

Understanding Organisational Structure and Employee Commitment in Small Hospitality Businesses in Lagos State, Nigeria

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Abstract

Employee commitment is crucial for organisational growth and development, especially in the hotel industry, which significantly contributes to job creation, innovation, and national productivity. Hotels, as key players in tourism development, often face challenges such as employee dissatisfaction, customer dissatisfaction, employee turnover, and stiff competition, which can dampen overall organisational success. Existing studies have explored the interaction between organisational structure and employee commitment in developed countries, excluding developing countries like Nigeria. This study therefore, investigated the effect of organisational structure on employee commitment of selected hotels in Lagos State, Nigeria. The study adopted a survey research design. The study population consisted of 2047 management and non-management employees of the selected hotels in Lagos State, Nigeria. Taro Yamane was used to determine the sample size of 334. A self-structured questionnaire was used and data was collected using a valid and reliable questionnaire with a Cronbach's alpha construct range from 0.731 to 0.932. The response rate was 95%. Data were analysed using both descriptive and inferential tools. Linear and multiple regression analysis were used for the analysis. Specifically, the results revealed that organisational structure had a significant effect on employee commitment in selected hotels in Lagos State, Nigeria ($Adj.R^2 = 0.558$, $F(3, 377) = 160.591$, $p < 0.05$). The study concluded that organisational structure enhanced employee commitment of selected hotels in Lagos State, Nigeria. Therefore, the study recommended that hotels should prioritise organisational structure strategies to achieve better commitment of employees.

Keywords: *Chain of command, Employee commitment, Employee satisfaction, Job design, Organisational structure, Span of control.*

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Background to the Study

Employee commitment in the hotel industry is vital to its success globally. In Nigeria's highly competitive business environment, particularly within the hotels sector, maintaining high levels of employee commitment is a persistent challenge. Employee commitment in this industry is influenced by various factors, including dissatisfaction among employees, low levels of engagement, and poor dedication to organisational goals. The hotel industry spans a broad range of businesses such as hotels, restaurants, resorts, theme parks, and cruise lines, where employees are essential to ensuring guests have positive and memorable experiences. From chefs and servers to housekeepers and concierges, every team and department within an organization plays a significant role in delivering exceptional guest experiences. However, challenges such as inadequate job satisfaction, lack of motivation, and weak employee loyalty can undermine commitment, negatively impacting customer satisfaction and overall business success.

Globally, one of the most persistent issues in the hotel industry is labour shortage and high employee turnover, with annual turnover rates exceeding 70% in some regions, especially among frontline staff (International Labour Organization [ILO], 2023). Turnover is driven by demanding work environments, irregular schedules, limited career progression, and inadequate compensation structures. In North America, particularly the United States, the hotel industry continues to face challenges including high employee turnover, rigid hierarchical systems, and inconsistent human resource practices. Research shows a decline in affective commitment and increase in turnover intentions among hospitality workers (Park & Min, 2020; Holston-Okae, 2017). High turnover has weakened employees' commitment as they no longer stay long enough on the job to build loyalty and commitment to the industry, and frequent hiring and training cycles lead to team instability.

European hotels, particularly in Western and Southern Europe, face severe seasonal labour fluctuations, which disrupt stable organisational patterns and weaken the psychological contract between employers and employees. The resultant growing dependence on migrant labour has raised concerns around organisational fairness and trust. When employees perceive inequality in work allocation or career advancement due to structural bias, their normative and affective commitment tends to decline (Baum et al, 2020). These issues highlight a continued struggle within European hospitality organisations to balance structure, flexibility, and employee well-being.

