# Physical Work Environment and Employee Work Commitment in Major Multinational Oil and Gas Companies in Rivers State, Nigeria

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**Abstract:** *This study examined the influence of physical work environment on employee commitment in major multinational oil and gas companies in Rivers state. A literature review concepts such as physical work environment, affective commitment, normative commitment and continuance commitment were done. The study examined three major multinational oil and gas companies in Rivers State, and a sample size of two hundred and seventy-three was obtained through random sampling technique. Three research objectives guided this study and corresponding three hypotheses were formulated. The Spearman correlation was employed as the analytical tool in testing the formulated hypotheses. The study revealed that physical work environment influences affective commitment, normative commitment and continuance commitment. Following these findings, the study concluded that physical work environmentpositively and significantly influences employee commitment in major multinational oil and gas companies in Rivers State. Based on the findings and the reached conclusion, the study recommended that, organizations would benefit from developing methods for more conducive work environment (cool office temperature, healthy surroundings, friendly atmosphere) as this would aid in fostering long-term affective commitment, normative commitment, and continuity commitment among employees.*

**Keywords:** *Affective commitment, continuance commitment, employee commitment, normative commitment, physical work environment.*

## I.      INTRODUCTION

The ultimate objective of every business is to be successful as a whole. This is why businesses and other organizations are structured in ways that guarantee their objectives will be met. The success of the business is in the hands of the management. The success of an organization in realizing its mission and vision depends on a number of interrelated factors, all of which need management's attention. Many organizational details might contribute to success or failure. Organizational success isn't always easy to create because of this. Working out the particulars is challenging since many factors need to be taken into account.

Management, leadership, working environment, interpersonal interactions, employee motivation, contentment, and performance, as well as the culture, treatment, and attitudes of the people, may all contribute to a company's overall success. These elements are interconnected, so neglecting one might affect the others. This is the rationale for classifying a company as a system. The leadership of the company has to be able to see the big picture and concentrate on a variety of issues. Employees' attitudes about their tasks and the conditions in which they do them may be influenced by a number of variables, some of which are often overlooked by upper management. The effects of these issues on the company's performance were minimized by management. Susanty and Miradipta (2013), Abdalkrim and Elhalim (2016), Hettiararchchi and Jayarathna (2014), Khan and Ghauri (2014), and others have conducted studies on the effects of attitude on work performance (2014). Overall, the findings of these studies converged on a single finding: one's outlook on the work has a significant impact on one's productivity and dedication.

Researchers such as AlOmari and Okasheh (2017), Hafeez, Yingjun, Hafeez, and Cheema (2019),

Duru and Shimawua, and others have examined the impact of the workplace on employee productivity (2017). Several studies have shown a correlation between a positive workplace setting and employee productivity. A review of the relevant literature revealed no studies that examined the link between attitude and performance in the workplace. Attitudes at work are important because they influence how workers interpret their environments, follow through on their intentions, and act. We form our mental models of the world and the world of work based on our attitudes. It modifies how workers analyze and assess their workplace. Managers care deeply about the way their staff members feel about their work, their careers, and the firm as a whole. The way workers feel about their jobs has a significant impact on their ability to contribute to organizational success and their own professional fulfillment.

People are more motivated and productive when they like what they do, therefore job satisfaction is an important factor in how well an employee performs within the framework of the organization. Staff morale, actions, and output all contribute to the success of an organization as a whole when workers feel fulfilled by their work (Liao, Lu, Huang & Chiang, 2012). Susanty, et al. (2013) revealed that job satisfaction had a major and beneficial effect on productivity in the workplace. Dissatisfied workers may emotionally and physically pull back from the workplace in response to stressful situations. Instead, if a person is content in their role, they will make every effort to bring their projects to fruition and see them through to completion. A positive outlook on one's employment increases one's chances of enjoying his or her career. Carpeter, Talya, and Erdogon (2009) define a work attitude as one's feelings about different aspects of one's job. People's actions in the workplace are often indicative of their attitudes about the place where they spend most of their waking hours.

