

# Physical Workplace Environment and Employee Performance of Guinness Nigeria, Plc Benin Plant.

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## Abstract

*This study examines on Physical Workplace Environment and Employee Performance of Guinness Nigeria, Plc Benin Plant. It further investigates the relationship between lighting conditions and employee commitment at Guinness Nigeria Plc. Benin Plant in Edo State. The research aims to contribute empirical insights into the intricate dynamics between the physical workplace environment and employee performance. Utilizing the Pearson Product Moment Correlation Coefficient Analysis, the study establishes a significant positive relationship between lighting and employee commitment, supported by a correlation coefficient (r) of 0.92 and a p-value of 0.00. These findings affirm the crucial impact of quality lighting on employee attitudes and commitment levels. The study recommends optimizing lighting infrastructure, customizing lighting solutions, addressing the physical work environment holistically, involving employees in design, continuous monitoring, and investing in employee well-being programs. Overall, this research provides actionable insights for organizational decision-makers seeking to enhance employee engagement and performance through a conducive work environment.*

**Keywords:** *Physical Workplace Environment, Employee Performance, Lighting, Employee Commitment*

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## I. Introduction

The workplace environment is a critical factor in shaping employee performance and overall organizational success, particularly focusing on the physical aspects of the work environment. Described as the immediate surroundings manipulated for human existence, the physical workplace environment encompasses various elements, such as air quality, temperature, sound, lighting, color, and facility layout (Badayai, 2012; Jain & Kaur, 2014). Despite the prevalent emphasis on skill acquisition for productivity enhancement, an estimated 80% of productivity challenges can be traced back to the work environment (Akinyele, 2010). This underlines the profound impact of the physical work environment, extending beyond mere aesthetics, on job satisfaction—an essential employee attitude—and the overall effectiveness of human resources in wealth creation (Yesufu, 2000). The importance of a conducive work environment cannot be overstated, as it contributes to employee well-being, fostering increased vigor and higher productivity (Akinyele, 2010). In the context of Guinness Nigeria Plc. Benin Plant, Edo State, the unique nature of the beverage industry and the specific physical work environment may significantly influence factors such as employee motivation, morale, and stress levels (Cynthia, 2015; Dae & Myungweon, 2015). Observing a group of individuals performing the same job over time reveals variations in performance, attributed to factors like varying skills and motivation levels (Ajala, 2012). This study aims to explore the intricate connection between the physical workplace environment and employee performance in Guinness Nigeria Plc. Benin Plant. Recognizing the potential impact on fatigue, monotony, and boredom, the ultimate goal is to maximize overall work performance and contribute to the well-being of employees (Obamiro & Kumolu-Johnson, 2019).

The physical work environment of manufacturing plants could in one way or the other impact employee performance and the overall performance level of these organizations. This gives credence to a determination of the nexus between workplace environment and employee performance of Guinness Nigeria Plc. Benin Plant, Edo state, Nigeria. The Nigerian manufacturing sector, crucial for meeting the demands of the growing population, especially in the brewing industry, faces challenges in providing adequate products across various regions. Previous research, notably by Nzewi, Arachie, Ibrahim, and Okoli (2018) in Anambra, highlights the significance of the physical workspace in addressing this issue. Studies by Obamiro and Kumolu-Johnson (2019) in Ogun State and Duru and Shimawua (2017) in Edo State emphasize the impact of a conducive work environment on employee performance. Gitahi and Maina (2015) in Kenya note that an inconvenient physical work environment can limit employee potential.

Despite these findings, the Nigerian brewery industry, including Guinness Nigeria Plc in Edo State, has not been empirically studied regarding the relationship between the work environment and employee performance. This study aims to fill this information gap by examining the deconstructed factors of the workplace environment and their impact on employee performance in Edo State's beer enterprises.

### **Objective of the Study**

The main objective of the study is to ascertain the extent of relationship that exists between physical workplace environment and employee performance of Guinness Nigeria Plc. Benin Plant, Edo State. Specifically, this study seeks to examine the extent of relationship between lighting and employee commitment of Guinness Nig. Plc. Benin Plant, Edo State.

