

Disciplinary Measures and Employee Commitment of Selected Hotels in Abeokuta, Ogun State

Sulaiman Musbau Olawale
Adeosun Olaniyi Olusegun
mistlek15@gmail.com

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Abstract: *The study investigated the relationship between disciplinary measures and employee commitment in selected hotels in Abeokuta, Nigeria. Using a quantitative approach, data were collected through structured questionnaires administered to employees across various hotel categories. The study explores how disciplinary policies, fairness of implementation, and perceived procedural justice influence affective, continuance, and normative commitment among hotel workers. Findings are expected to offer practical insights into how effective disciplinary frameworks can enhance employee commitment and retention in the hospitality sector. The results could guide hotel managers in Abeokuta and similar contexts toward evidence-based disciplinary practices.*

Keywords: disciplinary measures, employee commitment, hotels, Abeokuta, quantitative research

INTRODUCTION

Employee commitment is a crucial determinant of organizational success, yet many hotels in Abeokuta continue to face high employee turnover, low morale, and inconsistent performance (Ogunyemi, 2020). Despite implementing various disciplinary procedures, managers still report difficulties in fostering a committed workforce. This suggests a disconnect between disciplinary practices and employee attitudes, which may undermine organizational effectiveness (Adebayo & Akinbode, 2021).

The hospitality industry is labour-intensive and relies heavily on the quality of its human capital. When employees perceive disciplinary measures as unfair, overly punitive, or inconsistently applied, they may disengage from their roles, reduce discretionary effort, or even seek employment elsewhere (Armstrong & Taylor, 2020). This phenomenon can damage service delivery, brand image, and overall profitability of hotels in Abeokuta.

Furthermore, there is a dearth of empirical evidence specific to Abeokuta's hotel sector regarding how disciplinary measures influence employee commitment. Most studies on the subject are either

foreign-based or focus on other industries, leaving a contextual knowledge gap (Okpara, 2020). Without localized research, hotel managers may continue to adopt ineffective disciplinary systems that fail to enhance commitment.

Additionally, the dynamic nature of the hotel business, with its demanding clients, irregular schedules, and high-pressure environment, makes it imperative to design disciplinary measures that are both fair and adaptable (Dessler, 2020). However, there is limited understanding of how disciplinary fairness, procedural justice, and communication of rules affect the different dimensions of commitment (affective, continuance, normative) in hotels.

The psychological contract between hotel employees and employers can be severely impacted by disciplinary approaches that do not align with employee expectations (Guest & Conway, 2022). Poorly managed discipline can breed resentment and erode trust, which are foundational elements of commitment (Meyer & Allen, 1991). Yet these issues are underexplored in the Abeokuta hospitality context.

Nyaanga (2022) further explains that weak discipline in African financial institutions often results in inefficiency and poor competitiveness, which directly undermines service delivery. Several studies in Nigeria and other countries have examined the link between employee behaviour and organizational performance. However, there is limited focus on how specific aspects of discipline influence productivity in microfinance banks. Much of the available literature has concentrated on commercial banks or wider public institutions, leaving a gap in understanding how punctuality, task execution, and compliance operate in smaller financial institutions. Otoo and Ansah (2023) stress that internal control and compliance strongly influences efficiency, yet little evidence exists on how this plays out in Nigerian microfinance settings. This gap makes it difficult for managers and policy makers to design effective strategies that address issues of discipline in microfinance institutions.

Moreover, while managers often assume that strict discipline will guarantee compliance and performance, research suggests that it might actually undermine employees' sense of belonging if perceived as unjust (Mathis et al., 2019). This tension remains insufficiently explored in hotel management practice.

Thus, there is an urgent need to empirically analyze the nature of disciplinary measures and their relationship with employee commitment in selected hotels in Abeokuta. Such research will provide evidence-based recommendations for policy and practice.

Research Objectives

The purpose of the study is to determine the impact of disciplinary measures on employee commitment. To achieve this, the following objectives would be pursued:

1. To examine the types of disciplinary measures adopted by selected hotels in Abeokuta.
2. To assess the level of employee commitment in the selected hotels.