According to Jaw and Liu's (2004) definition, commitment is both a human connection notion and a human energy and mental activation generator. The success of new plans and ideas depends on people's willingness to commit to them (John and Elyse, 2010). One definition of commitment is "an emotional attachment to a group or cause" (John and Elyse, 2010). Affective connection and                                                                                    engagement with the target, a sense of commitment to the goal, and a knowledge of the costs involved with dis engaging from the target are all ways in which this binding force might be experienced (Boxall and Macky, 2009).

There is consensus among industry watchdogs that workers need a safe and comfortable place to work in order to keep their jobs (Yukl &Mahsud, 2010; Zainie, Hamid & Hassan, 2015, Yusuf &Metiboba, 2012). The working environment may have a role in the stress levels of workers. Discomfort at work, or "work stress," occurs when an individual's mental and emotional reserves are inadequate to meet the demands of their job. The phrase "job stress" refers to the state an individual is in when mental experiences and demands at work (stressors) substantially impact both their short-term (strains) and long-term (stress) mental and physical well-being (Selye, 2018). An employee's outlook on the workplace is one factor in their experience of stress, as noted by Selye (2018).
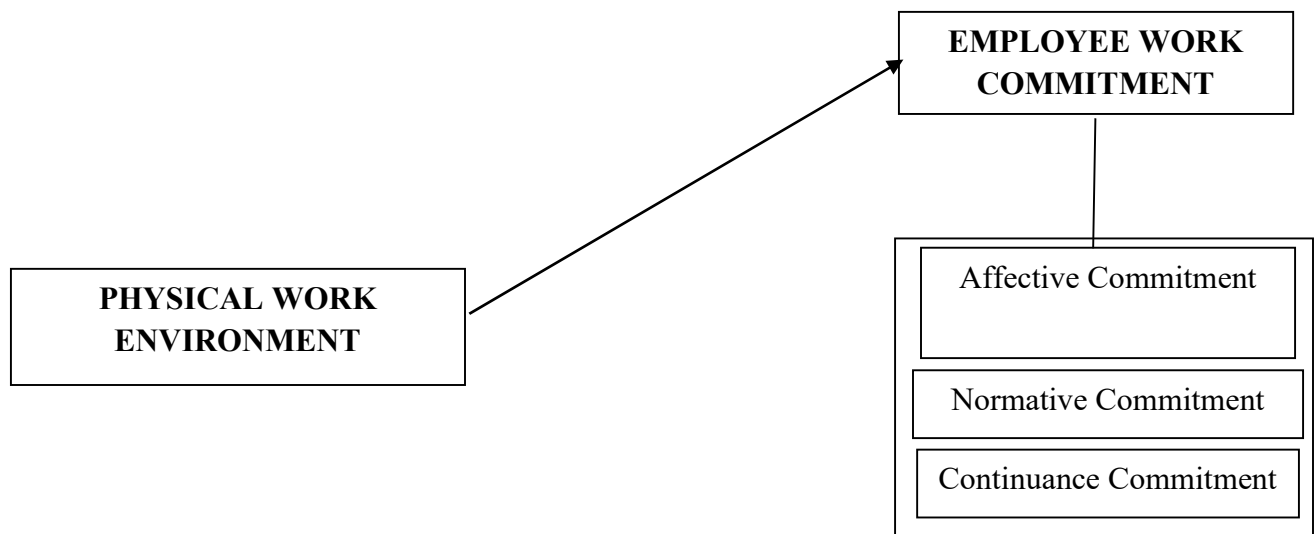
It has been argued convincingly by authors such as Yousaf and Hadi (2020) and Minhaj, Shafkat, Rayees, and Adil (2019) that the kind of leader that an organization's employees have an influence on their attitudes and performance. Career advancement (Dubinsky, Avolio, & Mahsud, 1995), self-efficacy (Walumbwa & Hartnell, 2011), identification (Juan, Huang, Liu, Zhu, & Cai, 2011), job satisfaction (Mohammad & van Ameijde, 2011), employee turnover (Tse, Yukl, & Luthans, 2013), and job satisfaction have all been studied in relation to workplace variables. Workplace environments have a direct impact on employee happiness, and studies by Fossey and Havey (2010) show that happier employees result from more favorable working conditions. Furthermore, they noted that a dedicated worker would cease actively seeking alternate sources of cash and gladly commit their whole expertise to the organization if their environment was conducive to doing so. This demonstrates the need of paying attention to attitudes in relation to the workplace if one wants to gain a competitive advantage (Vance, 2006). Therefore, this research will investigate the conditions of major multinational oil and gas companies in Rivers State and the commitment of their employees, as conceptualized in figure 1 and guided by the following objectives and stated hypotheses.

