

Exploring the influence of Work Environment on Employees' Commitment in Selected Oil Servicing Firms in Rivers State, Nigeria

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DOI [10.56201/ije_bm.v9.no10.2023.pg145.171](https://doi.org/10.56201/ije_bm.v9.no10.2023.pg145.171)

Abstract

The purpose of this study was to assess the influence of work environment on employees' commitment in selected oil servicing firms in Rivers State, Nigeria. Survey research design was employed for this study. Population for the study was 1243 employees of Dove well oilfield service limited, Juva-oil service Nigeria limited, Ocean-tides oil and gas and Flonex limited. 303 was arrived at as sample size. This was gotten using Taro Yamene's formulae for sample size determination. Data was majorly from primary source in which questionnaire was the instrument for data collection. Descriptive and inferential statistical tools were employed in analyzing the data collected. Descriptive statistics was used in analyzing the demographic part while Inferential which was Simple linear and multiple regression statistical tool were used in the test of hypotheses. Findings showed an R^2 of 0.498 which implies that 49.8% of the changes in employees' physical environment influences employees' commitment. It was also revealed that R^2 of 0.615 implies that 61.5% of the changes in workplace interpersonal relationship influences the changes in employees' commitment. Equally, findings showed an R^2 of 0.423 which implies that 42.3% of the changes in employees' technical environment influences employees' commitment in selected oil servicing firms in Rivers State, Nigeria. Conclusively, employees' commitment is vital to every organisation. Where commitment is lacking, corporate goals tend to be difficult to be realized. Based on this, it is recommended that workplace interpersonal relationship should be given attention by

policy makers in the oil servicing firms. Also, technical environment should be given attention through the provision of work tools and resources.

Keywords: *Work Environment, Employees' Commitment, Oil Servicing Firms*

Introduction

Every action taken by an organization takes place in a setting, and every organization is impacted by some kind of variable. The work environment is the collective term for these elements. Scholars have developed diverse conceptualizations of the work environment. According to Sedarmayanti (2011), a person's work environment includes all of the tools, supplies, and surroundings they use while working, as well as their individual and group work methods and arrangements. A work environment is a place where people collaborate to accomplish the goals and objectives of the organization. The social-organizational work environment and the physical environmental characteristics are the two categories of contextual features that make up the work environment.

In its most basic definition, the work environment is any combination of events, circumstances, settings, or situations in which people carry out their duties as employees. There has been a claim made that an employee's engagement, commitment, and work ethic are influenced by their perception of their workplace. The work environment plays a crucial role in the lives of employees since they spend a large portion of their time there and are impacted by it in various ways (Etuk et al., 2023) The technical environment, the interpersonal work environment, and the physical environment are the three smaller environments that make up the work environment, according to Opperman (2002). First, the technological infrastructure and tools, equipment, and other items that are technical in nature make up the technical work environment. The second aspect of the work environment is the interpersonal relationships with management, coworkers, and other people. Third, the physical state of the offices, the furniture, the lighting, the ventilation, and other elements make up the overall physical environment of the workplace. This study takes into account these three aspects of the work environment and how they affect commitment.

Employee commitment is defined as their psychological state, which both reflects and influences their level of influence within the organization and influences their decision to stay or leave. According to Ogaboh, Nkpoyen, and Usie (2010), there are three components that make up an employee's commitment: their willingness to put in more effort to support the organization's operations, their acceptance of the organization's goals and values, and their desire to continue working for their current employer. Moreover, commitment is viewed by Meyer and Allen (1993) as the driving force behind employees carrying out their designated tasks. Workers are considered to be committed to three mindsets in this regard, which have a significant impact on their behavior: affective, continuance, and normative.

An employee's positive emotional attachment to their current employer is referred to as affective commitment. It is predicated on the employee's emotional attachment to the employer. Usually, having a good work experience leads to this. It encourages loyalty and facilitates

identification with the objectives of the organization. The type of commitment that results from the expense associated with losing one's job is referred to as continuity commitment. The social cost of losing friends and coworkers, as well as the financial cost of salary or pensions, are a few examples of these. Therefore, a person who is this committed to the organization may be doing so primarily out of necessity, lack of other options, or financial burden associated with leaving the organization (Ushie, 2010). Normative commitment is one that happens because the employee feels as though they have a duty to do something. In this instance, the worker believes that their dedication is morally correct. It is believed that such an employee is under normative pressure to demonstrate commitment. This study takes into account these three dimensions of commitment.

Each and every workplace and profession values commitment. For all commercial organizations, whether they are public or private, it is especially crucial. Since the oil and gas industry in Nigeria is growing to be one of the most competitive, it is not an exception. For example, there are over twenty Oil Servicing companies in Port Harcourt alone that are involved in the same industry. The Port Harcourt oil servicing companies would inevitably face fierce competition. Therefore, obtaining a competitive edge will undoubtedly need effective employee commitment, and business goals cannot be realized in the absence of committed employees. Employee dedication is necessary for employment in the oil and gas industry. Employees have to put in a lot of effort to meet deadlines, company targets, and other requirements. Employees perform a variety of roles during task execution, including leadership, administrative, and interpersonal roles. These multi-role jobs necessitate a passion for the work, and an employee's work environment has a major impact on this passion.

The characteristics of workplaces and the consequent effects they have on workers' dedication differ amongst companies. Workers in the oil and gas industry must deal with a variety of interpersonal, technical, and physical aspects of their workplace. The policies, structures, and philosophies of their organizations, as well as the tools, machines, and equipment they use, all have an impact on their daily actions, as do the people they influence both inside and outside of their workplaces. Therefore, in order to determine how these factors might affect the dedication of workers in Rivers State oil servicing companies, this study is required.