In Africa, the hotel industry faces challenges tied to economic instability, limited training opportunities, and managerial inconsistency. African hotel employees frequently report low job satisfaction due to poor working conditions, heavy workloads, and insufficient organisational support. In Nigeria, where the hotel industry continues to expand rapidly, employee commitment and loyalty continue to experience challenges. Studies show that poor HR practices, low-level employee involvement, unclear leadership systems, and inadequate reward practices contribute significantly to low employee retention and commitment in Nigerian hotels (Edeh, et al., 2024, Ogbeide & Isokpan, 2020). While existing studies have explored the interaction between organisational structure and employee commitment in

developed countries, developing countries like Nigeria have received comparatively less attention despite many hotels continuing to struggle with rigid structures, limited career development pathways, weak communication flows, and inconsistent leadership practices, all of which undermine employee motivation and long-term loyalty. As the Nigerian hotel industry becomes more competitive, understanding how organisational structure shapes employee commitment becomes increasingly important for improving service quality and sustainable performance. This study therefore, investigated the effect of organisational structure on employee commitment of selected hotels in Lagos State, Nigeria.

Literature Review

Review of relevant literature in the areas of conceptual, empirical and theoretical views of the variables of the study were done in this section.

Employee Commitment

Employee commitment generally refers to an individual worker's emotional attachment to their employer. This bond, when developed, plays a defining role in motivating employees to render services that tend to advance organisational objectives. The degree of this attachment has generated interest from hotel operators hoping to succeed in the long run in the present competitive and fast-paced business environment since this directly impacts an employee's disposition to make a meaningful contribution to the attainment of the organisation's goals. Employee commitment is a multifaceted construct that has been conceptualized in various ways by scholars. Meyer and Allen (1991) define it as the psychological attachment and identification employees have towards their organization, characterized by a willingness to exert effort on behalf of the organization and a desire to maintain membership. Ainiyya and Payangan (2025) defined employee commitment as the psychological attachment and loyalty of employees to their organisation, influenced by human resources management practices, leadership trust, job satisfaction, wellness programs, burnout, and employer image.

Mowday et al. (1982) describe it as the strength of an individual's identification with and involvement in the organisation's goals and values, resulting in a willingness to invest time and energy to contribute to organisational success. Nguyen et al., (2025) viewed organisational commitment as the extent to which employees identify with and are involved in the organisation, and are willing to remain members. This definition builds on the classic Allen & Meyer 1990 framework and focuses on three things: identification, involvement, and retention intention. Inegbedion (2024) views employee commitment as the psychological state that characterizes an employee's relationship with the organisation and has implications for the decision to continue membership. It is influenced by decent work perceptions, work volition, job satisfaction, and career adaptation. This perspective is based on both universities and corporate organisations' employees in the Nigerian context which includes the hospitality sector.

Employee commitment is a crucial aspect of organisational behavior, influencing individual performance, retention, and organisational success. Meyer and Allen's Three-Component Model of Commitment (1991) remains seminal, delineating affective, continuance, and

normative dimensions. Affective commitment reflects employees' emotional attachment to the organization, continuance commitment denotes perceived costs of leaving, and normative commitment signifies a sense of obligation to remain. Employee commitment has garnered significant attention due to its positive associations with job satisfaction, organizational citizenship behaviors, and reduced turnover intentions (Meyer et al., 2002). Employee commitment has implications for organizational performance and competitiveness. Committed employees are more likely to demonstrate higher levels of job performance, innovation, and customer satisfaction, leading to improved organizational outcomes (Meyer et al., 2002). Moreover, organizations with higher levels of employee commitment tend to experience lower turnover rates and reduced absenteeism, resulting in cost savings and increased productivity (Allen et al., 2003). Employee commitment is a multifaceted construct influenced by individual, organisational, and leadership factors. Affective, continuance, and normative commitment represent different dimensions of employees' psychological attachment to the organisation. Committed employees are more likely to exhibit discretionary effort, contribute to organisational success, and remain loyal to the organization. They are consistently giving their best to make customers feel valued, see their role as part of a career thereby leading to low labour turnover mindset. This study defined employee commitment as an employee's dedication, loyalty and emotional attachment to their organisation, leading them to go above and beyond their basic job requirements.

Organisational Structure

The term organisational structure refers to the formal configuration between individuals and groups regarding the allocation of tasks, responsibilities, and authority within the organisation (Fu et al., 2022). The structure gives it the form to fulfil its function in the environment. Hayat et al., (2022) argues that structure refers to the relationships among the parts of an organized whole in regards to organisation. Social structure specifically refers to relationships among people, positions, and organisational units, such as departments and divisions, to which they belong. Structure in a sense is the arrangement of duties used for the work to be done.

