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# EFFECT OF PSYCHOLOGICAL EMPOWERMENT ON EMPLOYEES' COMMITMENT TO ESTATE SURVEYING AND VALUATION FIRMS IN NIGERIA

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## *ABSTRACT*

***Purpose:*** *The paper investigated effect of psychological empowerment on employees' commitment to estate surveying and valuation firms in Nigeria. Incessant employee's turnover in the Nigerian real estate sector is a concern and this has resulted in sole ownership of estate surveying and valuation firms rather than conglomerate practice and this situated could be linked to the empowerment practices being implemented by the firms.*

***Methodology:*** *Primary data were used for the study. Questionnaires were administered on practicing Estate Surveyors and Valuers (ESV) in Lagos, Abuja, and Port Harcourt. 70% of ESVs in each of the cities were selected using simple random technique and 149, 83 and 42 questionnaires were retrieved. Information on empowerment practice were measured using scales developed by Spretzer (1995) and Rajalingam, Jauhar and Abdul Ghani (2015). The data were analysed using regression analysis.*

***Findings:*** *The study showed that psychological empowerment (PE) resulted into 25.3%, 24.4, and 15.8% of normative, continual, and affective commitments of employees of estate surveying in Nigeria, respectively using coefficient of multiple determination ($R^2$). Over all, the implementation of psychological empowerment resulted into 21.8% of employees' commitment to ESVFs in Nigeria.*

***Originality****: The study presents empirical evidence of empowerment practice and its impact on employees' commitment to ESVFs. The study recommends that ESVFs in Nigeria should embrace and implement psychological empowerment attributes such as meaningfulness and impact to improve employee commitment which could lead to improve service delivery and firm's performance.*

**Keywords:** Psychological empowerment, employee commitment, Organizational behaviour, Workforce quality.

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## 1.0 INTRODUCTION

In the highly competitive business environment, where delivery of quality service is highly demanded a motivated and empowered employee is critical especially in the service industry such as real estate. Employees are vital input to estate surveying and valuation firms in the discharge of services to clients such as valuation for all purposes, property management and investment analysis among others. Buttressing the criticality of employees to service organisations, Yin, Wang and Lu (2019) remarked that human resource is an engine for organisational development. Also, and Azzahra *et al* (2026) opined that the success of organisation depends on the quality of its workforce. Hence, for improved service delivery, estate surveyors working as employees in estate surveying and valuation firms need to be empowered.

Employee empowerment connotes ensuring employees have the skills, knowledge, good reward system and autonomy to make relevant decisions within their capabilities and authority that would otherwise be made by management (Kim, Lee & Jang, 2017). The term psychological (PE) is four motivational constructs namely: meaning, self-determination, competence and impact (Spreitzer, 1995). Meaning is the value of career goals attached to work place and job duty which depends on employees' perception or standards (Jha, 2010). Competence is employee's capability to perform work role with skill or dexterity (Randolph and Kemery, 2011). Self-determination is the autonomy an employee has in performing job duties. Impact is the degree employees influence strategy and management in the production of career outputs in an organisation (Fernandez & Moldogaziev, 2011).

Rae (2013) defined commitment as great willingness and craving of employees to go above and beyond job description to achieve the company's goals and objectives. Employee commitment leads to multiple positive work-related attitudes such as organisational citizenship, reduced absenteeism, and a lower likelihood of turnover. It has also been noted that employee turnover is a rampant in real estate industry (Peter, Oni, Ogunowo, & Fateye, 2019).

It has been submitted that psychological empowerment is a great predictor of employee commitment (Saleem *et al*., 2019). This is because PE serves as an impetus to both affective, continual and normative commitment that will propel employees to perform beyond job description (Rae, 2013). Various studies have been carried out linking PE with organisational commitment in different sectors of the economy in different country. For instance, Kariuki and Murimi (2015) examined the relationship between psychological empowerment and organisational commitment in Kenyan manufacturing industry. Rajapathirana and Hui (2018) investigated the relationship between psychological empowerment and commitment in Sri Lanka and Soomro and Shah (2019) looked into the effect of employee empowerment on organisational commitment in Pakistani small and medium businesses. A cursory look at the literature indicated that the studies that have examined the effect of psychological empowerment and organisational commitment were carried out in other service sector rather than real estate industry. Again, estate surveying and valuation firms is experiencing high employee turnover which could have debilitating effects on the performance and quality of services render by the firm in the long run. Further, empirical evidence on the effect of psychological empowerment on employees' commitment to estate surveying and valuation firms in Nigeria is scanty generally. Hence, study therefore investigated the effect of psychological empowerment on employees' commitment to estate surveying profession in Nigeria.

