. (2014), Munjuri and K'Obonyo (2015), Rangus and Slavec (2017), Kundu and Kumar (2017), Demircioglu (2018) and Hewagama et al. (2019) among others. A cursory look at the existing studies focused on hospitality, accounting and engineering among others. Despite the importance of citizenship behaviour studies to service firms such as estate surveying and valuation firms for quality service delivery and client's satisfaction, there is dearth of empirical research in estate surveying and valuation profession in Nigeria.

Therefore, there is a need to examines the relationship between employee empowerment and organisational citizenship behaviour of employees of estate surveying and valuation firms in Nigeria with a view to enhancing their performance and quality service delivery. The next subheading contains the literature review relevant to the study.

1.2 Conceptual, Theoretical and Empirical Review

Conceptual such as employee empowerment consisting psychological and structural empowerment as well as organisation citizenship behaviour and two-factor theory were reviewed.

1.2.1 Concept of Employee Empowerment

Greasley *et al*. (2008) defined employee empowerment (EE) as giving employees more flexibility and freedom to make decisions about their work while Menon (1999) posited that EE is a personal state of employees characterised by competence, skill set and employee's ability to perform job duties effectively and with autonomy. Employee empowerment has been conceptualised into psychological and structural empowerments. First, psychological empowerment has been conceived as four motivational cognitions of meaningfulness, competence, choice and impact (Thomas &Velthouse 1990).

First, meaningfulness connotes the value of career goal judged against individual's standards (Spreitzer, 1995). Second, competence is the worker's belief in their ability to perform activities with dexterity. Third, autonomy refers to employee's having a choice in initiating and regulating actions on how to perform job roles. Fourth, impact is the degree to which employees influence the strategic and administrative outcome in the workplace (Spreitzer, 1995). The scale to measure the psychological is presented in Table 1

Table 1: Psychological Empowerment Scale

S/N	Self-determination/ Autonomy
1	My input is valued in the workplace decision-making process.
2	Freedom to choose how I accomplish my job.
3	I have the authority to direct how my work is carried out in my workplace.
	Impact
4	I have complete control over how my job is done
5	I can influence my firm's activities
6	I have control of activities in my workplace
	Meaningfulness
7	My work is vital to me.
8	My work is important to me.
9	What I do at work is important to me.
	Competence/ self-efficacy
10	My responsibilities are fully within my capabilities.
11	Confident in my abilities to perform my duties.
12	I've mastered the skills required for my profession.

Source: Adapted from Spreitzer (1995)

Second, structural empowerment (SE) also has four components. These are: information sharing, good reward system, knowledge and the power to make decisions (Bowen and Lawler, 1995). First, information sharing relates to enabling employees to have necessary information before they make a decision on a given task. SE refers to practices that grant employees latitude to make decisions and exercise influence concerning their work and their workplace (Greasley *et al*., 2008). The scale for measuring structural empowerments is presented in Table 2.

Table 2: Structural Empowerment Scale

S/N	Power sharing
1	I have the authority to make judgments about my work assignments.
2	I have a lot of say in how I carry out my duties.
3	In my position, I have the authority to make independent decisions.
4	I have the ability to express myself.
5	My job autonomy grows as a result of power sharing.
	Knowledge
6	The organisation's work procedures would be improved if knowledge is shared.
7	Knowledge has a beneficial impact on my performance since the more I learn, the better I will be able to perform.
8	If I am trained in new skills relating to my job responsibilities, I will perform better.
9	In the future, I aim to share my knowledge with other members of the organisation on a more regular basis.
	Information sharing
10	Information is readily available in my workplace
11	Information which helps me work together in a team
12	data that can assist me in working in a group.
13	It is critical to share information in order for a team to work well.
	Rewards system
14	I am pleased with the rewards program that I am offered.
15	If I do something to better my work, I will be rewarded.
16	My remuneration incentivizes me to raise the standard of my work.

Source: Adapted from Rajalingam, Jauhar and Abdul Ghani (2015)

1.2.2 Concept of Organisational Citizenship Behaviour

This is the extra role behaviour exhibited by employees of ESVFs. The extra-role behaviours involve employees being pro-active, discretionary and deliberate beneficial behaviours of ESVFs to the organisation. Organisation Citizenship Behaviour **(**OCB) goes beyond existing role expectations (Motowidlo, & Schmit, 2014). and prescribed job roles of an ESV employees. OCB has been categorised into five constructs. These constructs are: altruism, conscientiousness, sportsmanship, courtesy and civic virtue (Organ, 2018). Altruism focused on the readiness of staff members helping coworkers with workloads and in-service challenges. Second, conscientiousness concerned with the degree to which an employee obeys organisational rules and regulations.