   i.    To examine the effect of physical work environment on employee affective commitment in major multinational oil and gas companies in Rivers State.
   ii.   To examine the influence of physical work environment on normative commitment in major multinational oil and gas companies in Rivers State.
   iii.  To examine the relationship between physical work environment and continuance commitment in major multinational oil and gas companies in Rivers State.

**Ho₁:**There is no significant relationship between physical work environment and affective commitment in major multinational oil and gas companies in Rivers state.

**Ho₂:** There is no significant relationship between physical work environment and normative commitment in major multinational oil and gas companies in Rivers state.

**Ho₃:** There is no significant relationship between physical work environment and continuance commitment in major multinational oil and gas companies in Rivers State.

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                                    ┌─────────────────────┐
                                    │  EMPLOYEE WORK      │
                                    │  COMMITMENT         │
                                    └─────────────────────┘
                                              │
                                    ┌─────────────────────┐
┌─────────────────────┐            │ ┌─────────────────┐ │
│  PHYSICAL WORK      │───────────▶│ │Affective Commitment│
│  ENVIRONMENT        │            │ └─────────────────┘ │
└─────────────────────┘            │ ┌─────────────────┐ │
                                    │ │Normative Commitment│
                                    │ └─────────────────┘ │
                                    │ ┌─────────────────┐ │
                                    │ │Continuance Commitment│
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**Fig. 1: Conceptual framework on the relationship between physical work environment and employee work commitment in major multinational oil and gas companies in Rivers State.**

## II.      LITERATURE REVIEW

**Physical Environment**

According to Burton (2010), the tangible element of a workplace is the physical work space. Electrical detectors may be used to identify potential threats to workers' mental and physical health and safety in the workplace, including those posed by the building's design, equipment, furnishings, materials, chemicals, climate control system, and daily practices. Fresh indoor air, accessible technology, and the layout and physical design of the complete workplace are all examples of elements that make up the physical working environment, as defined by the Health Service and Safety Association.

Importantly, it is generally accepted that the setting in which work is performed has a more significant impact on the quality of work produced by employees. According to Janakiraman, Parish, and Berry (2011), the physical environment includes things like the security and comfort

of the workplace. Workplace climate, management policy, physical facilities, and the sharing of information among workers are all elements that Wu and Lee (2011) include in their definition of the physical workplace environment. Moreover, communication openness refers to the degree to which the culture of the workplace encourages discourse and the exchange of information, and team work is defined as a group of workers working together, as described by Janakiraman, et al. (2011).

According to Hasun and Makhbul (2005), a suitable physical working environment ensures that workers are comfortable and productive. They also mentioned the importance of the physical environment in fostering the growth of professional networks and relationships. Employee productivity may be enhanced by five to ten percent just by rearranging the furniture in their workspace(Cooper & Dewe,2004). Some aspects of the workplace are discussed by Amir(2010). The office layout and design, and employee comfort, are the two most important aspects of any w orkplace. According to Amir (2010), a workplace is any space inside an organization that has been set up to facilitate the accomplishment of thecompany's declared mission.

**Employee Commitment**

Several recent academic studies have explored the topic of employee and organizational commitment. Defining "commitment" is not easy (Meyer & Allen 1997; Meyer &Hercovitch, 2001). According to their definition, commitment is the glue that keeps a person along a path that leads them closer to a certain goal. According to Meyer and Maltin (2010), the binding force can be experienced in a variety of ways (i.e. accompanied by a variety of mindsets), such as an affective attachment and involvement with the target, and that in their purest form, these mindsets are referred to as affective commitment (AC), normative commitment (NC), and continuance commitment (CC). As stated by Akintayo (2010), "employee commitment " refers to an individual's level of loyalty to their employer. According to Ongori (2007), a committed workforce is one whose members show a positive reaction to the company as a whole and a high level of connection to or loyalty for their employer. Similarly, Zheng, Sharan, and Wei (2010) defined employee commitment as an individual's disposition toward their employer. Thus, employees' dedication to their jobs reflects their allegiance to management. Management should always be concerned with gauging the amount of dedication shown by current and prospective managers, since this indicates identification with the organization's day-to-day operations. Employee commitment has several facets, including employees' loyalty, their readiness to put in extra effort for the business, their adherence to organizational ideals, and their desire to stay with the company, as stated by Meyer & Allen (1997).