## 2.0 LITERATURE REVIEW

This section contains conceptual and empirical reviews relevant to the study.

## 2.1 CONCEPTUAL REVIEW

concepts such as employee empowerment**,** empowerment psychological and employee commitment were review in this subsection.

### 2.1.1 EMPLOYEE EMPOWERMENT

The definition of empowerment has sparked a lot of discussion in the literature because there are diverse views about it. As such, no universally accepted definition of employee empowerment. For example, Greasley *et al*. (2008) defined EE as giving employees more flexibility and freedom to make decisions about their work while Menon (2011) defined EE as a personal state of employees characterised by competence, skill set and employee's ability to perform job duties effectively and with autonomy. Empowerment has been conceived as four task motivation of meaningfulness, competence, self-determination (autonomy) 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).

### 2.1.2 CONCEPTUAL OF EMPLOYEE COMMITMENT

Rae (2013) refers organisational commitment as an employee's craving to continue affiliated with a company, as evidenced by a greater willingness to go above and beyond to achieve the company's goals and objectives. Individuals' attachment to an organisation is referred to as organisational commitment (Meyer and Allen, 1991). Employee commitment leads to multiple positive work-related attitudes such as organisational citizenship, reduced absenteeism, and a lower likelihood of turnover.

Meyer and Allen (1991) classified commitment into normative, affective, and continual. A moral obligation to remain with a particular firm is called normative commitment (NC). continual commitment (CC) results from investments employees have made to the firm. Affective commitment (AC) is the emotional affinity with firms. staff members with strong affective attachment to the firms tend to identify with and enjoy membership in firms. The scale for measuring employee commitment developed by Meyer and Allen (1991) is presented in Table 1.

**Table 1: Employee Commitment Scale**

| | |
|---|---|
| | **Affective Commitment** |
| 1 | Employees are happy as a member of staff |
| 2 | Employees discusses firms many people |
| 3 | Feeling that firm's problem is that of employees |
| 4 | Employees cannot be attached to similar firm |
| 5 | Employees see firms as part of family |
| 6 | Employees emotionally attached to a firm |
| 7 | Employee sees firm as personal belongings |
| 8 | Sense of belong to firm is strong |
| | **Normative Commitment** |

| | |
|---|---|
| 9 | Feeling of owing firm duty because of the firm did in the past |
| 10 | I am loyal to firm because am treated fairly |
| 11 | Letting my co-workers down I leave the firm |
| 12 | I am valued therefore I am loyal |
| 13 | I am committed to firm's mission |
| 14 | morally satisfy to be dedicated to the firm |
| | **Continual Commitment** |
| 15 | Firm's loss worries me because of my investment |
| 16 | I would be dejected if I am not a staff member of the firm |
| 17 | Loyalty to firm because of my investment especially morally and financially |
| 18 | I am anxious about losing this firm |
| 19 | worry I might be affected if something bad happen to firm |
| 20 | I am totally dedicated to this firm |

Source: Meyer and Allen (1991)

Having reviewed the concepts of psychological empowerment and commitment, the conceptual framework to underpin the study is presented in figure 1 bellow. The framework underscores the relationships among psychological empowerment constructs of meaningfulness, self-determination, impact, and competence. The framework emphasised the bidirectional relationship among the constrict and dimensions of employee commitment.