In an extensive overview of organisational structure and its many component parts, Winasti et al., (2023) discussed ways many of those parts are related to one another and therefore affect organisational structure. They maintained that organisational structure defines task allocation, reporting relationships, and formal coordination mechanisms in an organisation. An organisation's structure includes the three components of complexity, formalization, and centralization. Structural complexity refers to the extent to which there is differentiation, or a division of labour, in an organisation, A complex structure has a greater need for communication across many departments horizontally or between many levels vertically. The more complex an organisation is, the greater the need for effective communication, coordination, and control (Shafique et al., 2022). Centralization determines where the decision-making authority in the organisation lies, highly centralized decision-making leaves the senior executive(s) to make judgments/decisions. In organisations that are less centralized, decision-making authority trickles down to lower levels. Highly complex organisations are generally more decentralized while organisations lower in job specialization

require a central locus of control. Decentralized organisations require more communication and employee involvement (Yang et al., 2022).

Organisational structures vary widely, with common types including, divisional, matrix, and flat structures. Divisional structures organize employees around products, geographic regions, or customer groups, facilitating flexibility and responsiveness to market demands (Piezunka & Schilke, 2023). Matrix structures combine functional and divisional structures, allowing employees to report to multiple supervisors and fostering collaboration across departments (Fu et al., 2022). Flat structures emphasize fewer hierarchical levels and decentralized decision-making, promoting agility and innovation (Hayat et al., 2022). Despite the potential benefits, implementing changes to organisational structure poses several challenges. Resistance to change among employees, entrenched power dynamics, and cultural inertia can impede restructuring efforts (Ghorabi et al., 2022). Furthermore, the process of transitioning to new structures requires careful planning, resource allocation, and ongoing evaluation to ensure effectiveness and mitigate disruptions to operations (Hayat et al., 2022). Organisational structure is defined in this research as the way tasks are delegated, roles are assigned, and responsibilities are distributed within an organisation to achieve its goals.

Span of Control

Span of control, defined by Henry Fayol as the number of subordinates a manager can effectively supervise (Fayol, 1949), refers to the extent of authority and responsibility a manager has over a group of employees within an organization. Max Weber conceptualized span of control as the number of subordinates directly reporting to a supervisor (Weber, 1947), emphasizing hierarchical relationships and bureaucratic structures. Robbins and Coulter (2018) describe span of control as the number of employees a manager can efficiently and effectively supervise, highlighting managerial capacity and effectiveness.

Organisational trends such as flatter hierarchies, matrix structures, and virtual teams have influenced the practice of span of control. Flatter organisational structures often entail wider spans of control, as they aim to streamline decision-making processes and promote agility (Bro et al., 2019). Matrix structures, which involve employees reporting to multiple supervisors, can complicate the determination of spans of control and require flexible communication and coordination mechanisms (Cadoni, 2020). Moreover, the rise of remote work and virtual teams has challenged traditional notions of span of control, as managers may oversee geographically dispersed teams with varying degrees of autonomy and accountability (Bro et al., 2019). While wider spans of control offer potential benefits in terms of efficiency and flexibility, they also pose challenges for managers in terms of supervision, communication, and employee development (Cadoni, 2020). Managers must balance the need for oversight with empowering employees to make autonomous decisions and collaborate effectively (Thompson et al., 2019). Moreover, changes in span of control, such as widening or narrowing, may require adjustments to organisational processes, roles, and responsibilities, which can create resistance and disrupt established routines (Cheon, 2022). This study defined span of control as to the number of staff members that report to a particular manager.

Chain of Command

Chain of command, as defined by Fayol (1949), refers to the scalar principle of authority within an organization, where each employee has a direct superior to whom they report and from whom they receive orders. Weber (1947) conceptualized chain of command as the hierarchical structure of authority and communication channels within bureaucratic organizations, characterized by clear lines of authority and formalized procedures. Mufic, (2023) describe chain of command as the unbroken line of authority that extends from the top of the organisation to the lowest echelon, clarifying reporting relationships and facilitating coordination.