Third, sportsmanship concerned with the willingness to accept inconveniences without complaining in the workplace. Fourth, courtesy entails constructive use of time and disseminating appropriate information at workplace. Fifth, civic virtue relates to responsible and constructive involvement and participation in issues confronting the group and organisation. The effect of employee empowerment on organisational citizenship behaviour has been investigated by various scholars. For instance, authors such as Sharma and Jain (2014), Berraies et al. (2014), Munjuri and K'Obonyo (2015), Rangus and Slavec (2017), Kundu and Kumar (2017), Demircioglu (2018) and Hewagama et al. (2019) among others have examined the relationship between employee empowerment on organisational citizenship behaviour. The next subsection contains theory underpinning the study and the adopted theory used in the study is two-factor theory. The conceptual framework depicting relationship between employee empowerment and organisational citizenship behaviour is of estate surveying and valuation firm is presented in Figure 1.

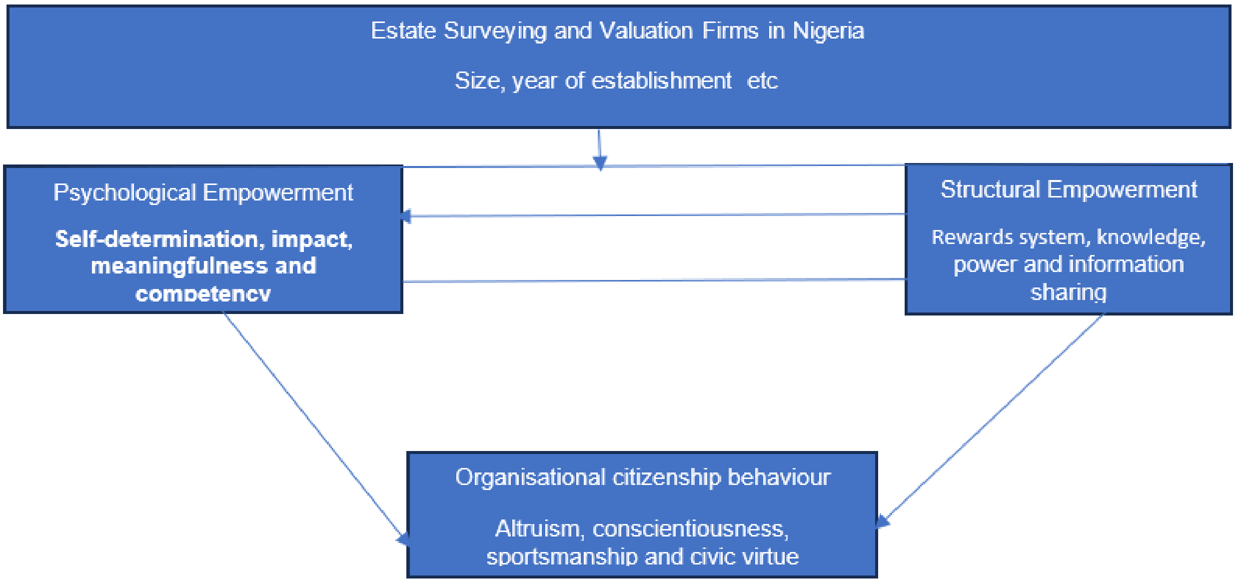


Figure 1: Conceptual framework for employee empowerment and citizenship behaviour

From Figure 1, the conceptual framework indicates that the size of estate surveying and valuation firms could determine the extent to which empowerment dimensions either psychological or structural could be implemented in their respective firms and its concomitant effect on organisational citizenship behaviour exhibited by the employees of the firms. The relationship among the two that of employee empowerments is bi-directional. Indicating that if the psychological empowerment is partially implemented by the estate surveying and valuation firms, the same effect may be experienced in the structural empowerment and vice versa. Again, this on turn have equal effect on the citizenship behaviour that may be exhibited by the employee of the firms. The next subheading contains the relevant theory that underpins the study.

1.3 Two-Factor Theory

Herzberg, Mausner and Snyderman (1993) looked at what motivates people at work. Two-factor theory emanated from the research conducted on engineers and accountant by Herzberg *et al.* (1993). The theory postulated that there were two types of needs. These are hygiene needs and motivator need. hygiene needs are inherent factors peculiar to the work consisting security, providing status, cordial relationships between supervisors and subordinates, salary, work conditions, and the company policy and administration. For example, salary structure of an estate firm could determine the level of commitment an employee will exhibit and ditto for other hygiene factors will influence the employee level of commitment. Motivator needs consisted of opportunities for employee's advancement, more responsibility, personal growth and recognition of successes of employee of ESVFs.

Motivators, or items that provide employees satisfaction are the important thrust of two-factor theory. This suggests that motivating employees leads to employee satisfaction and consequently higher performance from ESVFs employees. Furthermore, dissatisfaction causes employees to become drowsy. As a result, according to the theory, managers must provide hygiene factors in term of good and prompt payment of salary, security of tenure, cordial relationships, better working conditions, word class policies among others to reduce dissatisfaction. As a result, workers will be more motivated because they are advancing in the workplace, recognised for performance and accomplishments. Although there are many motivations theory in the literature to explain the relationship between employee empowerment and organisational citizenship behaviour, two factor theory is unique and appropriate because it emphasised the importance of human relations between organisation and its employees. Therefore, the two-factor theory is a veritable gem for the study.