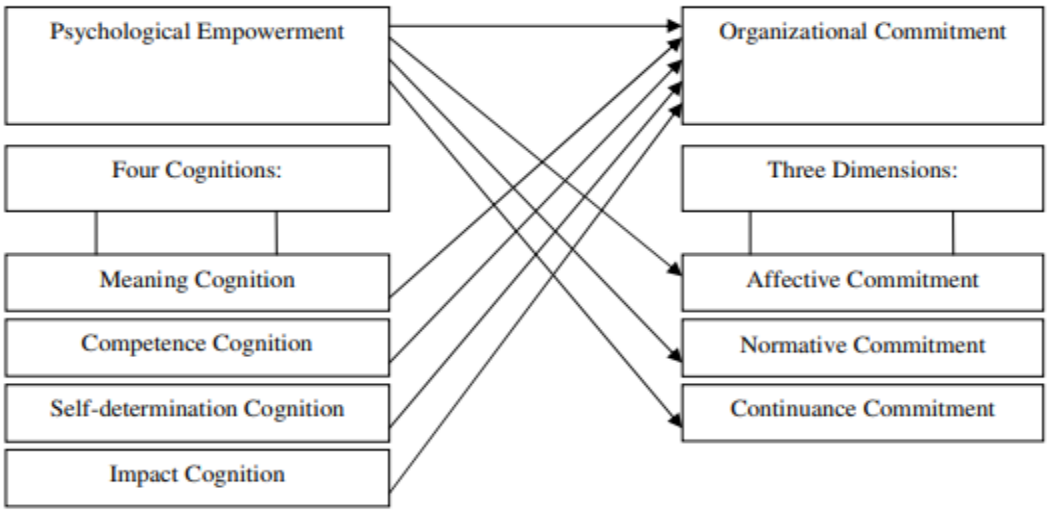



Figure1: Conceptual framework for the study
Adopted from Ali Shah *et al.* (2029)

## 2.2 Theoretical Review

Theory that the underpin the relationship between employee empowerment and commitment such as job characteristics theory was reviewed**.**

### 2.2.1 Job Characteristics Theory

The job characteristics theory was propounded by Hackman and Oldham (1976). The theory assumed that well-designed work tasks will result in workers being fulfilled, and that this fulfilment will motivate employees to be committed. Motivational potential are high level of zeal and perseverance on the part of the employee in pursuit of growth and independence. This assumes that a motivated employee will be

extremely loyal to an organisation that provides them with opportunities for advancement and self-determination. The five basic tasks that trigger motivational potential propounded in JCT in employees are skill set of employees, task significance, task identity, autonomy, and task feedback. Skill variety extent to which employee job necessitates the use of numerous skills. Hence, manager's job requires several skills, supervision, delegation, planning, negotiation and decision-making among others. The term work task to the employee which important is commonly known as task significance. Task identity refers to those characteristics of work tasks that enable a worker to identify with a complete product or service.

Again, self-determination refers to a worker's discretion or freedom in deciding how to do their job. The development of experienced responsibility for work outcomes is aided by task autonomy. This relates to the psychological empowerment aspect of autonomy. This refers to the discretion that estate surveyors and valuers have in making job-related decisions. In essence, positive psychological states are linked to positive work and personal outcomes like high intrinsic work motivation, performance, job satisfaction, low absenteeism and turnover. Scholars have used the job characteristics model to investigate the impact of empowerment on organisational commitment (Huang *et al*., 2006). According to the theory, job characteristics that motivate employees include autonomy, which makes them feel more competent and self-worth in their work. Empowerment, according to Huang and Chen (2019) is an investment in the organisation because it creates a level of indebtedness among employees to the firm. Employees are obligated to reciprocate positive organisational adventure leading to increased commitment. In this regard, ESVFs is not excepted from demonstrating positive of employees to engender quality service delivery especially being a service firm. This theory is useful in examining the degree of job characteristics in an estate firm on the level of commitment exhibited by employee of ESVFs in Nigeria. The next subsection contains the empirical review.

## 2.3 EMPIRICAL REVIEW

Scholars in human resource management literature have investigated the effect of employee empowerment implementation on employee commitment (EC) in plethora of disciplines. In quantity surveying profession, for example, Liu, Chiu, and Fellows (2007) investigated effect of empowerment on organisational commitment among quantity surveyors (QS) working in QS consultancy firms, and real estate development enterprises in the quantity surveying profession. Employee empowerment was found to affect affective commitment of quantity surveyors. The findings also revealed that male QS had lower levels of continual commitment, and that the longer a QS has worked for an organisation (especially in consulting companies), the lower their level of continual commitment is. In essence, none of the study's demographic characteristics, such as tenure, professional qualifications, gender, or nationality, were statistically significant. In the same vein, Ali Shah *et al.* (2029) examined the effect of psychological empowerment on organisational commitment of telecommunication companies in Pakistan. The result showed that psychological empowerment positively influenced organisational commitment.

Again, Hanaysha (2016) used structural equation modelling to examine the impact of employee empowerment and organisational commitment in Malaysian education sector. The study found that employee empowerment has a considerable favourable effect on organisational commitment. Similarly, Joo and Shim (2010) examined the effect of psychological empowerment (PE) on organisational commitment in Korean public sector. The result of the study is consistent with later study of Hanaysha (2016) that psychological empowerment has a considerable effect on organisational commitment for personnel. Muda and fook (2020) examined the effect of psychological empowerment on commitment of public university staff in Malaysia using regression analysis. The study found that psychological

empowerment explained 20% of commitment due to empowerment. The study of Joo and Shim (2010) also found that educational level among demographic characteristics influenced employee commitment to organisations. Despite achieving stated objective of the study, it finding cannot be applicable to real estate industry because it was carried out in public service rather than private sector that this study investigated.