Statement of the Problem

Nigeria's business climate is characterized by intense competition and volatility. Numerous businesses in the oil and gas industry have been impacted by its volatile and cutthroat nature. Examining the daily reports from the Nigerian Stock Market in more detail reveals that the majority of oil servicing businesses are losing money. In the meantime, many people believe that the oil and gas industry offer the best working conditions. It is commonly believed by outsiders that workers in this industry have extremely favorable working conditions in terms of technology, interpersonal relationships at work, and physical workspace. This is quite close to the reality. Nevertheless, several other factors may be responsible for the poor performance of these companies, but poor employees' commitment to work is certainly one of them.

The majority of academics and researchers in behavioral science concur that a poor work environment hinders employees' dedication to their jobs, which has an adverse effect on the organization's productivity. According to this, factors related to the physical work environment—

poor organizational practices, procedures, incompatible systems, physical infrastructure conditions, philosophies and values—interpersonal work environment—interactions with coworkers, other people, and management—and technical work environment—inadequate work tools, equipment, and items that are technical in nature as well as poor technological infrastructure—can all undermine employees' commitment in the Nigerian oil and gas sector. In this case, there are doubts about the actual nature of work environment in the Oil and Gas sector and its influence on the commitment of their employees. This study is therefore aimed at clearing this doubt by ascertaining the extent of the influence of three Work Environment variables (physical, interpersonal and technical environments) on the commitment of employees in selected Oil Servicing Firms in Port Harcourt, Rivers State, Nigeria.

Objectives of the study

The general objective of the study was to assess the influence of work environment on employees' commitment in selected oil servicing firms in Rivers State.

The specific objectives were to:

- i. Investigate the extent of the influence of physical work environment on employees' commitment in selected oil servicing firms in Rivers State;
- ii. Examine the extent of the influence of workplace interpersonal relationship on employees' commitment in selected oil servicing firms in Rivers State;
- iii. Investigate the extent of the influence of technical work environment on employees' commitment in selected oil servicing firms in Rivers State; and
- iv. Ascertain the extent of the combined influence of physical, workplace interpersonal relationship and technical work environment on employees' commitment in selected oil servicing firms in Rivers State.

Research Questions

The following research questions are raised in the study.

- i. To what extent does the physical work environment influence employees' commitment in selected oil servicing firms in Rivers State?
- ii. What is the extent of the influence of workplace interpersonal relationship on employees' commitment in selected oil servicing firms in Rivers State?
- iii. To what extent does the technical work environment influence employees' commitment in selected oil servicing firms in Rivers State?
- iv. To what extent do physical work environment, workplace interpersonal relationship and technical work environment influence employees' commitment in selected oil servicing firms in Rivers State.?

Hypotheses of the Study

The following research hypotheses were formulated to guide in the conduct of the study.

- H₀₁: There is no significant positive influence of physical work environment on employees' commitment in selected oil servicing firms in Rivers State.
- H₀₂: There is no significant positive influence of workplace interpersonal relationship on employees' commitment in selected oil servicing firms in Rivers State.
- H₀₃: There is no significant positive influence of Technical work environment on employees' commitment in selected oil servicing firms in Rivers State.
- H₀₄: There is no significant positive influence of physical work environment, workplace interpersonal relationship and Technical work environment on employees' commitment in selected oil servicing firms in Rivers State.

Literature Review

Concept of Work Environment

Every organization has a complex and diverse work environment. Many authors and writers have attempted to elucidate the concept of the work environment. According to Jain and Kaur's (2014) conceptualization, the workplace is the place where people do their work. According to their perspective, the workplace consists of the social, psychological, and physical environments, all of which have the potential to affect workers' well-being. These authors also mentioned certain traits that the workplace has. These qualities include: impartiality, which is based on treating everyone fairly; consistency, which creates predictability in certain situations; transparency and open communication, which supports employees; and stability in the work environment, which strikes a balance between personal and professional life.

Gitonga (2015) states that the creation of the conditions required for workers to comfortably perform their jobs is what is meant by the term "work environment." When this is done, a balance between the responsibilities and demands placed on employees can be achieved; additionally, it ensures their physical and mental well-being and job satisfaction, which in turn leads to increased commitment and performance (Garbie, 2014). In the modern workplace, the environment is thought to be the most important factor in maintaining employee satisfaction (Gitonga, 2015).

According to Udenga (2012), the work environment encompasses the physical setting, job profile, culture, and market conditions in which people carry out their duties. The author goes on to say that each of these factors is connected to the others and affects an individual's overall performance and feelings. Employee motivation and performance are primarily influenced by the quality of the work environment. People who belong to an organization are happy because they believe their workplace environment aligns with their responsibilities. Farh (2012). Hence, the work place environment is a determinant of the success or otherwise of an organisation (Chandrasekar, 2011). In the last two decades, examination of impact of work place environment on job attitudes of employees has been on the increase with majority of findings indicating their motivation, health, involvement and performance have markedly been determined by the environment (Udenga, 2012).

Although authors portray their own interpretations of the workplace, Opperman (2002) provides a thorough analysis. The technical environment, the interpersonal environment at work, and the physical environment make up the work environment, according to the author. The physical aspect of the work environment focuses on the norms, systems, procedures, values, and philosophies that are prevalent in the workplace. The technical aspect of the work environment deals with work tools, equipment, and technology. The workplace interpersonal aspect of the work environment is concerned with interacting with fellow workers and others in the workplace. It was thought beneficial to base this study on Opperman's (2002) thorough conceptualization of the work environment.

Physical Work Environment

The physical work environment is the condition of the workspace's immediate surroundings or its actual location. It usually involves other aspects of the workplace, like the effectiveness of communication channels, a safe atmosphere, a manageable workload, and other extra advantages and benefits of employment. According to Onwuka (2012), the work environment is a physical factor that has a significant impact on employees' commitment, in addition to the job scope itself. As a result, Ali and Zia (2010) observed that a pleasant work environment—which includes well-designed offices, comfortable furniture, and well-ventilated spaces—provides employees with the drive to maintain and boost productivity. On the other hand, Ben *et al.* (2023) assert that the physical work environment encompasses not only a well-designed office but also the overall infrastructure. Similarly, Anugwom (2014) claimed that an unfavorable physical environment makes employees feel neglected, unfulfilled, and treated inhumanely, and that feeling motivates them to work at their highest level. According to Onogori (2017), when employees don't feel that their work is meaningful and satisfying, they become bored, tired, less productive, frustrated, and dependent.