1.4 Empirical Review on Organisation Citizenship Behaviour

Sholars have examined the relationship between employee empowerment and organisational citizenship behaviour in the literature. For instance, Baird, Su, and Munir (2018) investigated the link between allowing employees to use controls and organisational success. The results found that there is significant relationship between EE and organisational performance. In the same vein, Turnipseed and Van de Waa (2020) also found positively predicted citizenship behaviours. Again, the study of Moh'D, (2020) is also consistent with the with previous finding that employee empowerment positively predicts organisational innovative behaviours. On the contrary, Bagheri, Matin, Amighi (2011) also found that employee empowerment foes not significantly predict positive employee empowerment and organisational citizenship behaviour. Despite the majority of studies found positive and significantly relationship between employee empowerment and organisational citizenship behaviour in the literature, yet Rita, Payangan, Rante, Tuhumena and Erari, (2018) result found that employee empowerment did not significantly predicts organisational citizenship behaviour. Studies that consistently found positive and significant relationship between employee empowerment and organisational citizenship behaviour also includes that of Afram *et.al* (2022), Han, Seo, Yoon and Yoon (2016), and Chiang and Hsieh (2012among others.

Quratulain, Al-Hawari and Bani-Melhem (2020) also found that empowerment practice positively correlated with innovative behaviours. Groselj, Cerne, Penger and Grah (2020) discovered that psychological empowerment predicts innovative behaviour of the workers. In China, Afsar, and Badir, (2016) found that psychological empowerment significantly influenced innovative behaviour. Stanescu *et al*. (2020) also found that psychological empowerment significantly influenced OCB. Again, Bharadwaja and Tripathi (2021) found that PE influenced OCB. Similarly, Suifan *et al.* (2020) found that psychological empowerment can help in reducing employee turnover. In India, Sinha, Priyadarshi and Kumar (2016) discovered that psychological empowerment and innovative behaviour positively and significantly correlated. Having reviewed the relevant literature on each objective of the study, the next chapter contained the conceptual framework for the study. Again, Kharabsheh, Alnuaimi, Alzoubi (2024) discovered that that employee empowerment and organizational citizenship behavior is positive and significant. The succeeding subsection contains methodology for the study.

2.0. Methodolog

The research design for the study is mixed method. Quantitative data were collected through questionnaire administration while the qualitative data were collected through interview. The data were collected from the employees of estate surveying and valuation firms (ESVFs) in Nigeria and one estate surveyor and valuers were selected per firm.

The research design for the study is mixed method. Quantitative data were collected through questionnaire administration while the qualitative data were collected through interview. The data were collected from the employees of estate surveying and valuation firms (ESVFs) in Nigeria and one estate surveyor and valuers were selected per firm. The employees were selected as the target population because they were the beneficiaries of employee empowerment practices and they could give objective assessments of empowerment practice in their respective firms or offices.

Also, interview was conducted on the principal partners of the firms that were sampled quantitatively. The sampling frame for this study were the 482 ESVFs in Lagos (272), Abuja (143) and Port Harcourt (67) obtained from Estate Surveyors and Valuers Registration Board of Nigeria directory (2018). Simple random technique without replacement was adopted to select 70% of ESVFs resulting to sample size of 190, 100 and 47 in Lagos, Abuja, and Port Harcourt respectively and totaling 337 respondents. The 70% was selected because it is believed that it would enhance representativeness of the study population and reduce sampling errors thereby ensures statistical precision (Singh and Masuku, 2014).

Also, Ogunbameru (2000) opined that the use of 70% of the target population is adequate for homogeneous population. Consequently, 149, 83 and 42 questionnaires were retrieved in Lagos, Abuja, and Port Harcourt respectively amounting to 274 representing 81.3% response rate. The response rate was achieved due to persistence phone calls and persuasion made to the respondents by the researcher and the use of research assistant in the questionnaire administration.

The empowerment scale developed by Spreitzer (1995) and Rajalingam, Jauhar and Abdul Ghani (2015) were used to measure psychological and structural scale. The data were collected using 5-point Likert scale of never (N) = 1, rarely (R) = 2, sometimes (S) =3, often (0) = 4 always (A)=5 of whether employees were exhibiting or not exhibiting citizenship behaviour. The data obtained were analysed using mean ranking and regression analyses. The reliability of the measurement scale was tested using Cronbach alpha. The study recorded a Cronbach alpha of 0.84 which exceeded the minimum threshold of 0.7 (Ho, 2006). Based on the citizenship dimensions, the Cronbach alphas for individual dimension are: altruism (0.93), civic virtue (0.81), conscientiousness (0.82), courtesy (0.78), and sportsmanship (0.85).

Preliminary analyses confirmed that the assumptions of normality, linearity, and homoscedasticity were met. An inspection of the residual scatterplot revealed a rectangularly distributed, even spread of errors across the predicted values. Also, the assumption of homoscedasticity was verified using the Breusch-Pagan test, x^2 (1) = 2.45, p = .118. Because the test was not significant, the assumption of equal error variances was maintained. For ethical consideration, consent of the employees to participate in the survey was sougth and obtained. The employess were assured that the information would be treared with utmost confidentiality and their privacy is guaranteed.