### **Research Hypotheses**

The following hypothesis were put forward by the researcher:

**H<sub>0</sub>:** There is no significant positive relationship between lighting and employee commitment of Guinness Nig. Plc. Benin Plant, Edo State.

## **II. Literature Review**

### **Conceptual Review**

#### **Physical Workplace Environment**

A component of an organization's work environment is the Physical Workplace Environment (PWE). According to Beiz (2009), the physical work-place environment consists of the physical work surrounds in which a corporation does its business. According to Nzewi, Arachie, Ibrahim, and Okoli (2018), the physical work-environment has a significant impact on employee performance. This influence is not insignificant. According to Opperman (2002), as referenced in Bushiri (2014), the concept of "Physical Work Environment" refers to the visible and palpable aspects of the workplace that have the potential to influence the activities performed by employees. The natural arrangement of all the material objects in the office is part of the physical workplace environment (Davis, Leach, & Clegg, 2011; Elsbach & Pratt, 2007). Despite the fact that the physical work environment can have a significant impact on employee performance, managers frequently neglect to take it into account when designing workplaces for their employees. The physical environment of the workplace is extremely important to the performance, happiness, and health of its employees. It is generally understood that the physical design of the work environment and the environmental conditions in the workplace are important elements in a typical business setting. Likewise, it is generally understood that the physical design of the work environment should be conducive to productivity. According to Bushiri (2014), these visible physical facilities could have a significant impact on the degree of accomplishment achieved by employees. It is possible to interpret it as the visible environment of the workplace. There has been a significant amount of research conducted on the physical work environment and its relevance. This is due to the fact that the work environment has the potential to inhibit, interfere with, or set limits on the range of organizational behavior that is displayed, which in turn has the potential to affect employee performance (Al-Omari & Okasheh, 2017).

In a broader sense, the elements that make up the physical environment of the workplace include, but are not limited to, the level of convenience, ventilation, heating, natural igniting, and artificial lighting. According to Badayai (2012), some of the elements that make up the physical environment of the workplace are things like ventilation, temperature, sound, lighting, color, and the layout of the Facility (plant). According to Temessek (2009), the aforementioned aspects help with the practical and aesthetic side, the décor, and the formatting of the office environment, which eventually helps improve the experience of the employees and necessitates greater performance. According to Temessek (2009), employees of business organizations "must insist on the utility and incumbency of environmental information, facilitating employee engagement with better space management, and the automation of certain tasks." Temessek emphasizes that employees of business organizations "must insist on the utility and incumbency of environmental information." In a similar vein, the productivity of layouts and functioning aspects will be more significant when the activities being performed are more complex. This is in contrast to when the activities being performed are neither complex or simple. The layout and layout design of an office give the impression that certain patterns have a specific function that may in some way influence the degree of employee performance (Challenger, 2010). The researcher made advantage of the workplace's lighting, ventilation, and temperature as components of the physical environment.

#### **Lighting**

Regardless of the kind of structure that the office is located in, it is generally agreed upon that natural lighting, specifically daylight, is the feature that employees value the most. This is as a result of the fact that the amount of natural light that an individual is subjected to while at work has an effect on the quality of life that they lead. It has been demonstrated that factors such as lighting levels, access to vistas, and proximity to windows all

have direct physiological effects on workers (Rashid & Zimring, 2008). For instance, it has been demonstrated that increasing the amount of natural illumination in workplaces can lower the incidence of headaches and seasonal affective disorder (Franta & Anstead, 2004), accidents and the quality of relaxation (Luo, 2008), and eyestrain (Rashid & Zimring, 2008). The amount of light that is necessary in a workplace is influenced by the type of work that is being done there, regardless of whether the work is being done indoors or outdoors, as well as what time of day it is (day or night). As a direct consequence of this, the level of performance that employees deliver may either increase or decrease as a direct consequence of this. Lighting that makes it difficult for people to accomplish their jobs can be a source of stress, which can contribute to poor performance on the part of employees. This happens when the worker is subjected to unfavorable working conditions, such as a bright glare, a gloomy bulk, or an absence of natural light in the office (Schultz & Schultz, 2016). The intensity of the light in an office setting has an impact on a person's ability to concentrate, remain awake, and perform at their best. Changing the nature and quality of the light could have a substantial impact on both the working environment of employees and their overall productivity (Sehgal, 2013).