Although the physical condition of work may be viewed from two perspectives; conditions of service as contained in the contract of employment and the built layout or physical conditions of work. Kyko (2015) believes that working conditions that constitute toxic environment includes, hot and noisy environment, unsafe work conditions, dirty work environment, insufficient resources, old technology, old machinery and so forth. Whereas, Anugwom (2014) believes that an organization's physical environment especially its design and layout can affect employee well-being to employee commitment, but also found that there exists a strong positive relationship between physical environment and employee commitment.

Workplace Interpersonal Relationship

The study of workplace interpersonal relationships is a new field in labor and employment relations, and there is a dearth of empirical research in this area, especially when it comes to relationships between workers' commitment to their jobs. Office politics, employee cooperation, backstabbing, empire building, rumor mongering, alienation, mistrust or trust, sabotage, and other issues are all included in the domain of workplace interpersonal relations (Kyko, 2015). The

relationship between coworkers and superiors is one of at least two potential interpersonal relationship foci in an organization. A few studies have tried to investigate some of the components of interpersonal relationships in the workplace (e.g., trust, rumor mongering, workers' cooperation, and office politicking). For example, Bagraim and Hime (2017) examined the degree of trust that employees have for their manager and fellow employees, as well as the connection between this trust and affective job commitment. The study's findings demonstrated a significant relationship between affective commitment in the supervisor and trust in coworkers, which also served to explain a significant amount of the variance in affective commitment in the supervisor. Building trust-based interpersonal relationships between managers and employees is positively correlated with high productivity and organizational commitment in all types of organizations, whether they are public or private, according to research on interpersonal trust and its role in organizations done by Anugwom (2014).

This aspect of the work environment is on interpersonal influence in the workplace. It is an emerging area of study in labour and employment influence (Oludeyi, 2015). The area is concerned with office politicking, cooperation among employees, empire building, back stabbing trust, alienation, rumour mongering, sabotage and the like. Influences in an organisation comes in two forms; Co-workers influence and superior – subordinate influence. Studies have been conducted in this area. Interpersonal influence of managers and their workers was found to lead to high productivity and commitment in both public and private organisations (Bagraim and Hime, 2017).

Technical Aspect of Work Environment

The tools, resources, designs, physical equipment, and technological infrastructure that interfere with employees' jobs are the main focus of the technical aspect of the work environment. Numerous studies have been conducted in the field of technical aspects of work environments. According to Funminiyi (2018), workplace layouts vary depending on the needs of the staff but should still improve morale and output. The author noted that there are times when workplace environmental factors cause problems for employees.

A study by Khan, Rasli and Iqbal (2012) on physical work environment and nurses commitment found a significant influence. Also the study by Oludeyi (2013) on classroom design and employees' commitment indicated a significant link between the two variables.

Workers' Commitment

Dixit and Bhati (2012) observed that as a concept, organisational commitment stemmed from the article part forth by Whyte (1956) titled 'The Organisation Man'. In the article, it is stated that individuals' commitment results from individuals' link to extraneous interests with a consistent link of activity by making a side bet. There is however, no common definition of commitment (Abrahamyan, Mirzonyan and Lopez-Santos, 2014).

Yusuf and Metibobo (2012) posit that an individual's psychological state, which embodies the impact of both the employee and the organization, is reflected in their level of commitment. They went on to say that this has an impact on whether employees stay with the company or leave.

According to Oludeyi (2015), a process that increasingly integrates employees' goals with those of their employers is what defines job commitment as demonstrating an employee's attitude or orientation toward an organization, which in turn is what connects or draws employees to the organization. According to Leblebici (2012), dedicated employees demonstrate the best work habits and output.

Ramshida and Manikandan (2013) have advised that if organisational members are believed to be an organisation's greatest assets then committed individuals in the organisation should be considered as those constituting its competitive advantage. Job commitment has been recognized as a multi-dimensional construct (Samgnanakkan, 2010). In this respect, some authors have posited that employees in an organisation experience commitment in three mind-sets or bases which by extension largely influence their behavior in the workplace: Affective, continuance and normative (Yusuf and Metibobi, 2012; Ogaboh et al, 2010; Meyer and Herscovitch, 2001).

Affective Commitment

Affective commitment, also known as attitudinal commitment, is the study of employees' personal emotional attachment to the company (Sahoo, Behara, and Tripathy, 2010; Lumley et al, 2011). Meyer and Allen (1991) posit that affective commitment is contingent upon an employee's needs and expectations within the organization, as well as the degree to which those needs and expectations align with their actual experiences. The authors imply that since these workers have a positive emotional attachment to the company, they will strongly identify with its goals and remain loyal to it. Insofar as the worker's decision to be committed is personal, the commitment in question is considered affective (Meyer and Allen, 1991; 1993, Yusuf and Metiboba, 2012; Ogaboh et al, 2010). Thus, when employees are affectively committed, it is an indication of emotional ties developed with the employer primarily through the positive work experiences they have with the employer.

Continuance Commitment

Calculative commitment is the name given to this type of commitment. It is based on the expenses that employees bear when they decide to switch employers, so it addresses the necessity for staff members to stay with their current company in order to avoid losing out on benefits. Profit sharing, pension plans, membership in organizations, friendships, and other things could be among these benefits (Ogaboh, Nkpoyen, and Ushie, 2010; Yusuf and Metiboba, 2012). Therefore, the main reason for this kind of commitment is necessity, which could be due to a lack of other options or the expense of quitting the organization.