The psychological and structural empowerments were the independent variables while dependent variable is organisation citizenship behaviour exhibited by the employees of the firms. Organisational citizenship behaviour was measured through the scale developed by as Organ (2018) and authors such as and Podsakoff, Whiting, Podsakoff and Blume (2009) revalidated the scale for measuring the organisational citizenship behaviour (OCB). The OCB dimensions consisting of conscientiousness, sportsmanship, civic virtue, courtesy, and altruism were adopted. The items on the scale were rated on a 5-point Likert scale. The next subsection of the paper contains data presentation and discussion of findings

3.0. Results and Discussions

The information gathered from the field work was analysed using appropriate method of fata analyses to achieve the objective of the study. Table 3 below contains the organisational citizenship behaviour attributes of employees of estate surveying and valuation firms in Nigeria.

Table 3: Citizenship Behaviour Attributes Exhibited by Employees of Estate Surveying and Valuation Firms in Nigeria

S/N	Citizenship behaviour	Mean	Rating
1	Altruism	2.72	1st
2	Civic virtue	2.19	2nd
3	Conscientiousness	2.16	3rd
4	Courtesy	2.15	4th
5	Sportsmanship	1.95	5th
	Aggregate mean	**2.34**	

Source: Field Survey, 2025

The result in Table 3 showed the most citizenship behaviour attributes exhibited by employees of estate ESVFs was altruism with a mean value of 2.72. Yet, despite altruism were exhibited by the employees, it was sometimes and not consistently exhibited by employees. The other attributes of citizenship behaviour of employees of the firms such as civic virtue (2.19), conscientiousness (2.16), courtesy (2.15) sportsmanship (1.95) were rarely exhibited by the employees of estate surveying and valuation firms in Nigeria. That could be attributed to moderate adoption of employee empowerment practice being implemented by ESVFs in the study area (Ojekalu *et al.* 2024). The finding of this study can be linked to two factor theory of Herzber *et.al*. (1959). The theory postulates that hygiene needs such as security of tenure, maintaining cordial relationship, salary and work conditions determines the job-related attitude of employees.

Therefore, to employee innovation and citizenship behaviour of employees of the firms, the hygiene factors that would encourage and engender positive organisation behaviour of employees needs to be given utmost priority. In the same vein, factors that may make employees to be distrust and dissatisfied with the working environment should be properly looked into. Further analysed was conducted in Port Harcourt study area and this is presented in Table 4.

Table 4: Employee Empowerment and Organisation Citizenship Behaviour of Estate Surveying and Valuation Firms in Port Harcourt

			Model summary			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.272a	0.074	0.027	14.18435		
			ANOVA[b]			
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	629.198	2	314.599	1.564	0.222a
	Residual	7846.636	39	201.196		
	Total	8475.833	41			
			Coefficient[a]			
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	39.778	15.133		2.629	0.012
	Psychological empowerment	0.193	0.183	0.173	1.056	0.297
	Structural empowerment	0.350	0.362	0.159	0.966	0.340

a. Predictors: (Constant), structural empowerment, psychological empowerment
b. Dependent Variable: citizenship behaviour

Source: Field Survey, 2025

Analysis in Table 4 depicted the relationship between empowerment and the citizenship behaviour of employees of the firms in Port Harcourt. The multiple linear regression showed that the overall regression was statistically insignificant (P = 0. 222) at 5% confidence level, F (2, 41) =1.564. As such, no further interpretation was done. The finding of this study is in contrast with the study of Turnipseed and Van de Waa (2020) that meaning and competence dimensions of psychological empowerment positively predicted citizenship behaviours. The finding also contradicted the study of Afram, *et. al* (2022*)* that organisational citizenship behaviour significantly influenced citizenship behaviour and organisational performance of banking organisation in Ghana.

Similarly, the finding of this study is in conflict with the study of Chiang and Hsieh (2012) that psychological empowerment positively affected organisational citizenship behaviour. The finding of this study also confirmed the interview conducted in Port Harcourt study area regarding the effect of empowerment practice on the citizenship behaviour of their employees. The principal partner of one of the firms in Port Harcourt has this to say:

> *…. We believed that some of our employees are not exhibiting citizenship behaviour enough. This is because some of them take businesses or client instruction out of the company. This does not augur well for the company. Some of they do not obey firm's rule and regulation completely. Or can we say such actions could be regarded as a citizenship behaviour?*

From the statement of interviewee, it could be deduced that some of the employees did not exhibit conscientiousness attributes of citizenship behaviour. For some of the employee to take work out of the company depict their citizenship behaviour is low. This could be because the employees are not adequately or extremely empowered through good reward system. The result of empowerment practice on the citizenship behaviour of employees of the firms in Abuja is presented in Table 5.