The studies briefly described the three, each of which indicates a different fundamental psychological state. When an employee exhibits affective commitment, they feel a strong connection, or identity, with, and participation in, the company. A high degree of emotional commitment has been linked to decreased employee turnover, reduced absenteeism, and

enhanced job performance in long-term, stable employment partnerships; as a result, workers who feel strongly about their employer's mission and values are more likely to stay there (Wang, 2010). However, Continuance Commitment indicates an individual's need to stay with the organization due to her or his understanding of the costs involved with leaving the company, including tenure, compensation, benefits, vesting of pensions, and family commitment. It might also mean that you understand what it would take to get a new job elsewhere. Those workers whose primary tie to the company is a contractual one do so because they have no choice (Loi and Foley, 2008). A person's normative commitment shows through when they feel compelled to be a member of an organization because they think it's appropriate to be loyal to and remain a part of the group.

Despite the fact that it is often agreed that normative commitment is an important part of employee engagement, researchers have shown that it is strongly linked to employees' emotional investment in their work (Coyle-Shapiro, 2008). Employee commitment, according to Shahid and Azhar (2013), has been crucial in determining an organization's success, and it is being more sought after as a result of the benefits it provides in terms of staff retention, accomplishment, productivity, and effectiveness. Moreover, job satisfaction, fair treatment, and genuine interest in staff members are the top three factors in retaining good workers. Beheshtifar and Herat (2013) define employee commitment as the extent to which an employee feels a sense of belonging to and is eager to contribute to the success of the firm. According to Bratton and Gold (2007) and Lee and Chen (2013), employee commitment is a function of how invested an individual is in their workplace.

## Affective Commitment (AC)

Affective commitment is the degree to which an employee feels an emotional connection to, and ownership over, his or her place of employment (Aydin et al. 2011). Employees experience organizational loyalty when they identify with the company's mission and values and feel a strong connection to their work as a result. According to Meyer and Allen (1997), workers who remain members do so voluntarily, demonstrating their dedication to the group. Employees that have great emotional commitment have a deep connection to the organization's mission and are invested in its success. In other words, these workers stay with the company because they voluntarily choose to (Aydin et al. 2011). Affective commitment refers to a sense of belonging, involvement, and satisfaction among members of an organization (Meyer & Allen, 1997).

Those that feel emotionally committed to their jobs are the ones who are most likely to remain there. Having a strong emotional investment in one's workplace increases the likelihood that an employee will remain with the same company (Othman & Abdullah, 2016). They identify with the organization's purposes, appreciate their place in the group, and get meaning from their job. People that are emotionally invested in their work feel valued by their employer, act as advocates for the company, and are a tremendous asset. Affective commitment is the degree to which an individual derives satisfaction from his or her connection to an organization (Abdullah & Othman,

2016). (Abdullah & Othman, 2021). You remain because doing so is desirable. An emotionally invested worker will have a deep connection to the company's mission and values, and may reject job offers elsewhere despite the financial benefits (Anwar & Abdullah, 2021).

**Normative Commitment (NC)**

Employees who have absorbed the organization's values and aims are more likely to develop a sense of normative commitment, as defined by Madi, et al. (2012). Normative commitment is defined as an employee's willingness to go above and beyond the call of duty to ensure the continued success of the business (Bal,et al, 2014). Coworker commitment, which incorporates emotional and normative aspects, commitment behavior, organizational dependability, and participative management are all seen to be possible antecedents for normative commitment. It is assumed that the level of dedication shown by one's colleagues will serve as a normative signal that will shape one's own level of dedication. Important factors that promote and instill a feeling of moral duty to reciprocate to the organization are organizational reliability and participative management. As a member of the group, an individual develops a normative commitment when they feel obligated to do so (Bal, et al, 2014).