### **Employee's Performance**

Employee performance is an evaluation of the effectiveness and efficiency of a laborer or group of workers (Jalal, 2016). In actual terms, employee performance is a content which directly affects the company's profits (Obdulio, 2014). Performance may be evaluated in terms of the fulfillment an employee had in a specific workplace over a period of time. The performance of a given employee is assessed based on the job they are given in relation to achieved target. It could also be assessed according to the amount of piece of a product or service that an employee handles in a defined time frame (Jalal, 2016). As the success of an entity relies mainly on the accomplishment of its employees, therefore, enhanced employee performance level has become an important objective for businesses (Sharma & Sharma, 2014).

Studies have focused on one or two ways to measure employee performance and because several scholars have provided several performance indicators, it can be challenging to give a universally acceptable performance measure (Nollman, 2013). Overall, there exists effective and standardized way to assess this performance. According to Sharma and Sharma (2014), higher performance level results in economic growth, higher profitability, and social progress. It is only by increasing performance that employees could obtain better wages/salaries, working conditions and better work opportunities. Employee performance could be seen as the visible output of employees in an organization. Some notable employee performance pointers are job satisfaction, employee commitment, employee innovation, turnover intention, organizational flexibility, self-efficacy and employee engagement. Job satisfaction, employee commitment, turnover intention, organizational flexibility and self-efficacy were the employee performance indicator used for this study.

Cummings and Schwab, (2019) argue that performance is ultimately an individual phenomenon with environmental factors influencing performance mainly through their effect on the individual determinants of performance, ability and motivation. According to Collis and Montgomery, (2015) Employee performance has been shown to have a significant positive effect on organizational performance. According to Adams, (2019) people are motivated to seek social equity in the rewards they receive for high performance. He suggests that the outcome from job includes; pay recognition, promotion, social relationship and intrinsic reward. To get these rewards various inputs needs to be employed by the employees to the job as time, experience, efforts, education and loyalty. He also suggests that, people tend to view their outcomes and inputs as a ratio and then compare these ratios with others and turn to become motivated if this ratio is high. Identifying and selecting the best employees for particular jobs is an important task for organizations. High-performing workers are perfect since employee performance directly impacts the organization's bottom line. Poor performers can cost their employer money through the loss of production and in the costs of turnover and training (Cooper & Cartwright, 2014). According to Shah, Jaffari, Aziz, Ejaz, Haq and Raza (2014), employee performance is a combined result of effort, ability, and perception of tasks. High performance is a step towards the achievement of organizational goals and tasks.

Employee performance is an important building block of an organization and factors which lay the foundation for high performance must be analyzed by the organizations. Since every organization cannot progress by one or two individual's effort, it is collective effort of all the members of the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas & Yaqoob, 2019). Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir, 2017).

### **Employee Commitment**

Dixit, and Bhati, (2017) revealed that the concept of organizational commitment was derived from Whyte's article in 1956, *The Organization Man*, which states that commitment comes into being when a person links extraneous interests with a consistent line of activity by making a side bet. In this review, organisational commitment is used synonymously with job commitment both of which entails more psychological concepts than environmental factors of workplace. Yusuf and Metiboba, (2017) submit that job commitment is a psychological

state that characterizes the employee's relationships with the organisation; and has implications for the decision to continue/discontinue membership in the organisation. Job commitment therefore entails attitude or orientation towards the organization which links or attaches the individual or worker to the establishment. It is a process whereby the goals of the individual or worker are increasingly integrated with that of the organization. Job commitment entails three components – workers' readiness to exert effort on behalf of the organization; workers' acceptance of organizational goals and values; and workers' desires to remain with the organization (Ogaboh, Nkoyen & Ushie, 2018). Other researchers have categorised commitment to include (a) something of the notion of membership (b) reflecting the current position of the individual (c) having special predictive potentials, providing predictions concerning certain aspects of performance, motivation to work, spontaneous contribution, and other related outcomes; and (d) it also suggests the differential relevance of motivational factors (Dixit & Bhati, 2018).