Normative Commitment

This clarifies a type of commitment that stems from an employee's sense of duty to stick with their current employer. It is based on doing what is morally or ethically correct (Meyer et al., 2002). It also stems from the internalized normative pressures that a person has experienced. Normative commitment bears some similarities to affective commitment, but it is shaped by societal norms regarding the appropriate level of commitment that individuals should have towards

an organization. This is predicated on the Social Exchange Theory, which holds that an employee is obligated to make some sort of repayment in exchange for receiving a benefit. The current study's contest should take these descriptions into account when evaluating the commitment of employees: Affective commitment, which implies they want to stay, hence have emotional ties; continuance commitment which implies they need to avoid some costs associated with leaving their current jobs and normative commitment which implies they feel they ought to because of perceived obligation they are expected to discharge.

Theory of Work Adjustment

The Theory of Work Adjustment (TWA) was deemed the most appropriate theory to apply in this investigation. In 1984, Dawes and Lofquist at the University of Minnesota developed this theory. They believed that this theory would provide an explanation of how individuals interact with one another and their workplace. According to this theory, a person's work is an interaction with their workplace. In this sense, the workplace requires that an individual use the proper skills to carry out specific tasks. The individual requires payment or a reward for the labor they have done, which could be a secure and comfortable place to work. In order to have the influence sustained and the service continuously delivered, both individuals and work place must continuously meet the expectations of each other (Dawes and Lofquist, 1984). Correspondence refers to the extent to which such expectations are being fulfilled. According to Winter (2009), an employee is more likely to perform well at work if their abilities—which can include experience, skills, attitude, knowledge, behavior, etc.—match those of the organization or the job requirements. The more well an employee performs on the job, the more impressed the employer is. In return, the more the employee feels that their work is fulfilling, the more the rewards will be, which will support the organization's role in aligning with the values and goals that the employee is working toward. In this context, when the employee is satisfied, it implies work adjustment of the employee with his/her work environment and of the work environment with the employee. Work adjustment therefore, represents that process of having in place and also maintaining correspondence (Balancing the needs of the worker and the environment).

Empirical Review

Etuk *et al* (2023) carried out a study to assess the influence of working conditions on human capital flight intention of medical doctors in federal tertiary healthcare institutions, south-south, Nigeria. This was premised on the fact that medical doctors are leaving the country in droves while others may be harboring the intention of leaving. Push-Pull theory was used in supporting this study. Survey research design was adopted for this study and the study population was 2,337 medical doctors in the employ of the various tertiary healthcare institutions within the study area from which a sample of 342 was selected. Primary data, which were collected through a structured questionnaire, was used for the study. Data obtained were analyzed using descriptive statistics and inferential techniques. Results of data analysis revealed that physical work environment explains 7.3% of variance to human capital flight; work burden contributes 3.9% while supervisor support explained 3.7%. Conclusively, the heavy loss of medical doctors including the ones that intend to migrate, poses threat of collapse in the healthcare sector and present major risks to the lives of

Nigerians. This calls for intensive consultation and consensus building between the developing and developed countries

Agbozo *et al.*, (2017) conducted a study on effect of work environment on job satisfaction on employees of Merchant Bank Ghana. The study was interested in ascertaining how physical and mental environment of employees affected performance of employees and how psychological, physical and social work environment affected the job satisfaction of employees as a whole. The study applied stratified sampling technique in selecting respondents who responded to questionnaire. Following analysis which was based on descriptive analysis, and Chi-Square it was established that work environment influences employee satisfaction positively. It was concluded that environment significantly influenced satisfaction of employees towards increased productivity. The study of Agbozo *et al.*, (2017) was conducted in Ghana and the dependent variable used was job satisfaction. This study is conducted in the Oil and Gas sector of Nigeria and the dependent variable used is employees' commitment. Meanwhile, both studies are similar because they both focus on the same independent variable (work environment).

Mayowa – Adebara and Aina (2016) conducted an investigation which focused on work environment and organisational commitment of employees in academic libraries in Lagos State, Nigeria. The study was a survey involving 272 employees as population sourced from 10 higher institutions of learning located in Lagos. Total enumeration was used in administering questionnaire which was the primary instrument used in the study. Analysis of data was on descriptive statistics and PPMC. The study revealed that there was a significant influence of work environment and organisational commitment. The study of Mayowa – Adebara and Aina (2016) was a influence study which adopted the correlation technique while this study is an influence study that applies the Regression technique for data analysis. Meanwhile, both studies are similar because they both focus on the same independent variable (work environment).

Methodology

For this study, survey research design was employed. The choice of this design was premised on the fact that it aided the research obtain data directly from the respondents. Population for this study was 1243. This population was made up of employees from the selected oil servicing firms in Rivers State, Nigeria. The distribution of employees' population in the selected oil servicing firms are as shown in Table 3.1.

Table 3.1: Population of Distribution of Selected Oil Firms in Rivers State

Oil Servicing Firm	Population
Dove Well Oilfield Services Ltd	402
Juva-Oil Serv.(Nig) Ltd	399
Ocean-Tides Oil and Gas	176
Flonex Limited, Engineering Services	266
Total	1243

Source: Respective Oil Servicing Firms

Taro Yamene's formula was used in determining the sample size for the study. The formula for the technique is as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where:

- n = Sample size
- N = Population
- e = Sampling error (0.05)
- 1 = Constant

Applying the formula the sample size for the study =

$$\begin{aligned} & \frac{1243}{1+1243(0.05)^2} \\ = & \frac{1243}{1+1243(0.0025)} = \frac{1243}{4.1075} \\ = & 302.6 \\ = & 303 \text{ (Approximately)} \end{aligned}$$

Considering the respective population of employees in the selected oil servicing firms, the determination of the number of respondents from each firm was done as follows:

$$\frac{n}{pop} \times y_i;$$

Where;

- i* = 1, 2, 3, 4 (number of oil servicing firms)
- n = Sample
- Pop = Total Population
- y = Number of employees in the oil servicing firm

Following this model, the under listed was derived for use in questionnaire administration.