An individual may experience a sense of normative commitment to an organization if they have benefited in some way from working there, such as via preparation, training, learning opportunities, or professional growth. Since the worker feels he "needs to" remain with the company in order to "reimburse the duty" for all the good the company has done for him, he is more loyal to the company than he would be without the emotional connection (Anwar &Shukur, 2015). The term "normative commitment" describes an individual's dedication to an organization out of a feeling of duty and responsibility rather than a desire for personal gain (Abdulla et al. 2017). Normative commitment describes why some workers stay with a company because they feel it is the "just and moral" thing to do for them (Anwar &Balcioglu, 2016). A significant societal focus on the responsibilities and the propensity of people is what we mean when we talk about normative commitment (Hameed & Anwar, 2018).

According to Anwar and Ghafoor (2017), an individual's normative commitment to the organization is formed in response to a variety of pressures they experience during their early socialization with family and culture and their later socialization as a newbie to the organization. The "psychological contract" between an employee and the company may also contribute to the growth of normative commitment (Anwar & Climis, 2017). The term "normative commitment" describes how workers should feel and what they should be obligated to do to keep their jobs. In addition, an individual's normative commitment might grow if he or she develops a sense of loyalty to his or her employer or a sense of responsibility to labor for the advantages he or she receives from the company (Anwar & Qadir, 2017).

**Continuance Commitment (CC)**

According to Bal, et al. (2014), employees' loyalty to their companies stems from their awareness of the negative consequences of leaving their jobs. According to Kanter (1968), "continuance

commitment" is a "cognitive orientation" in which one takes the opportunity cost of quitting or staying with an organization into account. A worker's "continuance commitment" is their promise to stay with the company despite the financial consequences of doing so (due to high cost of leaving). Age, length of service, job contentment, and resignation all have the potential to be antecedents of longevity. The length of time an employee has been with the company and their age are both useful markers of their commitment to staying with the company (Meyer & Allen, 1997). According to Madi et al. (2012), age might be inversely connected to the frequency of job openings, whereas tenure suggests non-transferable investments such as deep working relationships with coworkers, retirement investments, career investments, and talents unique to the current firm. Career satisfaction was argued to be a more direct indicator of the value of an employee's time and effort invested in their position, which may be jeopardized if they left the company. They continued by saying that the antecedents of continuation commitment are the expenses that workers see as irretrievable should they leave the firm. Retention pledge evidencing the potential for the individual to suffer quantifiable damages as a result of the employee's departure from the firm. Because the representative values their employment too much to risk leaving the company, they remain loyal to it. The potential loss of members is something that worries them greatly. Durational service costs more than short-term service since the employee "has to" remain loyal to the company in order to get the financial and social benefits offered to them (Anwar & Abd Zebari, 2015).

According to the research of Bal et al. (2014), the perceived costs of leaving an organization are a major factor in determining an employee's commitment to staying with the company. While workers with high levels of affective commitment will stay with the company because they like their work, those with high levels of continuation commitment will stay because they must, and those with high normative commitment will stay because they believe they are morally obligated to (Meyer& Allen, 1991). Similar to how a work contract may make quitting a job difficult and expensive, so too can a commitment to staying in one's present position (Mullins, 2001). Lack of alternatives to the current path of action, as well as accumulated investments or side-
bets that would be lost if the person ceased a course of action, contribute to the development of a continuation commitment (Powell & Meyer, 2004).

### III. METHODOLOGY

This study applied the correlational design. Correlational research design refers to studies in which the purpose is to discover relationships between variables through the use of correlational statistics. A correlational research design is useful in determining the degree to which two variables are related. According to Creswell (2008) correlational research does not prove a relationship; rather, it indicates an association between two or more variables.A population is the accessible components of the census normally established in numbers (Baridam, 2001).This study focused on major multinational oil and gas companies in Rivers state, with particular reference to oil exploration companies in Port Harcourt.