Jha (2011) examined the link between psychological empowerment and organisational commitment in India. The study found that psychological empowerment increased emotional and normative commitment positively. However, psychological empowerment did not influence and continual commitment positively. Pradhan and Pradhan (2015) founding are in contrast with the earlier study of Jha (2011) which found that psychological empowerment did not did not influence normative commitment in information technology company in India. The study found that affective commitment had positive linkage with the contextual performance of the organisation. Again, in hospitality sector, Yao, Qiu, and Wei (2019) examined the relationship between organisational commitment and loyalty among hotel employees. The result found that affective, normative, and continuance commitments have effects on the attitudinal and behavioural loyalty of employees.

Empowerment is complex process that need managerial help to performed properly. If organisations implement empowerment it will lead to increase in trust of employees and can be regarded as a form of assistance to employees. Employees may view implementation as either admirable or lacking in assistance. For example, employees that experience empowerment practices or providing assistance when needed will be more committed. If employees are supported by organisations, employee will reciprocate by being committed. Joma (2017) examined the influence of psychological empowerment and organizational commitment among Saudi academics and the showed that psychological empowerment highly influenced organisational commitment and specifically self-determination construct was most pronounced

Pentareddy and Suganthi (2015) found that PE somewhat influences job characteristics on affective commitment. Brunetto *et al.* (2012) found that stronger psychological empowerment leads to higher affective commitment in the nursing profession in Australia. Employees are more devoted to the organisation when their demands for growth and achievement are met, according to this study. Alfalla-Luque, *et.al*. (2015) examined the association between employee and organisation's performance in a supply chain organisation. The study found that the relationship between EC and firm's performance is mediated by supply chain integration. The study specifically found that EC contributed to improving internal integration and that managers should promote EC as well as its associated barriers must be mitigated. Despite achieving stated of objective of the study, it was limited to other service sector other than real estate industry. Again, Soomro and Shah (2019) discovered that empowerment influenced organisational commitment. EC to the organisation was influenced by job happiness, while work satisfaction was influenced by organisational culture. Furthermore, employee performance is unaffected by entrepreneurial inclination.

Organisational justice, organisational commitment, information sharing, and business performance were explored by Imamoglu, Ince, Turkcan, and Atakay (2019). Organisational justice impacted on organisational commitment, information sharing, and business success, according to the findings. The study discovered that organisational commitment has an impact on information sharing and company success. Elucidating on the importance of employee empowerment on EC, Sahoo and Das (2011) opined that employees with strong organisational commitment are emotionally attached to the firms and propel them to contribute immensely to organisational success. Again, the effect commitment on citizenship

behaviour (CB) of bank employees was investigated by Zayas-Ortiz, Rosario, Marquez, and Grueiro (2015). The study revealed that there is a positive association between organisational commitment and organisational CB in regard to the organisational commitment scale created and verified by Rosario et al. (2004). The socioeconomic features and organisational profile of real estate personnel in private ESVFs in Lagos were investigated by Ayodele *et al*. (2020). The study found that male real estate employees exhibited higher organisational commitment than female while female employees exhibited higher career commitment. While marital status, academic qualifications, management level, and the year of the firm's inception were no significant.

## 3.0 METHODOLOGY

Primary data were used for the study. The quantitative data were collected through questionnaire administration. The study population were the employees of estate surveying and valuation firms (ESVFs) in Nigeria and one estate surveyor and valuers per firm were selected. 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. 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 considered adequate for a homogeneous population as opined by Ogunbameru (2000). 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. The data were collected using 5-point Likert scale of no empowerment (1), little empowerment (2), moderate empowerment (3), high empowerment (4) and extreme empowerment (5) and the data obtained were analysed using regression analysis. The reliability of the measurement scale was tested using Cronbach Alpha. The meaningfulness, competence, self-determination, and impact constructs of psychological empowerment contributed 0.98, 0.85, 0.79, and 0.74 respectively to the overall Cronbach Alpha of 0.84 which exceeded the minimum threshold of 0.7 (Ho, 2006). The psychological empowerment was the independent variable was measured using psychological empowerment scale developed by Spreitzer (1995) while commitment is the dependent variable and measured using commitment scale developed by Meyer and Allen (1991) as presented in Table 1. The variables were operationalised as follows. The dependent variable employee commitment (C) contains three dimensions namely affective (A), normative (N) and continual commitment (C). Therefore, the model for the study is denoted in the equation below:

The variables of this study are operationalised as follow:

$Y = f(X)$ …… 1

$EC = f(EEP)$ Employee empowerment practice

$EC = \alpha + \beta_1 SD_i + \beta_2 MFi + \beta_3 COMP_i + \beta_4 IMPi + \varepsilon$ … 2

Where C = Employee commitment, EEP = employee empowerment practice

Where $SD_i$ = self-determination, MFi = meaningfulness, COMPi= competence, IMPi = impact,

The next subsection contains the results presentation and discussion of findings

## 4.0 PRESENTATIONAND DISCUSSION OF RESULTS

The study analysed the effect of psychological empowerment practice on commitment of employees of ESVFs in the study area and the result is presented in Table 2**Table 2: Effect of Psychological Empowerment on Employee Commitment in Nigeria**

| Commitment Types | | Lagos | | Abuja | | Port Harcourt | | Nigeria | |
|---|---|---|---|---|---|---|---|---|---|
| Normative | **ANOVA** | 0.000 | | 0.002 | | 0.188 | | 0.000 | |
| | | **B** | **Sig** | **B** | **Sig** | **B** | **Sig** | **B** | **Fig** |
| | Constant | 4.660 | 0.002 | 7.570 | 0.038 | 12.924 | 0.093 | 8.294 | 0.000 |
| | Self-determination | 0.535 | 0.000 | -0.243 | 0.305 | -0.831 | 0.115 | 0.100 | 0.416 |
| | Impact | 0.951 | 0.000 | 0.516 | 0.040 | 1.005 | 0.079 | 0.725 | 0.000 |
| | Meaningfulness | 0.165 | 0.033 | 0.845 | 0.000 | 0.685 | 0.05 | 0.138 | 0.095 |
| | Competence | 0.177 | 0.025 | 0.049 | 0.797 | 0.327 | 0.459 | 0.094 | 0.273 |
| | **$R^2$** | **0.390** | | **0.221** | | **0.15** | | **0.253** | |
| Continual | **ANOVA** | 0.000 | | 0.05 | | 0.037 | | 0.000 | |
| | Constant | 5.088 | 0.003 | 15.304 | 0.000 | 2.718 | 0.623 | 9.568 | 0.000 |
| | Self-determination | 0.557 | 0.000 | 0.286 | 0.152 | 0.145 | 0.702 | 0.126 | 0.253 |
| | Impact | 0.889 | 0.000 | 0.775 | 0.000 | 0.614 | 0.139 | 0.665 | 0.000 |
| | Meaningfulness | 0.069 | 0.429 | 0.032 | 0.870 | 0.271 | 0.281 | 0.030 | 0.688 |
| | Competence | 0.039 | 0.659 | 0.287 | 0.079 | 0.606 | 0.031 | -0.042 | 0.587 |
| | **$R^2$** | **0.303** | | **0.193** | | **0.236** | | **0.244** | |
| Affective | **ANOVA** | 0.000 | | 0.361 | | 0.30 | | 0.000 | |
| | Constant | 7.569 | 0.004 | 15.956 | 15.956 | 8.423 | 0.295 | 11.731 | 0.000 |
| | Self-determination | 1.404 | 0.000 | 0.007 | 0.007 | 0.047 | 0.932 | 0.741 | 0.000 |
| | Impact | 0.353 | 0.014 | 0.356 | 0.356 | 0.569 | 0.339 | 0.175 | 0.294 |
| | Meaningfulness | 0.207 | 0.118 | 0.214 | 0.214 | 0.361 | 0.32 | 0.283 | 0.008 |
| | Competence | -0.097 | 0.472 | 0.112 | 0.112 | 0.321 | 0.492 | -0.025 | 0.821 |
| | **$R^2$** | **0.293** | | **0.061** | | **0.119** | | **0.158** | |
| Overall - PE | **$R^2$** | **0.329** | | **0.158** | | **0.168** | | **0.218** | |

Source: Field survey: 2025. PE: Psychological Empowerment

Table 2 presented the effect of psychological empowerment (independent variable) and commitment (dependent variable) on employee of the firms in Lagos, Abuja, Port Harcourt and the entire study area (Nigeria). The multiple linear regression for normative commitment for Lagos, Abuja, and Nigeria showed that the overall regression was statistically significant (P = 0.000, 0.002, 0.000) respectively for at 5%

confidence level. This showed that the goodness of fit of the overall model was significant signifying that there is a relationship between psychological empowerment and normative commitment of employees in Lagos, Abuja and Nigeria study areas while that of Port Harcourt study area was insignificant (P = 0.188) therefore requiring no further interpretation.