Mintzberg's organisational configurations highlight different structural forms and the associated chain of command, ranging from simple structures to complex matrix arrangements (Reenock et al., 2021). Additionally, chain of command plays a crucial role in facilitating communication and coordination within organizations. Clear reporting relationships ensure that information flows smoothly from top management to front line employees and vice versa, enabling effective decision-making and problem-solving (Robbins & Judge, 2019). However, rigid hierarchical structures may impede horizontal communication and innovation, leading to delays and inefficiencies (Segrest et al., 2020).

Technological advancements have transformed the nature of communication and coordination within organisations, impacting the traditional chain of command. Digital platforms, collaborative tools, and virtual teams have facilitated direct communication across hierarchical levels, bypassing traditional reporting channels (Markant, 2019). However, technology also poses challenges, such as information overload and the blurring of boundaries between work and personal life (Daylamani-Zad et al., 2018). Cultural factors influence perceptions and practices related to chain of command. In high-power distance cultures, such as those in many Asian countries, strict adherence to authority and hierarchical structures is more pronounced (Markant, 2019). In contrast, cultures with lower power distance may exhibit greater openness to participative decision-making and flatter organisational structures, challenging traditional notions of chain of command (Reenock et al., 2021). Effective leadership is critical for managing the chain of command and fostering a culture of trust, accountability, and collaboration. Leaders must communicate organisational goals clearly, empower employees to make decisions within their areas of responsibility, and foster an environment that encourages feedback and innovation (Northouse, 2018). These researchers defined Chain of command as an organisational structure that documents how each member of a company reports to one another.

Job Design

Job design is the division of work tasks assigned to an individual in an organisation that specifies what the worker does, how and why (Adjemian, et al., 2015). Parvin (2011) stated that the purpose of job design is to improve employees' attitudes towards executing their roles which ultimately leads to better or improved employee performance. Job design may include job rotation, job enlargement and job enrichment. However, job design is designed as the way tasks are combined to form complete jobs (Tabiri et al., 2021). Job design is related to the

process of transformation of input to outputs and it also takes into consideration the human factors as well as organisational factors which are of very much importance in the achievement of desired performance. When employees get involved and are familiar with the job design, they become more motivated to take part in the achievement of organisational goals and as a result performance of employees increases which positively impacts the outcome. Job design is not a new concept, it has been discussed in early 20th century by Fredrick Taylor and then by his predecessors. A lot of work has been done on the role of job design and employee attitude to their assigned work or role, but this concept failed to attain much attention from managers. This led to a decrease in the productivity, falling below optimum level. It is believed that now-a-days most of the employees are not happy with their job design or assigned with the tasks that they feel encouraged and motivated to perform. This study defined Job design as the process of creating or modifying jobs to improve employee's effectiveness and satisfaction.

Organisational Structure and Employee Commitment

There is no consensus in literature on the effect of organisational structure on employee commitment. The effect depends on which dimension of structure that is being considered in relation to employee commitment. Zanabazar, et al., (2025) undertook an empirical study in Mongolia, with 467 employees from three hospitals in Ulaan baatal using structural equation modelling. The study reported a strong positive relationship between organisational trust and employee commitment, adding that organisational trust significantly improves employee loyalty and engagement, lowering intention to leave. It emphasized organisational trust as basis for organisational and employee commitment. Nketsiah and Nkansah (2024) conducted a cross sectional research in Ghana, with 128 participants drawn from domestic and foreign banks across the country. Findings revealed that organisational trust and commitment reduce turnover intentions, and increases employee commitment among employees of the selected banks.