The explanation of the major multinational oil exploration companies is based on the number of barrels of oil produced per day, which is shell 30%, Total 10% and NAOC 5%. A multinational company is a business that operates and has facilities and assets in at least one country other than its home country. These major multinational oil and gas companies were also selected on the criteria of their staff strength, level of operations and company structure presence in Port Harcourt.This amounted to three (3) major multinational oil and gas companies in Port Harcourt. Owing to the unit of analysis, the researcher examined not only management employees (top level managers, middle level managers, low level managers and supervisors) of these companies, but included their subordinates.

**Table 1: The population distribution based on the investigated companies as collected from the field.**

| S/N | Companies | Employees population of the companies |
|---|---|---|
| | **Oil Exploration** | |
| 1 | Total E & P | 325 |
| 2 | SPDC (Shell) | 337 |
| 3 | Nigeria Agip Oil Company | 194 |
| | | **856** |

**Source: Department of Petroleum Resources, 2023.**

The researcher adopted the random sampling technique. In the random sampling technique, the researcher deliberately selected the sampling units that will be included in the study because he feels they are representative of the target population (Baridam, 2001). The researcher adopted the Taro Yamene's formula in determining the sample size.

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

Therefore, sample size

$$n = \frac{856}{1 + 856(0.05)^2}$$

**= 273**

The sample size for this study is two hundred and seventy-three **(273)**.

The individual multinational oil and gas companies' sample size is scientifically determined and distributed for each of the companies in Port Harcourt respectively using Bowley (1964) formula as follows:

$$n_h = \frac{N_h * n}{N}$$

Where:

$n_h$ = Sample size for each organisation

$N_h$ = Population size for each company
N = Total population size
n = Total sample size

**Table 2: Table showing Sample Size distribution**

| S/N | Companies | Employees Population | Sample Size |
|---|---|---|---|
| | **Oil Exploration** | | |
| 1 | Total E & P | 325 | 104 |
| 2 | SPDC (Shell) | 337 | 107 |
| 3 | Nigeria Agip Oil Company | 194 | 62 |
| | | **856** | **273** |

**Source: Department of Petroleum Resources, 2023.**

The data needed for this study was obtained from only primary source. The primary source is mainly the research questionnaire. The primary data collection methods used for this study was retrieving the questionnaire group scores for each company from the companies and collecting responses to the physical work environment, affective commitment, normative commitment, and continuance commitment questions.The questionnaire was structured in a simple and direct method, and also, complex questions were avoided. The variables of the study, both the predictor and criterion variables, are measured using the 5-point Likert scale (where, 5 = very high extent, 4 = high extent, 3 = moderate extent, 2 = low extent, 1 = very low extent). Predictor variables and the criterion variables were testedto examine the extent to which predictor variable affect the criterion variable the measures.

These variables had a total of 20 items: physical work environment (5), affective commitment (5), normative commitment (5), and continuance commitment (5) items. The demographic questions had five (5) items. Each employee was asked to complete a 25-item structured survey questionnaire.Data collected was coded, keyed in the computer and analysed with the aid of Statistical Package for Social Sciences (SPSS). Descriptive statistics (frequencies and percentages) were used to describe the findings while inferential statistics (Spearman correlation statistics) was used to test hypotheses.

## IV. ANALYSIS OF DATA AND DISCUSSION OF FINDINGS

**Decision rule:** The decision rule which applies for all bivariate test outcomes is stated as follows: where $P < 0.05$, reject hypothesis on the basis or evidence significant relationship; and where $P > 0.05$, accept hypothesis on the basis of insignificant relationship between the variables. The extent of influence is on this basis assessed using the rho interpretations provided by Bryman and Bell (2003) as shown in table 3:

**Table 3: Description on Range of correlation (rho) values and the corresponding level of association**

| Range of r with positive and negative sign values | Strength of Association |
|---|---|
| ± 0.80 – 0.99 | Very Strong |
| ± 0.60 – 0.79 | Strong |
| ± 0.40 – 0.59 | Moderate |
| ± 0.20 – 0.39 | Weak |
| ± 0.00 – 0.19 | Very Weak |

*Source:* Adopted from Ahaiauzu & Asawo, 2016, *Advance Social Research Methods*

The positive (+) sign in the values of (*rho*) indicates a positive relationship, while the negative (-) sign in the value of (*rho*) indicates an indirect/negative or inverse relationship. Thus, the sign of the *rho* explains the direction of association between the two variables. The above table forms our yardstick for the determination of the level of relationship between the variables of the dimensions and those of the measures as understudied. These relationships range from very weak to very strong as seen from the above.