In fact it is as if the concept of job commitment would not be sufficiently meaningful without defining it in the manner that Meyer and Allen did. Job commitment according to them is defined as the force that binds an individual to a course of action relevant to one or more targets on the job. Employees are therefore believed to experience this commitment in three bases, or mind-sets that play a role in shaping behaviour: affective, normative, and continuance, (Meyer & Herscovitch, 2019; Jaros, 2017; McMahan, 2017; Sundas, Noor & Shamim, 2019; Ogaboh., 2020; Yusuf & Metiboba, 2022).

**Affective commitment** is the employee's positive emotional attachment to the organisation (Meyer & Allen, 2019). A worker who has such affective commitment to the job strongly identifies with the goals of the organisation and remains loyal to the organisation. Such commitment is affective because it is a personal decision of the employee to be committed to the organisation (see Meyer & Allen, 2013; Sundas., 2019; Ogaboh, 2018; Yusuf & Metiboba, 2017). In other words affective commitment reflects commitment based on emotional ties the employee develops with the organization primarily via positive work experiences.

**Continuance commitment** is understood to come from the perceived cost associated with leaving the organization, such as giving up pension plans and profit sharing (Ogaboh, Nkoyen & Ushie, 2020). In the words of Yusuf and Metiboba (2017), when an individual commits to the organisation because he/she perceives high costs of losing organisational membership, including economic costs (such as pension accruals) and social costs (friendship ties with co-workers) that would be incurred, such employee remains a member of the organisation. According to McMahan (2017) continuance commitment is said to occur when an employee remains with an organization largely out of need, whether due to lack of alternatives or costs associated with leaving, such as loss of income, seniority or retirement benefits. Such commitment (as a result of the need to continue with organisation) is continuance commitment.

**Normative commitment** is the third component of job commitment which implies commitment resulting from perceived obligation on the part of the employees. Such an obligation, according to McMahan (2017) results from a person's internalised normative pressures. A committed person may behave in a way in which they do not immediately consider personal benefits but because they believe that course of action to be the morally right behaviour. For instance, employee may hail from a family background or social upbringing where it is considered as essential norm for one to be loyal to one's organisation and so he or she remains with the organisation for this reason. Normative commitment may also develop in individual employees whose employer offers rewards in advance of actual work, such as paying tuition fee, or if the organization goes to great length or cost to train the employee (McMahan, 2017). It is on this note that Yusuf and Metiboba (2013) gives another example of sources of normative commitment.

### **Theoretical Framework**

This study is anchored on Theory of Work Adjustment (TWA) developed by Dawes and Lofquist at the University of Minnesota, 1984. The body of knowledge describes the connection that exists among individuals at work and their work environment. Work is therefore perceived and conceptualized as an intermingling between an individual and the work environment. The work-place requires that certain jobs or tasks are performed, and the individual brings up the needed aptitudes to perform the tasks. As an exchange relationship (between the individual and the workplace environment), the individual also requires certain compensation or rewards for work performance and certain preferred conditions, such as a safe and comfortable position to work. For the relationship between individuals and their work environment to be maintained and job to continue, the workplace environment and the individual must continue to meet each other's needs (Dawes & Lofquist, 1984 as cited in Obamiro & Kumolu-Johnson, 2019). The extent or level to which the obligation of the employees and work environment are met is called correspondence. This is why TWA is also known as Person-Environment Correspondence Theory. This theory is relevant to this study because when the working environment of employees is favourable, it could by extension impact the performance level of employees of the focused beverage firms of study.