Oil Servicing Firm	Population size	Sample size
Dove Well Oilfield Services Ltd	402	98
Juva-Oil Serv.(Nig) Ltd	399	97
Ocean-Tides Oil and Gas	176	43
Flonex Limited, Engineering Services	266	65
Total	1243	303

Source: Computed by the Researcher, (2023)

Primary data was used as the source of data for the study. Simple random sampling was in questionnaire administration. This offered all possible respondents an equal chance of being selected, thus dealing with bias and by extension ease of generalization of findings. Descriptive and Inferential statistics were used in analyzing the collected data for the study. Descriptive was used for the demographic part while simple linear and multiple regression statistical tool were used in testing the hypotheses. In order to investigate the effect of independent variable, work

environment on dependent variable, employees' commitment, the following models were respectively developed simple regression and multiple regression analysis:

For testing hypotheses one, two and three, simple linear regression was employed as follows:

$$ECT = a_1 + b_1PE + e_1 \quad (i)$$

$$ECT = a_2 + b_2 WIR + e_2 \quad (ii)$$

$$ECT = a_3 + b_3TWE + e_3 \quad (iii)$$

Where ECT = Employee' Commitment

PE = Physical Environment

WIR= Workplace Interpersonal Relationship

TE = Technical Environment

In the model also,

$a_1 - a_3$ are the constants,

b_1, b_3 are regression coefficients of the independent variables,

$e_1 - e_3$ error terms for equations i-iii.

For the multiple regression analysis, the following model was developed:

$$Y = a + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + e$$

Where,

Y= Employee' Commitment

Where,

x_1 = Physical Environment

x_2 = Workplace Interpersonal Relationship

x_3 = Technical Environment

a = Y intercept

$\beta_1, \beta_2, \beta_3$ = the regression coefficients of the three independent variables.

e = Error

Data Presentation and Analysis

Table 1.1: Percentage Analysis of Physical Work Environment on Employees' Commitment in Oil Servicing Firms in Rivers State

Statements	SA	A	D	SD	UN
The office I stay is conducive in ventilation and lighting, thereby encouraging my commitment to work	49 (23.79%)	97 (47.09%)	34 (16.50%)	21 (10.19%)	5 (2.43%)
Having a comfortable office space makes me excited about my job	51 (24.76%)	107 (51.94%)	21 (10.19%)	18 (8.74%)	9 (4.37%)
Availability of comfortable office furniture influences my attitude to work	41 (19.90%)	122 (59.22%)	26 (12.62%)	11 (5.34%)	6 (2.91%)

My attitude to work is generally influenced by the physical condition of my workplace	35 (16.99%)	92 (44.66%)	37 (17.96%)	31 (15.05%)	11 (5.34%)
Total	44	105	29	20	8

Source: Field Survey, (2023)

Table 1.1 shows the responses on the influence of physical work environment on employees' commitment in selected oil servicing firms in Rivers State. In the table, 49(23.79%) respondents strongly agreed that the offices they stay is conducive in ventilation and lighting, thereby encouraging their commitment to work 97(47.09%) respondents agreed; 34(16.50%) respondents disagreed; 21(10.19%) respondents strongly disagreed while 5(2.43%) were undecided. Also in the table, 51(24.76%) strongly agreed that having a comfortable office space makes them excited about their job's 107(51.94%) respondents agreed; 21(10.19%) respondents disagreed; 18(8.74%) strongly disagreed while 9(4.37%) respondents were undecided. Furthermore, 41(19.90%) respondents strongly agreed that the availability of comfortable office furniture influences their attitude to work 122(59.22%) respondents agreed; 26(12.62%) respondents disagreed; 11(5.34%) respondents strongly disagreed while 6(2.91%) respondents were undecided. Also in the table, 35(16.99%) respondents strongly agreed that their attitude to work is generally influenced by the physical condition of their workplace 92(44.66%) respondents agreed; 37(17.96%) respondents disagreed; 31(15.05%) respondents strongly disagreed while 11(5.34%) respondents were undecided. The analysis shows that majority of the respondents 149(72.33%) were in agreement that physical work environment had an influence on employees' commitment in selected oil servicing firms in Rivers State.

Table: 1.2: Percentage Analysis of Workplace Interpersonal Relationship on Employees' Commitment in Oil Servicing Firms in Rivers State

Statements	SA	A	D	SD	UN
My work environment can engender co-operation which influences work attitude	39 (18.93%)	95 (46.12%)	38 (18.45%)	31 (15.05%)	3 (1.46%)
From my experience, with a high level of trust between my employer and its worker job commitment can be enhanced	46 (22.33%)	91 (44.17%)	42 (20.39%)	22 (10.68%)	5 (2.43%)
In a work environment, the issue of rumour can negatively impact on our attitude to assigned duties	40 (19.42%)	105 (50.97%)	33 (16.01%)	21 (10.19%)	7 (3.39%)
Interpersonal relationships in our work environment influences our daily service delivery	36 (17.48%)	83 (40.29%)	38 (18.45%)	40 (19.42%)	9 (4.37%)

Total	40	94	38	28	6
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Source: Field Survey, (2023)

Table 1.2 shows the responses the workplace interpersonal relationship has on employees' commitment in selected oil servicing firms in Rivers State. In the table, 39(18.93%) respondents strongly agreed that their work environment can engender co-operation which influences work attitude; 95(46.12%) respondents agreed; 38(18.45%) respondents disagreed; 31(15.05%) respondents strongly disagreed while 3 (1.46%) respondents were undecided. Also in the table, 46(22.33%) respondents strongly agreed that from their experience, with a high level of trust between their employer and its worker, job commitment can be enhanced; 91(44.17%) respondents agreed; 42(20.39%) respondents disagreed; 22(10.68%) respondents strongly disagreed while 5(2.43%) respondents were undecided. Furthermore, 40(19.42%) respondents strongly agreed that In a work environment, the issue of rumour can negatively impact on our attitude to assigned duties; 105(50.97%) respondents agreed; 33(16.01%) respondents disagreed; 21(10.19%) respondents strongly disagreed while 7(33.98%) were undecided. Also in the table, 36(17.48%) respondents strongly agreed that interpersonal influences in their work environment is influential on their daily service delivery; 83(40.29%) respondents agreed; 38(18.45%) respondents disagreed; 40(19.42%) respondents strongly disagreed while 9(4.37%) were undecided. In Table 4.6, majority of the respondents 134(65.05%) indicated that workplace interpersonal relationship has on employees' commitment in selected oil servicing firms in Rivers State.