**Table 4:Table showing correlations between physical work environment and the measures of employee commitment.**

| | | | Physical | Affective | Normative | Continuance |
|---|---|---|---|---|---|---|
| Spearman's rho | Physical | Correlation Coefficient | 1.000 | .865** | .876** | .696** |
| | | Sig. (2-tailed) | . | .000 | .000 | .000 |
| | | N | 273 | 273 | 273 | 273 |
| | Affective | Correlation Coefficient | .865** | 1.000 | .849** | .722** |
| | | Sig. (2-tailed) | .000 | . | .000 | .000 |
| | | N | 273 | 273 | 273 | 273 |
| | Normative | Correlation Coefficient | .876** | .849** | 1.000 | .629** |
| | | Sig. (2-tailed) | .000 | .000 | . | .000 |
| | | N | 273 | 273 | 273 | 273 |
| | Continuance | Correlation Coefficient | .696** | .722** | .629** | 1.000 |
| | | Sig. (2-tailed) | .000 | .000 | .000 | . |
| | | N | 273 | 273 | 273 | 273 |

**. Correlation is significant at the 0.01 level (2-tailed).

**Source: Research Data, 2023**

**Ho$_1$:** There is no significant relationship between physical work environment and affective commitment of major multinational oil and gas companies in Rivers state.

Table 4 demonstrates a 0.865 rho between a companies' physical work environmentand the likelihood of a person staying with an organization over the long term. This suggests a very robust connection between the two variables, as seen by the high degree of correlation between them. However, statistically speaking, the alternative hypothesis is accepted since the threshold of significance is 0.000, which is more than 0.05. That "there is no substantial association between

physical work environment and affective commitment of major multinational oil and gas companies in Rivers state" is what this says.

**Ho₂:** There is no significant relationship between physical work environment and normative commitment of major multinational oil and gas companies in Rivers state.

Table 4 displays a rho value of 0.876, which is positive and statistically significant, between physical work environment and normative commitment. This suggests a very robust connection between the two variables, as seen by the high degree of correlation between them. However, statistically speaking, the alternative hypothesis is accepted since the threshold of significance is 0.000, which is more than 0.05. There is "no substantial association" between physical work environment and normative commitment of major multinational oil and gas companies in Rivers state.

**Ho₃:** There is no significant relationship between physical work environment and continuance commitment of major multinational oil and gas companies in Rivers state.

The rho value of 0.696 between physical work environment and continuance commitment of major multinational oil and gas companies shown in table 4 is positive and statistically significant. This suggests a robust association between the two variables, as high correlation levels do so. The alternative hypothesis is accepted, however, since the level of statistical significance is 0.000, which is more than 0.05, thereby rejecting the null hypothesis. What this means is that "in industrial enterprises in Rivers state, there is no substantial association between physical work environment and continuance commitment of major multinational oil and gas companies".

**Association between physical work environment and affective commitment of major multinational oil and gas companies in Rivers State.**

Organizations play crucial roles via work circumstances and arrangements given that workers are more likely to be naturally motivated (Orazi, Turrini, &Valotti, 2013). A number of important ideas, including telework, telecommuting, friendly environment, job sharing, and family-friendly policies, were also highlighted as being introduced by work arrangements. Together, these ideas emphasize the significance of effective communication with staff to get buy-in for the shared vision, the facilitation of staff efforts to attain and improve workers' commitments, and the joint pursuit of the vision's realization (Wright, Moynihan, & Pandey 2012). Workers' sensitivity to internal operations may be regulated via the work environment approach, and employees' devotion to the company should improve as a result of the flexibility they are given to work from anywhere. In addition to reducing the negative effects of high job demands, teleworking also helps employees maintain a healthy work-life balance (Kroon, van de Voorde, & van Veldhoven, 2009) and avoid the demotivating effects of burnout (Noblet & Rodwell, 2009) that can result from working too many hours in the office every day. Thus:

    i.      Physical work environment aids in preventing burnout, aids in stress management, and provides direction for further action.

ii.     Consequently, physical work environment boosts workers' emotional investment in their company.