The coefficient of multiple determinations for Lagos, Abuja and Nigeria study area are (R2 = 0.390, 0.221 and 0.254) respectively. This implies that psychological empowerment practices predicted 39%, 22.1% and 25.4% of the normative commitment of employees of the firms in Lagos Abuja and Nigeria, respectively. The relatively strong relationship between psychological empowerment and employee commitment could be attributed to Lagos being the most vibrant property market in Nigeria the major and most employer of labour in real estate in Nigeria (23%) with the most real estate firm in the country (National Bureau of Statistics, 2015) do not want to lose their valuable employees to the competitors. The relatively low coefficient of multiple determination could be attributed to the fact that human behavioural studies usually have a low R2 of below 50% (Frost, 2019). The remaining 69%, 77.9% and 74.6% may be linked to other factors not included in this model. This finding supported the study of Dewettnick and van Ameijde (2011) found that the information sharing dimension of empowerment found to be negatively associated with psychological empowerment and, therefore, insignificant. The result is also in tandem with the study of Bhatnagar (2007) and Liu, et al. (2007) that discovered that psychological empowerment and organisational commitment had a high association with human resource practices and quantity surveying profession.

The contributions of each dimension of psychological empowerment practices to normative commitment in the Lagos study area were found to be 0.535 (P = 0.000), 0.951 (P = 0.000), 1.65 (P = 0.033), and 1.77 (P = 0.025), respectively, for self-determination, impact, meaningfulness, and competence dimensions, and they were all significant. The contributions of each dimension of psychological empowerment practice to the normative commitment of employees of the firms in Abuja are: self-determination, impact, meaningfulness, and competence dimensions of psychological empowerment contributed -0.243, 0.516, 0.845, and 0.049, respectively, with p-values of 0.305, 0.040, 0.000, and 0.797, respectively. The impact and meaningfulness dimensions were significant, while self-identification and competence were insignificant. In the entire study area (Nigeria), the contribution of empowerment practices to normative commitment are: self-identification (0.100), impact (0.725), meaningfulness (0.138) and competence (0.094) with the following p-values of 0.416, 0.00, 0.095 and 0.273, respectively.

The regression equations predicting normative commitment of employees in the study areas because of psychological empowerment practices of employees of the firms in Lagos, Abuja and Nigeria are: (NCL) = 4.660+ 0.535 SDi + 0.951 IMPi + 1.77 MFi + 1.65 COMPi where NCL, COMPi. SDi, MPi, MFi and COMPi are normative commitment in Lagos, self-determination, impact, meaningfulness and competence. The regression model predicting normative commitment because of psychological empowerment in Abuja is (NCA) = 7.570 -0.243SDI + 0.516MFi + 0.845IMPI + 0.049COMPi. Where NCA is the normative commitment in Abuja. Whereas, the regression model for normative commitment in Nigeria is (NCN) = 8.294 + 0.1SDI + 0.725MFi + 0.138IMPI + 0.094COMPi. Where NCN is a normative commitment in Nigeria.

The relationship between psychological empowerment practice and continual commitment of employee of the firms in Lagos market, Abuja, Port Harcourt and Nigeria was established because the ANOVA table was significant (0.000. 0.05, 0.037 and 0.000) respectively. This showed that the overall regression was statistically significant (P = 0.000) at the 5% confidence level for the continual commitment of employees of the firms. The coefficients of multiple determination for Lagos, Abuja, Port Harcourt, and Nigeria were

(R2 = 0.303, 0.193, 0.236, and 0.244, respectively. This showed that psychological empowerment practices predicted 30.3%, 19.3%, 23.6, and 24.4% of the continual commitment of employees of the firms in Lagos, Abuja, Port Harcourt, and Nigeria, respectively. The remaining 69.7%, 80.7%, 77.4%, and 75.6% may be attributed to other factors not included in this model. The study showed that the Lagos study area has the highest coefficient of multiple determination. This showed that psychological empowerment practices have the most effect on the continual commitment of employees of the firms in the Lagos study area, explaining 30.3% of the variability in commitment.