Table 5: Employee Empowerment and Organisation Citizenship Behaviour of Employees of Estate Surveying and Valuation Firms in Abuja

			Model Summary			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.465a	0.216	0.194	10.06785		
			ANOVA^b			
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1956.245	2	978.122	9.650	0.000a
	Residual	7095.317	70	101.362		
	Total	9051.562	72			
			Coefficients^a			
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	36.914	7.370		5.008	0.000
	Psychological empowerment	0.264	0.272	-0.018	0.968	0.336
	Structural empowerment	0.137	0.194	0.638	0.707	0.482
a. Predictors: (Constant), structural empowerment, psychological empowerment						
b. Dependent Variable: Citizenship behaviour						

Source: Field Survey, 2025

The result in Table 5 showed the effect of empowerment practice on the citizenship behaviour of employees of the firms in Abuja. The multiple linear regression showed that the overall regression was statistically significant (P = 0. 000) at 5% confidence level, F (2, 70) = 9.650. The coefficient of multiple determination ($R^2 = 0.216$) showed that employee empowerment explained 21.6% variation in citizenship behaviour in the Abuja study area. The remaining 79.4% may be attributed to other factors not included in this model. It was observed that the coefficient of multiple determination R^2 is relatively low. This can be attributed to the fact that R^2 in human behaviour studies usually have R^2 lower than 50% (Frost, 2019). The result could also be linked to organisational specific context and empowerment implementation level.

On the contributions of empowerments to variability in citizenship behaviour in Abuja study area, the study found that a unit change in psychological empowerment is associated with 0.264 change in citizenship behaviour of employees with a statistically insignificant p-value of 0.336. The study further found that a unit change in structural empowerment is associated with 0.137 change in citizenship behaviour of employees and it was statistically insignificant (0.482). The result could be attributed to multicollinearity or combined explanatory power.

The regression equation predicting citizenship behaviour as a result of employee empowerment of estate surveying and valuation firms in Abuja (OCB_A) = 36.914 + 0.264 PE + 0.137SE where x_1, x_2 and OCB_A stand for psychological, structural empowerment and citizenship behaviour in Abuja. This study result supports the finding of Abbasi, Hassanpoor and Hassanalipoor (2012) that employee empowerment has significant and substantial effect on citizenship behaviour indicator of organisational performance in health sector. The result of this finding contradicted the study of Afram *et al*. (2022) that organisational citizenship behaviour significantly influenced organisational performance of banking organisations in Ghana. This finding also contradicted the result of Han, Seo, Yoon and Yoon (2016) that employee empowerment has significant effect on organisational citizenship behaviour. This finding is consistent with the result of the interview conducted in Abuja study area where the principal partner of one of the firms remarked that:

> *……… In our firm, we can say that employees somehow exhibit citizenship behaviour. This is because if one of the employees is not on duty for whatever reason, the employees on ground has to cover for the absent employees so that work will not lag behind and some of them obey firm's rules and regulations even when senior partners are not there and they have respect for other co-workers and their right.*

Similarly, the principal partner of another of the firm in Abuja exclaimed thus:

> *…… The citizenship behaviour of our employees is nothing to write home about. This is because many of them are selfish. They think less about the wellbeing of the company. if the principal partner or senior staff are not on ground, they do what they like at the expense of the firm. Some of them would absent themselves from work.*

The respondent's responses depicted that employees were not exhibiting adequate citizenship behaviour. Specifically, being absent from work indicated that employees lack consciousness attribute of citizenship behaviour. The result of the relationship between empowerment practice and organisational citizenship behaviour of employees in Lagos study area is presented in Table 6.

Table 6: Employees Empowerment and Organisation Citizenship Behaviour of Estate Surveying and Valuation in Lagos

			Model Summary			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.573a	0.328	.319	12.94048		
			ANOVA^b			
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11924.251	2	5962.126	35.604	0.000a
	Residual	24448.581	146	167.456		
	Total	36372.832	148			
			Coefficients^a			
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	8.368	5.420		1.544	0.125
	Psychological empowerment	0.291	0.166	.138	1.748	0.083
	Structural empowerment	0.722	0.116	.490	6.198	0.000

a. Predictors: (Constant), structural empowerment, psychological empowerment
b. Dependent Variable: citizenship behaviour

Source: Field Survey, 2025

The result in Table 6 showed the effect of empowerment on the citizenship behaviour of employees of the firms in Lagos. The multiple linear regression shows that the overall regression was statistically significant (P = 0. 000) at 5% confidence level, F (2, 146) =35.604. The coefficient of multiple determination (R^2 = 0.328) shows that employee empowerment explained 32.8% variation in citizenship behaviour as performance indicator of the firms in Lagos.

The remaining 67.2% may be attributed to other factors not included in this model. It was observed that the coefficient of multiple determination R^2 is relatively low. On the contributions of empowerments to variability in citizenship behaviour as performance indicator of the firms in Lagos, the study found that a unit change in psychological empowerment associated with 0.291 change in citizenship behaviour of employees of the firms in Lagos with a statistically insignificant p-value of 0.083. This result could be linked to the extent of the implememtation of empowerment practices. The study further found that a unit change in structural empowerment leads to 0.722 change in citizenship behaviour of employees of the firms in Lagos and with a statistically significant p-value of 0.000.