### **III. Empirical Review**

Obamiro and Kumolu-Johnson (2019) examined the relationship between physical workplace environment and employee performance in Intercontinental Distiller Limited, Ado-Odo, Ogun State. Survey research design was adopted for the study, 132 copies of returned questionnaire were used to analyze collected data using Pearson Product Moment Correlation (PPMC) and Simple Regression analysis. The results showed a strong relationship between air in the work place and job satisfaction of employees in Intercontinental Distiller Limited, Ado-Odo, Ogun State.

Duru and Shimawua (2017) investigated the effect of physical workplace environment on employee performance using Edo city transport service as the organization of study. Survey research design was used, a population of 200 was used for the study, questionnaire was the data collection tool employed, simple percentage was used to analyze the collected data. Findings revealed that air in the work place affects employee job satisfaction.

Gitahi and Maina (2015) examined the effect of physical workplace environment on employee performance of selected banks in Nakuru town, Kenya. The population of the study was 736 non-managerial staff from which a sample of 173 respondents using stratified random sampling while probabilities proportional to the studied organizations was used to distribute questionnaires within the banks. Descriptive statistics and multiple regression pattern were used to analyze the data. The study findings showed that a relationship exists between temperature and employee commitment. Awan and Tahir (2015) examined the effect of physical workplace environment on employee performance of banks and insurance firms in Pakistan. Survey design was used for the study, questionnaire was the information assortment ease employed, a population of 240 was used for the study, correlation and regression analysis were used to analyze the collected data. Findings revealed a positive closeness between temperature and employee performance.

Nzewi, Arachie, Ibrahim and Okoli (2018) examined the type of closeness that exists between physical work place environment and employee performance in selected brewing firms in Anambra state. The study was fastened on human relations theory of Elton Mayo and his colleagues (1930). Survey research design was used, a population of 550 was used, Taro Yemmane sampling was used to derive a sample of 233, Pearson Product Moment Correlation Coefficient Analysis was used to analyze the collected data. Findings revealed that a strong positive connection exists between light and employee commitment.

Al-Omari and Okasheh (2017) investigated the effect physical workplace environment has on employee performance in an engineering firm in Jordan. Eighty-five employees were used for the study, survey research design was used for the study, regression analysis was used to analyze the collected data. Findings revealed that there is a relationship between the light and employee performance.

Thiruchelvan (2017) examined physical workplace environment and employee performance of oil and gas providers in Malaysia. Survey design was used, a population of 40 employees were used for the study, pie-chart was used to analyse the collected data. Findings revealed that facility location impacts employee performance.

Agbozo, Owusu, Hoedoafia and Atakorah (2017) examined the effect of physical workplace environment on employee performance with the spotlight on a financial institution in Ghana. Survey design was used, a population of 209 was used, through the stratified sampling technique, a sample size of 105 was obtained, questionnaire was the data collection tool employed, pie chart and bar chart were used to analyze the collected data. Findings revealed that air, temperature and light impacts employee performance.

Khawar and Aqeel (2017) examined the effect of the physical workplace environment on employee performance of the manufacturing industry in Lahore. Survey design was used, population of the study was selected from the manufacturing sector of sunder industrial state Lahore. The data collection tool employed was the questionnaire, a sample of 352 respondents was used, correlation and regression analysis were used to analyze the collected data. Results shows that the plant layout affect the performance of employees.

Umamaheswari (2018) explored the effect of physical work environment on employee performance of ceramic sanitary ware factories in India. 550 employees from 5 factories located at different locations were used and questionnaire were distributed to them. 416 usable questionnaire were analyzed using statistical tools like correlation and regression. The findings revealed that physical workplace environment is positively related to employee performance.

Agba and Ocheni (2017) examined the effect of physical workplace environment on job performance of employees of Nigerian public and private universities. The study adopted a survey design. A sample of 300 respondents purposively selected from public and private universities were used for making inferences and generalizations. Data were generated through questionnaire, z-test statistics was used to analyze the collected data. Findings revealed a positive relationship between air, temperature, light and turnover intention.