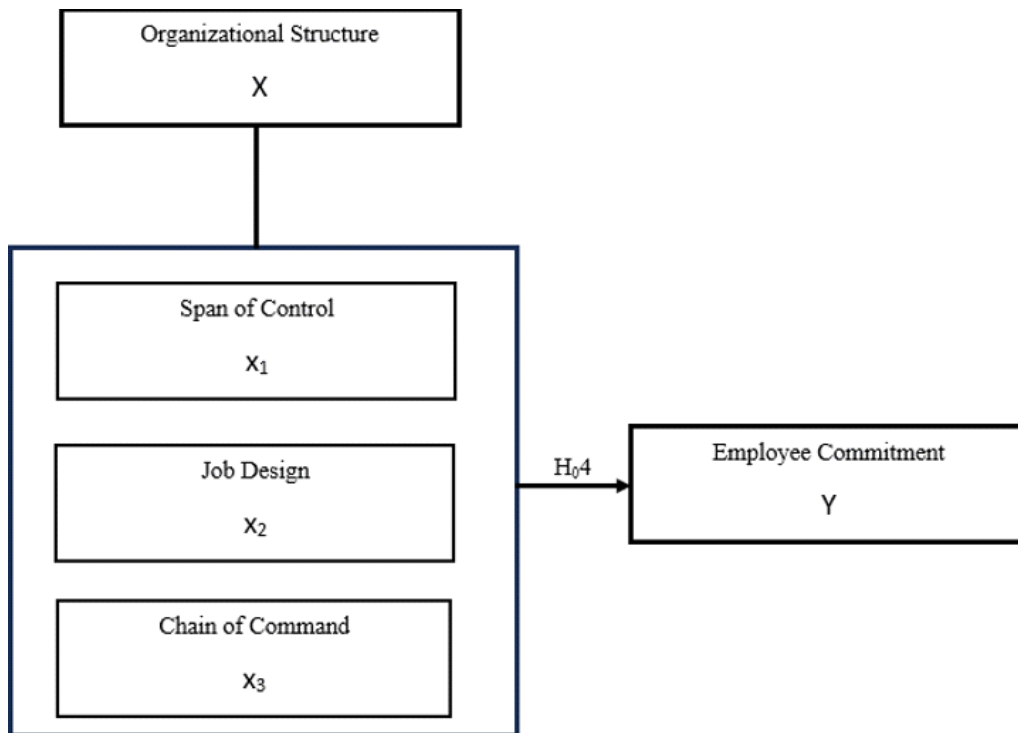
Mugizi, et al., (2019) carried out a study on organizational structure and employee commitment in a private University in Uganda, with a sample of 145 academic staff, findings revealed that overall employee commitment index was moderate, but affective commitment was high, staff felt emotional attachment to the University, and clear rules, policies and job description help employee commit more. It concluded that organizational formalization is pertinent to promoting employee commitment. Van, et al., (2024) used Fuzzy Analytic Hierarchy Process (FAHP) with experts from tourism agencies and hotels and tested five factors and twenty-one indicators that drive hotel employee engagement. Their key findings indicated that organisational structure, working environment, job characteristics ranked high among the determinants of employee commitment and performance. From extant studies, organisational structures that are overly bureaucratic or hierarchical may stifle innovation and agility, while toxic cultures marked by lack of trust or communication barriers can impede collaboration and productivity (Nengsih et al., 2021). Leadership practices play a pivotal role in shaping employee efficiency, with ineffective management styles or lack of support undermining motivation and engagement (Jufri et al., 2021). Moreover, poorly designed jobs, inadequate training, or outdated technology may hinder employees' ability to perform their tasks efficiently (Dwivedi et al., 2020).

Theoretical Framework

This study is underpinned by the resource-based view as its anchor theory. Resource-based view offers a unique perspective on organisational behaviour and performance compared to other theories. It emphasizes the role of internal resources and capabilities in determining a firm's competitive advantage and performance. RBV suggests that organisations should focus on developing unique resources that are valuable, rare, inimitable, and non-substitutable (VRIN). While RBV highlights the importance of internal factors, such as human capital and organisational capabilities, institutional theory complements this perspective by emphasizing the external environment's influence on organisational behaviour and performance. By considering both internal resources and external institutional pressures, organisations can develop more comprehensive strategies for achieving sustainable competitive advantage and superior performance.