The regression equation predicting citizenship behaviour due to empowerment of employees of the firms in Lagos (OCB_L) =8.368 + 0.291PE + 0.722SE where PE, SE and OCB_L stand for psychological, structural empowerment and citizenship behaviour in Lagos. The finding of this study corroborated the study of Bagheri, Matin, Amighi (2011) that there was not statistically significant association between psychological empowerment component and citizenship behaviour.

This study result is also in tandem with the study of Azim, Abrar and Bashir (2015) that employee empowerment has a significant relationship with organisational citizenship behaviour and performance of banking sector in Pakistan. The finding of this study contradicted the study of Rita, Payangan, Rante, Tuhumena, Erari, (2018) that employee empowerment does not affect organisation citizenship behaviour.

The result of this study agrees with the interview conducted on the effect of empowerment practices on citizenship behaviour of their employees. The principal partners of one of the firms in Lagos study area exclaimed that:

…. Although some of our employees do exhibits some level of citizenship behaviour but to a lesser degree. Some them complains about little things. They usually say some unwholesome things about the company at about back and sometimes they do not consider their action on the firm or co-workers.

It could be observed from the responses of the interviewee in Lago study area that some of the employees lack sportsmanship attributes of citizenship behaviour because they complain about little things even when the complaint was not direct to the partners or employers. Suggesting employees complained among themselves or other employees of other firms. Also, the employees are not altruistic enough among themselves and the company.

The principal partner of one of the firms in Lagos study area exclaimed thus:

…. We can say that some of our employees do exhibit citizenship behaviour. For example, their attendance at work is impressive which means they do not take unnecessary break from the firm and they also attend crucial meetings whether statutory or emergency and assist others that are overworked. But somethings, they conflict among themselves but they complain about trivia matters.

The study further analysed the nexus between empowerment practice and organisation citizenship behaviour of employees of ESVFs in Nigeria is presented in Table 7

Table 7: Employee Empowerment and Organisation Citizenship Behaviour of Employees of Estate Surveying and Valuation in Nigeria

			Model Summary			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.606a	0.367	0.362	12.70686		
			ANOVA[b]			
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25373.322	2	12686.661	78.573	0.000
	Residual	43756.810	271	161.464		
	Total	69130.131	273			
			Coefficients[a]			
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.543	3.815		3.288	0.001
	Psychological empowerment	0.397	0.116	0.202	3.440	0.001
	Structural empowerment	0.611	0.077	0.468	7.971	0.000

a. Predictors: (Constant), structural empowerment, psychological empowerment
b. Dependent Variable: Citizenship Behaviour

Source: Field Survey, 2025

Analysis in Table 7 is the nexus between empowerment and the citizenship behaviour of employees of the firms in Nigeria. The multiple linear regression shows that the overall regression was statistically significant (P = 0. 000) at 5% confidence level, F (2, 271) =78.573. This showed that the goodness-of-fit of the overall model was statistically significant. The coefficient of multiple determination ($R^2 = 0.367$) shows that the employee empowerment practices explained 36.7% variation in citizenship behaviour as performance indicator of the firms in Nigeria. The remaining 63.3% may be attributed to other factors not included in this model. It was observed that the coefficient of multiple determination R^2 is relatively low. This can be attributed to the fact that R^2 in human behaviour studies usually have R^2 lower than 50% (Frost, 2019).

On the contributions of empowerments to variability in citizenship behaviour, the study found that a unit change in psychological empowerment associated with 0.397 change in citizenship behaviour of employees of the firms in Nigeria with a statistically significant p-value of 0.001. The study further found that a unit change in structural empowerment associated with 0.611 change in citizenship behaviour of employees of estate surveying and valuation firms in Nigeria and with a statistically significant p-value of 0.000. The regression equation predicting citizenship behaviour of employees of the firms in Nigeria (OCB_N) = 12.543 + 0.397PE + 0.611SE. The result of this finding is in tandem with the study of Turnipseed and Van de Waa (2020) that meaning and competence dimensions of psychological empowerment positively predict citizenship behaviours. The insignificant relationship between employee empowerment practices and citizenship behaviour of employees of the firms in Nigeria can be attributed to moderate or low level of employee empowerment in the study area. Hence, the estate firms need to improve on the empowerment practice to hence citizenship behaviour of their employees which in the long run will lead to financial performance of the firms.

4.0 Conclusion

The study examined the nexus between employee empowerment and citizenship behaviour of estate surveying and valuation firms in Nigeria. This was with a view to providing information to engender pro-organisational behaviour and eventually firm performance. Despite altruism is the exhibited organisational citizenship behaviour attribute, yet it was only sometimes exhibited by the employees of estate surveying and valuation firms in Nigeria and this is closely followed by civic virtue. The result also showed that employee empowerment (PE) resulted in less than 50% using the coefficient to multiply determination (R^2). This presupposes that the employees of estate surveying and valuation firms in Nigeria do not always exhibits behaviours that are pro-organisational. Hence, estate firms should engage and empower their employees to engender positive behaviours from their employees in order to improve firm performance and service delivery.