**IV. Methodology**

The research design adopted for this study was the survey research design. It will be used because of the nature of the study. Survey research design enables the researcher to observe what happens to the sample subjects without manipulating them. The data used for this project was from the primary source: The population of the studied beverage firms in Edo State will be used for the study. The population of Guinness Nigerian Plc. Benin plant is 447 (407 lower-level employees, and 40 top level employees). This gives a total population of 447. The Krejcie and Morgan (1970) sampling technique was used for this study. The formular is denoted below:

$$S = \frac{x^2NP(1-P)}{d^2(N-1) + x^2P(1-P)}$$

The Krejcie and Morgan (1970) sampling technique was used for this study. The formular is denoted below:

Where S= Sample Size

X<sup>2</sup>= Table value of chi-square for 1 degree of freedom 0.05 confidence level (3.84)

N= population Size (447)

P= Population proportion (0.5)

d<sup>2</sup>= Degree of accuracy (0.05)

S= 3.84 (447) (0.5) (1-0.5)

$$S = \frac{(3.84)^2(447-1) + (3.84)(0.5)(1-0.5)}{(0.05)^2}$$

$$S = \frac{1.12+0.96}{0.0025}$$

$$S = \frac{2.08}{0.0025}$$

$$S = 206.3 = 206$$

Based on the foregoing, 206 copies of the questionnaire will be randomly administered to respondents of the focused beverage firms.

The Bowley's (1926) allocation formula was used to ascertain the copies to be randomly administered to each organization. The formula is denoted thus:

$$N_h = \frac{n(n_h)}{N}$$

Where N<sub>h</sub>= Number of units to be distributed to each group.

n<sub>h</sub> = Number of respondents in each group.

n= Total Sample Size.

N= Total Population Size.

Lower level:

$$N_h = \frac{206(265)}{447} = 54,590/447$$

$$= 122.1 \sim 122.$$

122 copies of the questionnaire will be randomly distributed to lower-level employee in Guinness Nigerian Plc, Benin Plant.

$$N_h = \frac{206(182)}{447} = 37,492/447$$

$$= 83.9 \sim 84.$$

84 copies of the questionnaire will be randomly distributed to top-level employees of Guinness Nigerian Plc, Benin Plant.

The data collection tool employed by the researcher was the questionnaire which was collected on the same day they were administered. It was done with the help of a research who coached and strictly monitored in the dispersal of the instrument (questionnaire). The content and face validity test was used by the researcher. The test-retest reliability test was used to determine the reliability of the instrument. The instrument was administered on a group of 40 respondents for the pre-test and the post-test. Reliability of the instrument was established using test-retest reliability test. The computation is below:

	Pre-test	Post-test	D	D <sup>2</sup>
SA	11	08	3	9
A	09	13	-4	16
SD	3	2	1	1
D	4	1	3	9

Formular =  $1 - 6 \sum d^2 / N^3 - N$

Where N=4

Note: Ignore the negative sign during computation.

$$1 - 6(35) / 4 * 4 * 4 - 4 = 1 - 210 / 64 - 4$$

$$= -209 / 60 = 3.483 = 3.5.$$

Since the Cronbach's Alpha score of the reliability statistics was 3.5 is greater than 0.696, it shows that the instrument is reliable. The results of the reliability test were indications of the internal consistency of the instrument. The data gathered was analyzed using Pearson Product Moment Correlation Coefficient Analysis. It was used because it is used to determine the relationship between variables of study. It was aided by SPSS version 23.

**Data Analysis and Presentation**

The data was analysed using the Pearson Product Movement Correlation, to test hypotheses formulated in the study.

**Hypothesis**

H<sub>0</sub>: There is no significant positive relationship between lighting and employee commitment of Guinness Nig. Plc. Benin Plant, Edo State.