The Resource-Based View is better suited for this study than alternative theories because it directly links internal organisational arrangements to sustained competitive advantage through human resources. Unlike Contingency Theory, which treats structure as a response to external environment and technology rather than a source of value, RBV projects structure as an internal capability that can be leveraged to build commitment. It is also more appropriate than Social Exchange Theory, which explains commitment primarily through reciprocal obligations between organisations and employees but does not explain why certain structures are harder for competitors to replicate. RBV captures this by emphasizing that a structure fostering commitment becomes valuable, rare, and inimitable when it creates socially complex, path-dependent patterns of interaction and trust. For a study on organisational structure and employee commitment, RBV therefore provides a stronger theoretical lens to argue that structure is not just an administrative tool but a strategic resource driving competitive advantage.

Figure 1: Conceptual Model



Methodology

The survey research design was adopted in this study because it is an appropriate method of collecting data from a large number of people quickly and easily. The justification for using the survey research design is that it enables researchers to collect comprehensive data from a large population in a short amount of time (Abubakar et al., 2016). The study population was 2047, extracted from management and non-management employees of the selected hotels in Lagos State, Nigeria and Taro Yamane was used to determine the sample size of 334. Data was collected using a valid and reliable questionnaire with a Cronbach's alpha construct range from 0.731 to 0.932. The response rate was 95%. The data were analysed using both descriptive and inferential statistics, while linear and multiple regression analysis were used for the analysis

Functional Model

The variables of this study are specified as shown below:

$$Y = f(X)$$

X = Organizational structure (OS) Y = Employee Commitment (EC)

Variables Identification

$$X = (x_1, x_2, x_3)$$

x₁ = Span of control (SC)

x₂ = Job design (JD)

x₃ = Chain of command (CC)

Restatement of Hypothesis

Organisational Structure has no significant effect on employee's commitment of hotels companies in Lagos State

Table 1: Summary of multiple regression between organisational structure components and employee commitment

441	Model	B	Error	T	Sig	R	Adj R ²	F(3, 377)
	(Constant)	-4.983	1.360	-3.664	.000	0.749 ^a	0.558	160.591 (p=.000 ^b)
	Job Design	0.328	0.076	4.340	.000			
	Span of Control	0.556	0.127	4.385	.000			
	Chains of Command	0.595	0.075	7.983	.000			
Predictors: (Constant), Job Design, Span of Control, Chains of Command								
Dependent Variable: Employee Commitment								

Source: Researchers' Findings, 2026

Interpretation

The table shows multiple regression analysis results for the components of organisational structure on employee commitment of selected Hotels in Lagos State, Nigeria. The results showed that job design ($\beta = .328, t = 4.340, p < 0.05$), span of control ($\beta = 0.556, t = 4.385, p < 0.05$) and chains of command ($\beta = 0.595, t = 7.983, p < 0.05$) all have positive and significant effect on employee commitment of selected Hotels in Lagos State, Nigeria. This implies that the dimensions of organisational structure are important factors in the workplace which in turn yields an increase in employee commitment.

The R value of .749 supports this result and it indicates that organisational structure strategies have a strong positive relationship with employee commitment of selected Hotels firms in Lagos State, Nigeria. The coefficient of multiple determination $Adj R^2 = 0.558$ indicates that about 55.8% variation that occurs in employee commitment in selected Hotels can be accounted for by the components of organisational structure while the remaining 44.2% changes that occur are accounted for by other variables not captured in the model. The predictive and prescriptive multiple regression models are thus expressed:

$$EC = -4.983 + .328JD + 0.556SC + 0.595CC + U_i \text{--- Eqn(i) (Predictive Model)}$$

$$EC = -4.983 + .328JD + 0.556SC + 0.595CC \text{--- Eqn(ii) (Prescriptive Model)}$$

Where;

EC = Employee commitment SC = Span of Control

CC = Chain of Command

JD= Job Design

The regression model shows that holding organisational structure practices to a constant zero, employee commitment would be -4.983 which is negative. In the predictive model it is seen that all the dimensions of organisational structure strategies are positive and significant; hence, the management of hotels should not downplay these structures that is why they are all included in the prescriptive model. The results of the multiple regression analysis as seen in the prescriptive model indicate that when Span of Control and Job Design and chain of command are improved by one-unit employee commitment would also increase by 0.328,

0.556 and 0.595 respectively. This implies that an increase in organisational structure dimensions would lead to an increase in employee commitment of hospitality industry in Lagos State, Nigeria. Also, the F-statistics ($df = 3,438$) = 55.543 at $p = 0.000$ ($p < 0.05$) indicates that the overall model is significant in predicting the effect of organisational structure components on employee commitment which implies that organisational structure strategies are important determinants of employee commitment of selected Hotels in Lagos State, Nigeria. Therefore, the null hypothesis which states that organisational structure has no significant effect on employee commitment was rejected.