Again, courtesy and sportsmanship dimension of organisational citizenship behaviours were rarely exhibited which is a concern and its concomitant effect on service delivery. Again, the result of the interview conducted also showed that some of the employees do not demonstrate good citizenship behaviour because some of the employees usually take jobs or clients instruction from the firms to their colleagues where fees would be shared among themselves without firms' involvement. It is therefore imperative for estate surveying and valuation firms to pursue the implementation of employee empowerment especially structural empowerment that relates to reward system. This is because if employees are not well renumerated, it would be difficult for employees to exhibit good organisational citizenship behaviour. Employees would be more committed if they are adequately and promptly renumerated which would serve as hygiene factor and propounded by two factor theory as used in the study to underpin the study. Estate surveying and valuation firms should also provide enable environment for their employee's advancement, personal and professional growth to engender pro-organisational behaviour, commitment and loyalty which are hygiene factors that promotes good organisational behaviours from employees.

References

Afram, J., Manresa, A., & Mas-Machuca, M. (2022). The impact of employee empowerment on organisational performance: The mediating role of employee engagement and organisational citizenship behaviour. *Intangible Capital, 18*, 96–119. doi.org/10.3926/ic.1781

Afsar, B. and Badir, Y. (2016). The mediating role of psychological empowerment on the relationship between person-organization fit and innovative work behaviour. *Journal of Chinese Human Resource Management*, 7 (1), 5-26. doi.org/10.1108/JCHRM-11-2015-0016

Bagheri, G., Matin, H.Z. and Amighi, F. (2011). The relationship between empowerment and organizational citizenship behaviour of the pedagogical organization employees. *Iranian Journal of Management Studies*, 4 (2), 53-62.

Baird, K., Su, S. and Munir, R. (2018). The relationship between the enabling use of controls, employee empowerment and performance. *Personnel Review*, 47 (1), 257-274. doi: 10.1108/PR-12-2016-0324

Berraies, S., Chaher, M. and Yahia, K. B. (2014). Employee empowerment and its importance for trust, innovation and organisational performance. *Business Management and Strategy*, 5(2), 82–103. Doi:10.5296/bms.v5i2.6558

Bharadwaja, M. and Tripathi, N. (2021). Linking empowering leadership and job attitudes: The role of psychological empowerment. *Journal of Asia Business Studies*, 15(1), 110–127. Doi: 10.1016/j.ibrd.2020.08.001

Chiang, C.F. and Hsieh, T.S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behaviour, *International Journal of Hospitality Management,* 31, 180–190. doi.org/10.1016/j.ijhm.2011.04.011

Demircioglu, M.A. (2018): The effects of empowerment practices on perceived barriers to innovation: evidence from public organisations. *International Journal of Public Administration*, 41 (15), 1302-1313. Doi:10.1080/01900692.2017.1387143

Evans, W. R., Neely, A., & Davis, W. D. (2022). A work role perspective of corporate social responsibility. Journal of Managerial Issues, 34(4), 388-408. Doi: 10.1016/j.jbusres.2025.115281

Frost. J. (2019). Regression analysis: an intuitive guide for using and interpreting linear models. Jim publishing.

Greasley, K., Bryman, A., Dainty, A., Price, A., Naismith, N. and Soetants, R. (2008). Understanding empowerment from an employee perspective; what does it mean and do they want it? *Team performance management,* 14 (1/2), 39-55. Doi:10.1108/09684890810853563

Groselj, M., Cerne, M., Penger, S. and Grah, B. (2020). Authentic and transformational leadership and innovative work behaviour: the moderating role of psychological empowerment. *European Journal of Innovation Management*, 1460-1060. DOI 10.1108/EJIM-10-2019-0294

Han, S.H., Seo, G., Yoon, S.W. and Yoon, D. (2016). Transformational leadership and knowledge sharing: Mediating roles of employee's empowerment, commitment, and citizenship behaviors. *Journal of Workplace Learning,* 28 (3), 130-149. Doi:10.1108/JWL-09-2015-0066

Herzberg, M. and Mausner, B. (1993). *The motivation to work*. Transaction Publishers.

Hewagama, G., Boxall, P., Cheung, G. and Hutchison, A. (2019). Service recovery through empowerment? HRM, employee performance and job satisfaction in hotels. *International Journal of Hospitality Management* 81, 73–82. doi.org/10.1108/PR-12-2016-0324

Jiang, J.Y., Sun, L. and Law, K. S. (2011). Job Satisfaction and Organization Structure as Moderators of the Effects of Empowerment on Organizational Citizenship Behavior: A Self-Consistency and Social Exchange Perspective. *International Journal of Management*, 28 (3), 675-693.

Kharabsheh, A.E.A., Alnuaimi, M.A., Alzoubi, H.M. (2024). The Impact of Employee Empowerment and Organizational Citizenship Behavior with Mediating Role of Job Satisfaction at Amman Private Hospitals. In: Alzoubi, H.M., Alshurideh, M.T., Vasudevan, S. (eds) Technology Innovation for Business Intelligence and Analytics (TIBIA). Studies in Big Data, vol 147. Springer, Cham. https://doi.org/10.1007/978-3-031-55221-2_34

Kundu, S.C. and Kumar, S. (2017). Effects of psychological empowerment on firm's performance: mediation of affective commitment. *Journal of Organisation & Human Behaviour,* 6 (1 & 2), 42-53.