Table: 1.3: Percentage Analysis of Technical Work Environment and Employees' Commitment in Oil Servicing Firms in Rivers State

Statements	SA	A	D	SD	UN
My physical work environment has an effect on my morale and attitude to job	41 (19.90%)	103 (50.00%)	26 (12.62%)	29 (14.08%)	7 (3.40%)
Resources for job delivery can boost our motivation in being dutiful to our duties	45 (21.84%)	94 (45.63%)	37 (17.96%)	24 (11.65%)	6 (2.91%)
Specific tools and equipment needed for work delivery when not handy negatively influence job commitment	58 (28.16%)	93 (45.15%)	35 (16.99%)	14 (6.80%)	6 (2.91%)
We are not bothered when it has to do with the physical design of our work environment	20 (9.71%)	48 (23.30%)	74 (35.92%)	59 (28.64%)	5 (2.43%)
Total	41	84	43	32	6

Source: Field Survey, (2023)

Table 1.3 shows the responses on the impact of technical work environment on employees' commitment in selected oil servicing firms in Rivers State. In the table, 41(19.90%) respondents

strongly agreed that their physical work environment has an effect on their morale and attitude to job; 103(50.00%) respondents agreed; 26(12.62%)r respondents disagreed; 29(14.08%) strongly disagreed while 7(3.40%) were undecided. In the table also, 45(21.84%) respondents strongly agreed that resources for job delivery can boost their motivation in being dutiful to their duties; 94(45.63%) respondents agreed; 37(17.96%) respondents disagreed; 24(11.65%) respondents strongly disagreed while 6(2.91%) respondents were undecided. Furthermore, 58(28.16%) respondents strongly agreed that specific tools and equipment needed for work delivery when not handy negatively influence job commitment; 93(45.15%) agreed; 35(16.99%) respondents disagreed; 14(6.80%) strongly disagreed while 6(2.91%) were undecided. Again, 20(9.71%) respondents strongly agreed that they are not bothered when it has to do with the physical design of their work environment;48(23.30%) respondents agreed; 74(35.92%) respondents disagreed; 59(28.64%) strongly disagreed while 5(2.43%) respondents were undecided.(17.62%) respondents strongly In the analysis, majority of respondents 125(60.68%) were of the opinion that the technical aspect of the work environment impacted on employees' commitment in selected oil servicing firms in Rivers State.

Table: 1.4: Percentage Analysis of Physical Environment, Workplace Interpersonal Relationship and Technical Work Environment on Employees' Commitment in Selected Oil Servicing Firms in Rivers State

Statements	SA	A	D	SD	UN
Physical issues such as policies, systems and values policy are quite influential on my commitment to my duties as a teacher	46 (22.33%)	101 (49.03%)	29 (14.08%)	26 (12.62%)	4 (1.94%)
Issues that deal with inter personal influences such as trust, cooperation, rumour and the like should not be taken lightly owing to their effect on employees' attitude to work	42 (20.39%)	116 (56.31%)	34 (15.50%)	10 (4.85%)	4 (1.94%)
My experience has shown that the commitment of employees has been determined by resource availability, office design and tooling	48 (23.30%)	97 (47.09%)	36 (17.48%)	19 (9.22%)	6 (2.91%)
Total	45	105	33	18	5

Source: Field Survey, (2020)

Table 1.4 presents the descriptive analysis on responses on the combined influence of physical, work interpersonal and technical aspects of work environment on employees' commitment in selected oil servicing firms in Rivers State. In the table, 46(22.33%) respondents strongly agreed that physical issues such as policies, systems and values policy are quite influential

on their commitment to their duties as employees; 101(49.03%) respondents agreed; 29(14.08%) respondents disagreed; 26(12.62%) respondents strongly disagreed while 4(1.94%) respondents were undecided. Furthermore, 42(20.39%) respondents strongly agreed that issues that deal with inter personal influences such as trust, cooperation, rumour and the like should not be taken lightly owing to their effect on employees’ attitude to work; 116(56.31%) respondents agreed; 34(15.50%) respondents disagreed; 10(4.85%) respondents strongly disagreed while 6(2.91%) respondents were undecided. Again, 48(23.30%) respondents strongly agreed that their experience has shown that the commitment of employees has been determined by resource availability, office design and tooling; 97(47.09%) respondents agreed; 36(17.48%) respondents disagreed; 19 (9.22%) strongly disagreed while 6(2.91%) respondents were undecided.

Test of Hypotheses

Hypothesis 1

H₀₁: There is no significant positive influence of physical work environment on employees’ commitment in selected oil servicing firms in Rivers State.

H₁₁: There is a significant positive influence of physical work environment on employees’ commitment in selected oil servicing firms in Rivers State.

Table 1.5: Regression Analysis Result on the Influence of Physical Environment on Employees’ Commitment in Selected Oil Servicing Firms in Rivers State

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.744 ^a	.553	.498	9.17325		
Goodness of Fit ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	146.581	1	20366.331	345.218	.000 ^b
	Residual	203.139	204	231.188		
	Total	349.720	205			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	2.326	.311		3.033	1.018
	Physical Environment	.738	.206	.639	3.5825	.000

a. Dependent Variable: Employees' commitment

b. Predictors: (Constant), Physical environment

Source: Field Survey, (2023)

Table 1.5 shows the result of regression analysis on the influence of physical work environment on employees' commitment in selected oil servicing firms in Rivers State.

The generalized model summary showed a R^2 of 0.498 which implies that 49.8% of the changes in employees' physical environment influences 49.8% in employees' commitment. The model also showed a goodness of fit at 95 percent (p-value <0.05). Physical environment influence on employees' commitment showed statistically significant influence at 95% (also p-value <0.05). In view of this result, the null hypothesis stated as there is no significant positive influence of Physical aspect of work environment on employees' commitment in oil servicing firms in Rivers State is thus rejected. This shows that there is a significant positive influence of physical aspect of work environment on employees' commitment in selected oil servicing firms in Rivers State.