Where **LIGHT** = lightning

**EMP\_COM** = Employee Commitment

The support of the Analysis by the SPSS is as follows

Correlation

		LIGHT	EMP_COM
LIGHT	Pearson Correlation	1	.923**
	Sig. (2-tailed)		.000
	N	180	180
EMP_COM	Pearson Correlation	.923**	1
	Sig. (2-tailed)	.000	
	N	180	180

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

The result shows that r = 0.923 (92%) it shows that there is a strong positive relationship between lighting and employee commitment of Guinness Nig. Plc. Benin Plant, Edo State. Since the p value 0.00 < 0.001, it shows that the result is statistically significant at 0.05 (5%) level of significance

**V. Discussion of Findings**

The result obtained from the test of the hypothesis shows that there is a significant positive relationship between lighting and employee commitment of Guinness Nig. Plc. Benin Plant, Edo State; this supports the findings of Schultz & Schultz, 2016), who found that lighting that makes it difficult for people to accomplish their jobs can be a source of stress, which can contribute to poor performance on the part of employees. This happens when the worker is subjected to unfavorable working conditions, such as a bright glare, a gloomy bulk, or an absence of natural light in the office.

**VI. Summary**

This study delved into the intricate dynamics between the workplace environment and employee performance, with a particular focus on Guinness Nigeria Plc. Benin Plant in Edo State. The research aimed to uncover the nuanced connections between the physical workplace environment, specifically lighting, and employee commitment within this organizational context. The investigation, guided by a well-defined set of objectives and hypotheses, sought to contribute empirical insights to the existing body of knowledge on the subject. The hypothesis testing focused on exploring the relationship between lighting and employee commitment. Utilizing the Pearson Product Moment Correlation Coefficient Analysis, the study found compelling evidence to support the existence of a robust positive relationship between lighting conditions and employee commitment at Guinness Nigeria Plc. Benin Plant. The statistical analysis revealed a correlation coefficient (r) of 0.92, signifying a remarkably strong positive relationship. Furthermore, the p-value of 0.00, which is less than the conventional significance level of 0.05, underscores the statistical significance of this relationship. In practical terms, these findings suggest that as lighting conditions in the workplace improve, there is a substantial likelihood of a corresponding increase in employee commitment. This outcome aligns with existing literature emphasizing the importance of a conducive physical work environment, including lighting, in fostering positive employee attitudes and, consequently, enhancing organizational performance. The implications of this research extend beyond statistical significance, emphasizing the tangible impact that optimizing lighting conditions can have on employee commitment within the specific context of Guinness Nigeria Plc. Benin Plant.

## VII. Conclusion

In light of the comprehensive investigation into the interplay between the physical workplace environment and employee performance at Guinness Nigeria Plc. Benin Plant in Edo State, the findings of this study affirm a substantial and noteworthy relationship between lighting conditions and employee commitment. The robust statistical evidence, with a correlation coefficient ( $r$ ) of 0.92 and a  $p$ -value of 0.00, underscores the significance of the connection between these variables.

These results offer empirical validation to the prevailing understanding that the physical work environment, specifically the quality of lighting, can exert a considerable influence on employee attitudes and commitment levels. As employees at Guinness Nigeria Plc. Benin Plant experience improved lighting conditions, there is a demonstrable increase in their commitment to the organization. This linkage is crucial for organizational leaders and human resource practitioners seeking actionable insights to enhance employee engagement and overall performance. In conclusion, this research contributes valuable insights into the realm of organizational psychology, emphasizing the tangible and measurable impact that lighting conditions can have on the commitment levels of employees. It is hoped that these findings will serve as a foundation for further studies and, more importantly, as a practical guide for organizational decision-makers aiming to cultivate environments that empower and engage their workforce for sustained success.

## VIII. Recommendations

The following recommendations were made: by the researcher:

The stated firms should ensure to provide sufficient lightning so as to increase the employee commitment.

**Optimize Lighting Infrastructure:** Organizations are strongly advised to conduct thorough assessments of their lighting infrastructure. Ensuring that workspaces are well-lit, considering both natural and artificial lighting, can significantly contribute to enhancing employee commitment. Implementing modern, energy-efficient lighting systems should be a strategic priority.

**Customize Lighting Solutions:** Recognizing the diverse nature of workspaces and employee preferences, organizations should explore customizable lighting solutions. This may involve providing employees with the flexibility to adjust lighting levels based on their tasks or personal preferences, fostering a sense of autonomy and well-being.

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