## Association between physical work environment and normative commitment of major multinational oil and gas companies in Rivers State.

Employees are more likely to feel at odds with the organization's ideals when they believe they are being ignored by the system (Brom, Buruck, Horvath, Richter, & Leiter, 2015). In addition, Broom et al. (2015) found that a leader's degree of dedication to the work environment is a crucial factor in determining whether a business would treat its people well or badly. Research has shown that workers are less resistant to burnout when they are not adequately rewarded and recognized (Valentine, Hollingworth, & Schultz, 2018; Miller, & Miller, 2020) through their perception of the work environment. More precisely, people who have been unfairly treated in the workplace or by their own families are more likely to suffer feelings of inequality (Miller & Miller, 2020), which in turn makes working there less rewarding.

Lack of social connection and support were cited as reasons for the decline in organizational commitment, which cancels out the advantages of work environment (Golden & Veiga, 2008; Madlock, 2013; Fay & Kline, 2011). They also pointed out that companies who let their employees telecommute full-time have measures in place to make up for the lost opportunities for camaraderie and mutual aid. According to Martin and MacDonnell (2012), work environment, seen from the perspectives of teleworking, family friendly policies and conducive physical environment all have a significant, favorable effect on normative and continuance commitment. They also found that drivers such as increased trust and increased autonomy, which are in turn influenced by the extent to which is offered to the employ ee, are the primary determinants of both affective commitment
 (feelings of comfort and personal competence) and normative commitment
 (based on loyalty and repayment of favors) (Marique, Stinglhamber, Desmette, Caesens& De Zanet, 2013). When companies invest in their employees' personal growth and development, it motivates them to work more for the company. Thus;

i.      As work environment policies become more widespread, workers become more invested in the company as a whole.
**ii.**     Friendly physical work environment report higher levels of normative commitment.

## Association between physical work environment and continuance commitment of major multinational oil and gas companies in Rivers State.

Work environment increases employees' dedication to their companies, according to research by Golden (2006). Physical separation from coworkers has been shown by Golden et al., (2008) to reduce employees' desire to quit their employment. In studies examining the impact of environment on employee loyalty, researchers surveyed both non-telecommuters and those who worked remotely for all but a few hours each week (Allen, Golden & Shockley, 2015).

According to the findings of these research, the correlation between environment and employee dedication to the company rises steadily up to a certain threshold, and then declines again (Golden & Veiga, 2005; Golden, 2006). Employees who are given the option to work in a friendly physical work environment often report higher levels of organizational commitment as a result of the enhanced levels of trust and autonomy they feel they are given by their managers (Golden & Veiga, 2008; Madlock, 2013; Fay & Kline, 2011). Thus:

i.      The way an employee feels about his or her role in the company changes as a result of his/her physical work environment.
ii.     Thus, employees are more likely to stay with a company that offers good and conducive physical work environment opportunities.

## V.      CONCLUSION AND RECOMMENDATIONS

Based on the results and the significance of physical work environment in the attainment of worker commitment in major multinational oil and gas companies in Rivers State, it was concluded that conducive physical work environment significantly contributes to the actualization of worker commitment. This view expands on research showing a link between measures of worker commitment (affective, normative, and continuance) and the attaining of conducive physical work environment factors including friendly atmosphere, cool office temperature, clean surrounding, telework, and family-friendly policies. Therefore, it was concluded that physical work environment influences worker commitmentin major multinational oil and gas companies in Rivers State, Nigeria.

The current research aims to empirically demonstrate a connection between physical work environment and measures of worker commitment in major multinational oil and gas companies in Rivers State. The following actions are suggested based on the results and conclusions: That organizations would benefit from developing methods for more conducive work environment (cool office temperature, healthy surroundings, friendly atmosphere) as this would aid in fostering long-term affective commitment, normative commitment, and continuity commitment among employees.

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