Hypothesis Two

H₀₂: There is no significant influence of Workplace Interpersonal Relationship on employees' commitment in selected oil servicing firms in Rivers State.

H₁₂: There is a significant influence of Workplace Interpersonal Relationship on employees' commitment in selected oil servicing firms in Rivers State.

Table 1.6: Regression Analysis Result on the Influence of Workplace Interpersonal Relationship on Employees' Commitment in Selected Oil Servicing Firms in Rivers State.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.826 ^a	.683	.615	6.30434		
Goodness of Fit ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	221.427	1	2562.421	13.327	.000 ^b
	Residual	239.228	204	106.393		
	Total	460.655	205			
Coefficients ^a						
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	1.027	.288		2.264	2.005
	Workplace Interpersonal Relationship	.494	.193	.446	2.560	.000

Predictors: (Constant), Workplace Interpersonal Relationship

b. Dependent Variable: Employees' commitment

Source: Field Survey, (2023)

Table 1.6 shows the result of regression analysis on the influence of Workplace Interpersonal Relationship on employees' commitment in selected oil servicing firms in Rivers State. The generalized model summary showed a R^2 of 0.615 implies that 61.5% of the changes in Workplace Interpersonal Relationship influences 61.5% of the changes in employees' commitment in selected oil servicing firms in Rivers State. The model also showed a goodness of fit at 95 percent (p -value < 0.05). The influence of Workplace Interpersonal Relationship indicated a statistically significant positive influence at 95% (also p -value < 0.05). In line with this result, the null hypothesis stated as there is no significant influence of Workplace Interpersonal Relationship and employees' commitment in selected oil servicing firms in Rivers State rejected. This implies that there is a significant positive influence Workplace Interpersonal Relationship and employees' commitment in selected oil servicing firms in Rivers State.

H₀₃: There is no significant positive influence of technical work environment on employees' commitment in selected oil servicing firms in Rivers State.

H_{i3}: There is a significant positive influence of technical work environment on employees' commitment in selected oil servicing firms in Rivers State.

Table 1.7: Regression Analysis Result on the Influence of Technical Environment on Employees' Commitment in selected Oil Servicing firms in Rivers State.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.689 ^a	.474	.423	5.59024		
Goodness of Fit ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	196.332	1	13862.106	127.326	.000 ^b
	Residual	269.391	204	181.37		
	Total	465.723	205			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
	(Constant)	1.463	.209		2.018	1.378
	Technical environment	.653	.233	.597	2.803	.000

Dependent Variable: employees' commitment

b. Predictors: (Constant), Technical environment

Source: Field Survey, (2023)

Table 1.7 shows the result of regression analysis on the influence of technical aspect of the work environment on employees' commitment in selected oil servicing firms in Rivers State. The generalized model summary showed a R^2 of 0.423 which implies that 42.3% of the changes in employees' technical environment influences 42.3% in employees' commitment in selected oil servicing firms. The model also showed a goodness of fit at 95 percent (p-value <0.05). Technical environment impact on employees commitment in selected oil services in Rivers State showed statistically significant positive influence at 95% (also p-value <0.05). Considering this result, the hypothesis which was stated as there is no significant positive influence of technical aspect of the work environment on employees' commitment in selected oil servicing firms in Rivers State. This implies that there is a significant positive influence of technical aspect of the work environment on employees' commitment in selected oil servicing firms in Rivers State.

H₀₄: Physical environment, workplace interpersonal relationship and technical work environment have no significant positive influence on employees' commitment in selected oil servicing firms in Rivers State.

H_{i4}: Physical environment, workplace interpersonal relationship and technical work environment have significant positive influence on employees' commitment in selected oil servicing firms in Rivers State.

Table 1.8: Regression Analysis Result on the combined influence of Physical Environment, Workplace Interpersonal Relationship and Technical Environment on Employees' Commitment in selected Oil Servicing Firms in Rivers State.

Model Summary						
Model	R Square	Adjusted R Square	Std. Error of the Estimate			
1	.844	.712	.641 9.55130			
Goodness of Fit ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	247.384	4	531.313	185.042	.000 ^b
	Residual	371.386	204	.492		
	Total	618.770	205			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	1.316	.513		1.281	6.941
	Physical environment	1.674	.332	2.363	5.042	.000
	Workplace Int. Rel.	.421	.166	.277	2.536	.000
	Technical Environment	.562	.096	.483	5.854	.000

a. Dependent Variable: Employees' Commitment

b. Predictors: (Constant), Physical environment, workplace interpersonal relationship, technical environment

Source: Field Survey, (2023)

Table 1.8 presents the combined influence of physical environment, workplace interpersonal relationship and technical environment on employees' commitment in selected oil servicing firms in Rivers State. The generalized model summary showed a R² of 0.712 which

implies that 71.2 percent of the changes in physical environment, workplace interpersonal relationship and technical environment jointly impacts 71.2% percent of the changes in employees' commitment in selected oil servicing firms in Rivers State. The model also showed significant goodness of fit (p -value < 0.05), this shows that variable brought together have a linear influence as stated in the model. Physical environment showed a statistically significant effect on employees' commitment (p -value < 0.05), Workplace Interpersonal relationship showed a statistically significant effect on employees' commitment (p -value < 0.05). Similarly, technical environment showed a statistically significant effect on employee' commitment (p -value < 0.05). Considering this result, the hypothesis stated that physical environment, workplace interpersonal relationship and technical environment have no joint significant influence on employee commitment in selected oil servicing firms in Rivers State is rejected. Result of test of hypothesis indicates that physical environment, workplace interpersonal relationship and technical environment have a significant combined influence on employees' commitment in selected oil servicing firms in Rivers State.