Leong, C.T. and Rasli, A. (2014). The Relationship between innovative work behavior on work role performance: An empirical study**.** *Procedia - Social and Behavioral Sciences*, 129, 592 – 600. Doi:10.1016/j.sbspro.2014.03.717

Menon, S. T. (1999). Psychological empowerment: Definition, measurement, and validation. *Canadian Journal of Behavioral Science,* 31(3), 161-164. Doi: 10.1037/h0087084

Moh'D, S.Q., Al-Hawari, A. and Bani-Melhem, B. (2020). Perceived organizational customer orientation and frontline employees' innovative behaviors: exploring the role of empowerment and supervisory fairness. European Journal of Innovation Management 1460-1060.

Motowidlo, S. J., Borman, W. C., & Schmit, M. J. (2014). A theory of individual differences in task and contextual performance. In Organizational citizenship behavior and contextual performance, 71-83. Psychology Press.

Moorman, R.H., Niehoff, B.P. and Organ, D.W. (1993). Treating employees fairly and organizational citizenship behavior: sorting the effects of job satisfaction, organizational commitment, and procedural justice. *Employee Responsibilities and Rights Journal,* 6 (3), 209-225. Doi:10.1007/BF01419445

Munjuri, G.M. and K'Obonyo, P. (2015). Human capital, employee empowerment and performance of commercial banks and insurance firms in Kenya. *International Journal of Arts and Commerce*, 4(6), 163–181.

National Bureau of Statistics (2019), Annual abstract of statistics, 2019, Abuja.

Ogunbameru, O.A. (2000). Introducing social research and report writing. Ibadan: Pat-Mag Press.

Ojekalu, S.O., Oladokun, T.T., Adeogun, A.S., and Agava, H.Y. (2024). Employee Empowerment in Nigerian Estate Surveying and Valuation Firms. AAUA Journal of Environmental Design and Management, Vol. 3, No 2, pp 29-40.

Organ, D. W. (2018). Organizational citizenship behavior: Recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behavior*, *5*(1), 295-306.

Quratulain, S., Al-Hawari, M.A. and Bani-Melhem, S. (2020) Perceived organizational customer orientation and frontline employees' innovative behaviors: exploring the role of empowerment and supervisory fairness. *European Journal of Innovation Management*, 1460-1060.

Rangus, K. and Slavec, A. (2017). The interplay of decentralization, employee involvement and absorptive capacity on firms' innovation and business performance. Technological Forecasting and Social Change, 120, 195-203.

Rita, M., Payangan, O.R. Rante, Y. Tuhumena, R. and Erari, A (2018). Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance. *International Journal of Law and Management*, 60, 40, 953-964. doi:10.1108/IJLMA-03-2017-0026

Sharma, V and Jain, S. (2014). A scale for measuring organisational citizenship behaviour in manufacturing sector. *Pacific Business Review International*, 6 (8), 57-62.

Sinha, S., Priyadarshi, P. and Kumar, P (2016). Organizational culture, innovative behaviour and work-related attitude: Role of psychological empowerment. *Journal of Workplace Learning*, 28 (8), 519-535. Doi:10.1108/JWL-06-2016-0055

Singh, A. S. and Masuku, M. B (2014). Sampling Techniques & Determination of Sample Size in Applied Statistics Research: An Overview. International Journal of Economics, Commerce and Management Vol. II, Issue 11, 1-22.

Spreitzer, G.M. (1995). Psychological empowerment in the workplace: construct definition, measurement and validation. *Academy of Management Journal*, 38 (5), 1442-1465.

Spreitzer, G.M. (2008). Taking stock: A review of more than twenty years of research on empowerment at work. In: Barling, J., Cooper, C.L. (Eds.), Handbook of organisational behaviour. Sage, Thousand Oaks, CA, pp. 54–72.

Suifan, T. S., Diab, H., Alhyari, S. and Sweis, R. J. (2020). Does ethical leadership reduce turnover intention? The mediating effects of psychological empowerment and organizational identification. *Journal of Human Behavior in the Social Environment*, 30(4), 410–428. Doi:10.1080/10911359.2019.1690611

Thomas, K.W. and Velthouse, B.A. (1990). Cognitive elements of empowerment: an interpretive model of intrinsic task motivation. *The Academy of Management Review*, 15, (4), 666-681.

Turnipseed, D.L. and Van de Waa, E.A. (2020). The little engine that could: the impact of psychological empowerment on organizational citizenship behavior. *International Journal of Organization Theory & Behavior*, 1093-4537. Doi: 10.1108/IJOTB-06-2019-0077.

Cite this article as:

Ojekalu S. O., Oladokun T.T and Oguntokun B. F. (2026). Employee Empowerment as a Predictor of Organisational Citizenship Behaviour in Estate Surveying and Valuation Firms in Nigeria. *Nigerian Journal of Environmental Sciences and Technology*, 10(1), pp. 121-134. https://doi.org/10.36263/nijest.2026.01.30