Discussion of Findings

The findings showed that organisational structure such as span of control, job design and chain of command have a positive and significant effect on employee commitment of selected hotels in Lagos State, Nigeria. This finding is in support of the findings from various existing research with respect to organisational structure and employee commitment in hotels in Lagos State and different contexts. From a conceptual angle, the definitions and clarifications of the concepts of the study provides good conceptual outlook on the study. However, the research contexts can account for the difference in the results from the existing studies and the findings of this study.

The findings of this study agree with the findings of Van et al., (2024) who ranked factors affecting hotel employee engagement, loyalty and commitment. The study reported that empowerment leadership has a direct positive influence on employee commitment to the organisation, as well as a positive impact on intermediate variables such as employee efficiency and employee job satisfaction. The findings also support the submission of Nketsiah and Nkansah (2024), who in their study reported significant effect of organisational structure on affective commitment and continuance commitment of employees and that it significantly predicts employees' turnover intention. The findings also align with Mugizi, et al., (2019) study's conclusion that organisational structure has a significant positive effect on employee affective commitment. This emphasizes that organisational culture and structure matter because a positive structure that emphasizes innovation, quality and employee wellbeing seem to strengthen commitment and performance.

Theoretically, this finding aligns with the postulation of the Resource Based View of the firm that sees the firm as a bundle of resources and capabilities and that what matters is how those resources are organized and managed to achieve organisational goals. In this sense, organisational structure serves as the coordination mechanism that transforms human resources into a more productive and committed workforce by clarifying responsibilities and reducing role ambiguity. From Barney's perspective, a structure that consistently fosters commitment can become a valuable, rare, and inimitable resource. It is valuable because it reduces turnover and enhances service quality, rare because many firms fail to design structures that generate genuine commitment, and socially complex and path-dependent, making it difficult for competitors to imitate. Thus, organisational structure is not merely an administrative arrangement but a strategic resource that can contribute to sustained competitive advantage. Therefore, by understanding organisational structure and employee commitment in the hotel industry, businesses can create a structure that enhance customer satisfaction and loyalty, ultimately contributing to their competitive advantage in the market and success of the business.

Conclusion and Recommendations

The study found that organisational structure has a strong effect on employee commitment in selected hotels in Lagos State, Nigeria. This highlights the critical need for hotels to adopt effective organisational structure practices to strengthen employees' dedication, improve their work efficiency, and enhance overall job satisfaction. By prioritising the right structural approaches, hotels in Lagos can cultivate a work environment that supports employees, motivates them, and improves their level of commitment. Overall, the findings underscore the importance of giving greater attention to organisational structure within the Lagos hotel industry. Based on these results, several recommendations were proposed for hotel management, policymakers, researchers, and future academic literature.

To improve employee commitment, hotel management should adopt organisational structure strategies that directly engage employees and make them feel involved in their roles. This includes implementing supportive practices such as strong leadership, clear communication, and employee empowerment. A deliberate focus on applying these structural approaches will help create a workplace where employees feel valued, trusted, and aligned with organisational goals. Hotel managers should also prioritise adopting organisational structure techniques that promote higher levels of commitment among staff. Since organisational structure strongly influences employees' dedication to their work, it is essential to implement structural strategies such as effective onboarding, training and development opportunities, group discussions, and empowerment initiatives that prepare employees to thrive in their roles. Given the significant role organisational structure plays in shaping employee commitment in Lagos hotels, the study further recommends the development of conceptual frameworks grounded in African or Nigerian hospitality realities rather than relying heavily on Western theories. Future research should examine how cultural norms, informal hierarchies, and local leadership styles interact with organisational structure to influence commitment within the Nigerian hospitality industry.

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