Discussion of Findings

The main objective of the study was to investigate the extent of the influence of work environment on employees' commitment in selected oil servicing firms in Rivers State. In the test of the study's formulated hypotheses, it was indicated that work environment, represented by physical environment, workplace interpersonal relationship and technical environment significantly impacted employees' commitment in selected oil servicing firms in Rivers State.

The first objective of this study was to investigate the influence of physical environment on employees' commitment in selected oil servicing firms in Rivers State. In line with this objective, it was hypothesized that there is no significant influence of physical environment on employees' commitment in selected oil servicing firms in Rivers State. In the descriptive analysis, majority of respondents expressed the belief that physical environment influenced commitment in selected oil servicing firms in Rivers State. In testing the hypothesis, it was revealed that there is a significant influence of physical environment on employees' commitment in selected oil servicing firms oil Rivers State. On account of this, hypothesis one was rejected.

The second objective of this study was to examine the effect of workplace interpersonal relationship on employees' commitment in selected oil servicing firms in Rivers State. This objective gave rise to hypothesis two stated as there is no significant influence of workplace interpersonal relationship on employees' commitment in selected oil servicing firms in Rivers State. First, the descriptive analysis indicated that majority of respondents expressed the view that workplace interpersonal relationship had an effect on employees' commitment in selected oil servicing firms in Rivers State. In the test of hypothesis, it was shown that the workplace interpersonal relationship significantly relates with employees' commitment in selected oil servicing firms in Rivers State. This therefore led to rejection of hypothesis two.

The third objective of this study was to investigate the impact of technical aspect of the work environment on employees' commitment in selected oil servicing firms in Rivers State. In view of this objective, hypothesis three was stated as there is no significant influence of technical aspect of the work environment on employees' commitment in selected oil servicing firms in

Rivers State. In the descriptive analysis, majority of respondents were of the view that the technical aspect of work environment had an impact on employees' commitment in selected oil servicing firms in Rivers State. In the test of hypothesis, outcome showed the existence of a significant influence of technical aspect of work environment on employees' commitment in selected oil servicing firms in Rivers State. Hence, hypothesis three was rejected.

The fourth objective was to survey the combined influence of physical environment, workplace interpersonal relationship and technical work environment on employees' commitment in selected oil servicing firms in Rivers State. This gave rise to hypothesis four, stated as physical environment, workplace interpersonal relationship and technical environment have no significant combined influence on employees' commitment in selected oil servicing firms. In the descriptive analysis, respondents that were in the majority indicated that physical environment, workplace interpersonal relationship and technical work environment have a significant influence on employees' commitment in selected oil servicing firms in Rivers State. In line with this outcome, hypothesis four was rejected.

With the outcome of these analyses, there is an indication that work environment is significantly related to employees' commitment in selected oil servicing firms in Rivers State. When the work environment is decomposed into physical environment, workplace interpersonal relationship and technical work environment to test their relative influence on employees' commitment in selected oil servicing firms in Rivers State, it was established that among these three aspects of work environment, Technical environment (beta value =5.854) was seen to have greatest influence on employees' commitment in selected oil servicing firms in Rivers State. The second variable after this was physical environment (Beta value =5.042) while the workplace interpersonal relationship (Beta value =2.536).was seen to have the least influence.

The findings of this study are in agreement with studies conducted in other sectors. In the case of Agbozo, Owusu, Hoedoafia and Atakorah (2017) who conducted a study on effect of work environment on job satisfaction on employees, physical and mental environment of employees was found to influence performance of employees. Equally, the physical and social work environment affected the job satisfaction of employees which by extension affected their level of job commitment. Furthermore, Raziq and Maulabakhsh (2015) who explored the influence of work environment on job satisfaction of workers, found out that a positive influence existed between working environment and job satisfaction. In their study, Noah and Steve (2012) on influence of work environment and job attitudes and organisational commitment of employees in Nigeria, it was discovered that work environment had significant effect on satisfaction of employees and resultant organisational commitment of workers. Again, Jain and Kaur (2014) in their research on work environment on workers' satisfaction showed a significant impact of work environment elements on workers' satisfaction hence what determines their commitment to work. Also, Ushie, Agba and Okorie (2015) examined the impact of work environment on the commitment of workers and found that work environment was positively related with worker's commitment. In another study, Mayowa – Adebara and Aina (2016) conducted an investigation which focused on work environment and organisational commitment of employees and revealed that there was a

significant influence of work environment and organisational commitment. Also, the study by Osibanjo, Adeniji and Abiodun (2013) on creating global competitive economies: 2020 Vision planning and implementation impact on job environment and job satisfaction and commitment among Nigerian nurses, indicated that a strong influence existed between work environment variables and job satisfaction and commitment. Similarly, Funminiyi (2018) analyzed the effect of workplace environmental factors on the commitment of employees and found that studied workplace environmental factors were significantly related to employees' commitment.

Conclusion

Employees' commitment is vital to every organisation. Where commitment is lacking, corporate goals become unrealized. In this study, the influence of work environment on employees' commitment in selected oil servicing firms in Rivers State was investigated. The study has shown that work environment of employees in the oil servicing firms significantly influences employees' commitment. This outcome is important to the oil services sector because the problem of lack of commitment by some employees can now be traceable to physical environment, workplace interpersonal relationship and the technical aspect of the environment. With this knowledge, attention of policy makers in the sector can be refocused on addressing the issue workplace environment with a view to creating the required environment that induces employees' commitment to duties.

Recommendations

In view of the findings of this study, the following recommendations are made:

- i. it is important for policy makers in the oil sector to consider formulating relevant policies that effectively address environmental challenges faced by employees in oil servicing firms;
- ii. the technical environment should be given attention through the provision of work tools, resources and infrastructure for effective service delivery;
- iii. it is also recommended that the condition of their physical environment be improved upon by making offices more conducive for the employees, as this will stimulate increased employee' commitment.
- iv. workplace interpersonal relationship should be given attention, by improving interpersonal influence among colleagues in order to engender co-operation and team spirit in their discharge of duties.

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