On the contributions of psychological empowerment practice to employee's commitment in Lagos study area, the study found that the self-identification impact, meaningfulness and competence attributes contributed (0.557, P = 0.000), 0.889 (P = 0.00), 0.069 (P = 0.429) and -0.039 (P = 0.659) respectively to continual commitment of employees and only two of them were significant while meaningfulness and competence were insignificant. The competence attribute is inversely related to commitment. This could be attributed to the fact that as employees get more competent and experienced in the estate profession, there is a propensity to be independent and therefore less committed because they might want to establish their own private practice. The regression equation explaining continual commitment because of psychological empowerment practice of employees of ESVFs firms in Lagos is (CCL) = 5.088 + 0.557SDi + 0.889IMPi + 0.069MFi +0.039COMPi. Where CCL = continual commitment in Lagos.

Further, the results found that psychological empowerment practices contributed to the continual commitment of employees of the firms in the Abuja study area are as follows: self-determination (0.286, p = 0.152), impact (0.775, p = 0.000), meaningfulness (0.032, p = 0.870), and competence (0.287, p = 0.079). The result found that only the impact dimension of psychological empowerment significantly contributed to the continual commitment of employees in the study area, while other dimensions were insignificant. The regression equation predicting continual commitment because of psychological empowerment of employees of the firms in Abuja is (CCA) = 15.304 +0.286SDi + 0.775IMPi + 0.032MFi +0.287COMPi. Where CCA, = continual commitment in Abuja. In the Port Harcourt study area, psychological empowerment practice contributed self-determination (0.145, p = 0.702), impact (0.614, = 0.139), meaningfulness (0.271, = 0.281) and competence (0.606, p = 0.031). Further, in Nigeria, the contribution of psychological empowerment dimensions to continual commitment are self-identification (0.126, p = 0.253), impact (0.665, = 0.000), meaningfulness (0.030, = 0.688) and competence (- 0.0.42, p = 0.587). The result found that only the impact dimension significantly influenced continual commitment, and the impact dimension was inversely related to continual commitment. This finding supported the study of Dewettnick and van Ameijde (2011) found that information sharing dimension of empowerment found to be negatively associated with psychological empowerment and therefore insignificant. The result of this study confirmed the study of Imamoglu, Ince, Turkcan, and Atakay (2019) that employee empowerment such as information sharing among others psychological empowerment dimensions have statistical and significant relationship with organisational commitment.

The effect of psychological empowerment practice on the affective commitment of employees of the firms in Lagos shows that the overall regression model was statistically significant (P = 0.000) at the 5% confidence level. This implies that was a statistically significant relationship between psychological empowerment and affective commitment of employees of the firms in the study area. The coefficient of multiple determination (R2 = 0.293) predicted 29.3% variability in affective commitment among employees of the firms in Lagos. The remaining 70.7% may be attributed to factors not included in this model. On the basis of the contributions of each dimension of psychological empowerment, a unit change in self-determination could lead to a 1.404 change in affective commitment among employees, with a significant p-value of 0.001.

Similarly, a unit change in the impact dimension of the psychological dimension leads to a 0.353 change in the affective commitment dependent variable, with a statistically significant p-value of 0.014. The meaningfulness dimension of psychological empowerment was statistically insignificant and contributed 0.207 to affective commitment. On the other hand, a unit change in the competence dimension leads to a -0.097 change in affective commitment with an insignificant p-value of 0.472. Further, the competence dimension has an inverse relationship between employee empowerment and employee commitment. This showed that the more employees of the firms get certified, the less committed they may be to the firms. This scenario could be linked to the fact that as employees of ESVFs get professional certification, such as associate membership, the level of commitment they exhibit could decline because they may want to establish their own private practice. The regression equation predicting the level of affective commitment of employees of the firms in Lagos is ($AC_L$) =7.569 + 1.404SDi + 0.353MPi + 0.207MFi + 0.097COMPi. Where $AC_L$, is affective commitment of employees in Lagos. Again, the finding of this study corroborated the study of Yao, Qiu and Wei (2019) employee commitment is influenced by affective commitment normative commitment, and continuance commitment employees. The result of this finding is also in tandem with the study of Bhatnagar (2007) that discovered that psychological empowerment and organisational commitment had a high association with human resource practices in service industry.

In the Abuja study area, the multiple linear regression shows that the overall regression was statistically insignificant (P = 0.361) at the 5% confidence level, and therefore there is no relationship between structural empowerment and affective commitment. This shows that the goodness of fit of the overall model in Abuja study area was not significant and ditto for Port Harcourt study area ((P = 0.309) in relation to structural empowerment and continual commitment. This could be attributed to the low response rate in the study areas. Therefore, no further interpretation was done because of the insignificant goodness of fit of the regression model.

In the entire study area (Nigeria), multiple linear regression showed that the overall regression was statistically significant (P = 0.000) at the 5% confidence level. The coefficient of multiple determination (R2 = 0.190) showed that psychological empowerment predicted 19% of the affective commitment of employees of the firms in Nigeria. The remaining 81% may be attributed to other factors not included in this model. The study further found that psychological empowerment practices contributed (self-determination = 0.741), (impact = 0.175), (meaningfulness = 0.283), and (competence = -0.025) to affective commitment with the following p-values: 0.000, 0.294, 0.008, and 0.821, respectively.

The study found that self-determination and competence have a statistically significant relationship with affective commitment in the study area while impact and meaningfulness dimensions of psychological empowerment were insignificant. he results further found that the competence dimension has an inverse relationship with affective commitment. This could be because the more certification and experience employees in ESV have, the more likely they are to have turnover intentions. The regression equation predicting the effect of psychological empowerment on affective commitment of ESVFs in Nigeria ($AC_N$) = 11.731+ 0.741SDi + 0.175IMPi + 0.283MFi - 0.025COMPi. Where $AC_N$ = affective commitment in Nigeria. The result of this study confirmed the study of Pradhan and Pradhan (2015) that affective commitment had positive linkage with the contextual performance of the organisation. This result is also in tandem with the finding of Brunetto, Shacklock, Bartram, Leggat, Farr-Wharton, Stanton, and Casimir (2012) that stronger psychological empowerment leads to higher affective commitment in the nursing profession in Australia.

In the same vein, the study found that psychological empowerment practices explained 32.9%, 15.8%, 16.8% and 21.8% of employee commitment to ESVFs in Lagos, Abuja, Port Harcourt and Nigeria

respectively. The next subsection examined the effect of structural empowerment practices on employee commitment to the firms in the study area.

## 5.0 CONCLUSIONS AND RECOMMENDATION

The study examined the employee empowerment practices of estate surveying and valuation firms in Nigeria and its effect on commitment of estate surveyors and valuers working in estate firms. This was with a view to providing information that could improve empowerment implementation that would engender organisational commitment. The study showed that psychological empowerment practice resulted into below average of normative commitment of employees of estate surveying and valuation firms in Lagos, Abuja, Port Harcourt, and the entire Nigeria, respectively (39.0%, 22.1%, 15.0, and 25.3%) using coefficient of multiple determination. In the same vein, psychological empowerment practice explained 30.3%, 19.3%, 23.6, and 24.4% continual commitment of employees of estate surveying and valuation firms in Lagos, Abuja, Port Harcourt, and the entire Nigeria, respectively.

Similarly, the effect of psychological empowerment on employee commitment in Lagos, Abuja, Port Harcourt and Nigeria were also limited. Over all, psychological empowerment explained only 21.8% commitment of employees of estate surveying and valuation firms in Nigeria. This suggest that employee empowerment initiative and its implementation should be properly embraced by estate surveying and valuation firms in Nigeria such that employee morale would be boosted and therefore engender improved service offering to clients.

Again, in Abuja, the result found that only the impact dimension significantly influenced continual commitment. The impact and meaningfulness dimensions were significant, while self-identification and competence were insignificant. This suggest that the psychological empowerment have little or no effect on the commitment of employees in Abuja study area. Hence, principal partners need to implement more psychological empowerment variables such as meaningfulness and self-determination to enhance employee's commitment thereby leading to better service delivery. Further, the study showed that Lagos study area had the highest coefficient of multiple determination indicating higher commitment of employees of estate surveying and valuation firms. The study recommended that estate surveyors and Valuation firms must not relent in empowering their employee psychologically in order to maintain or improve employees' commitment such that service delivery will not decline despite having the highest psychological coefficient.

In the same vein, estate surveying and valuation firms in Abuja and Port Harcourt should embrace and engage in psychological empowerment implementation to order to enhance the commitment of their employees to their respective firms and to engender pro-organisational behaviour that would lead to quality service delivery and eventually culminates into improve firms' performance and clients' satisfaction vis a vis clients' retention. Further study could examine the effect of employee empowerment on the performance of estate firms in relation to how employee empowerment engenders their innovative and citizen behaviour toward company. One limitation of the study is that literature on empowerment practices in real estate in Nigeria is scanty. Hence, the study makes use of literature from other service industry such as banking, insurance, manufacturing and medical sector among others. In conclusion, Nigerian Institution of Estate Surveyors and Valuers (NISEV) should make a policy on human resource management such that employee empowerment implementation practices are parts of company registration for new companies and updating requirement for updating the existing companies to reduce employee turnover occurrence in the real estate industry in Nigeria.

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