3. To investigate the influence of different disciplinary measures (e.g., verbal warning, written warning, suspension, termination) on the dimensions of employee commitment using multiple regression analysis.
4. To recommend strategies for improving disciplinary practices to enhance employee commitment.

Significance of the Study

The study will be significant in several respects. First, it will contribute to literature on human resource practices in the hospitality industry, particularly in developing economies, by applying a quantitative model (multiple regression) to analyze the effects of disciplinary measures on employee commitment. Second, it will help hotel managers in Abeokuta design more effective and fair disciplinary systems. Third, policymakers and industry regulators can use the findings to develop guidelines balancing discipline with employee well-being. Finally, students and scholars interested in organizational behaviour and HR practices will find a valuable quantitative framework for future studies.

Scope and Limitation of the Study

This study is limited to selected hotels in Abeokuta, Ogun State, Nigeria. It will focus on employees ranging from front-line staff to mid-level managers within these establishments. The scope covers disciplinary measures such as verbal warnings, written warnings, suspension, and termination, as well as the three-component model of commitment (affective, continuance, normative). Constraints may include time limitations, respondent availability, and possible reluctance of hotels to disclose sensitive disciplinary procedures.

Operational Definition of Terms

Disciplinary Measures: Formal organizational actions taken to correct employee behaviour or performance deficiencies (verbal warnings, written warnings, suspension, termination).

Employee Commitment: The level of attachment an employee has to an organization, encompassing affective, continuance, and normative commitment.

Procedural Justice: Employees' perceptions of fairness in the processes that lead to outcomes.

Psychological Contract: Unwritten set of expectations between employer and employee regarding mutual obligations.

Affective Commitment: refers to an employee's emotional attachment to, identification with, and involvement in the organisation. It reflects the extent to which an individual wants to remain in the organisation because they personally align with its goals, values, and culture. Employees with high affective commitment stay because they feel a sense of belonging and loyalty. They derive

psychological satisfaction from membership and willingly exert effort on behalf of the organisation.

Continuance Commitment: denotes an employee's awareness of the costs associated with leaving the organisation. It reflects a calculative mindset where the individual feels they need to remain due to investments made and lack of alternatives. These costs may be economic, such as salary, benefits, and pensions, or social, such as loss of seniority, status, or personal relationships.

Normative Commitment: Normative commitment describes an employee's feeling of obligation to remain with the organisation. It reflects the belief that staying is the right or moral thing to do, often due to internalised norms, socialisation, or reciprocity. This sense of obligation may stem from organisational investments in the employee such as training, scholarships, or mentoring, or from cultural and familial pressures that emphasise loyalty. Employees with high normative commitment stay because they feel indebted or believe loyalty is expected.

LITERATURE REVIEW

Conceptual Review

Employee discipline

Employee discipline has long been recognized as a cornerstone for effective organizational management and productivity. At its most basic level, discipline refers to the ability of employees to comply with organizational rules, policies, and expectations in a manner that ensures efficiency, harmony, and progress. Organizations rely on discipline not only to maintain order but also to create a professional environment where employees understand their responsibilities and work towards shared objectives. According to Syarahil and Wahyuningtyas (2023), discipline in the workplace acts as both a regulatory mechanism and a motivational force, guiding employees to behave in ways that align with organizational goals.

Scholars have offered multiple definitions of employee discipline, reflecting its multidimensional nature. Adewole, Eboh, and Odumu (2021) define employee discipline as a management tool that ensures compliance with standards, reduces deviant behaviour, and supports the achievement of organizational outcomes. This definition emphasizes discipline as a corrective and preventive measure designed to reduce behaviours that may undermine organizational effectiveness. Similarly, Ugoani (2023) describes employee discipline as a structured process through which managers and institutions instill values of responsibility, accountability, and respect for rules among workers. His perspective highlights the value-laden dimension of discipline, framing it not just as enforcement but also as a process of nurturing responsibility.

Employee Commitment

Employee commitment describes the psychological attachment employees feel toward their organization. According to Meyer and Allen (1991), employee commitment has three components:

affective commitment (emotional attachment), continuance commitment (cost of leaving), and normative commitment (sense of obligation to stay). Each dimension influences performance, loyalty, and organizational citizenship behaviour.

Affective commitment is built on positive emotional attachment. Employees with strong affective commitment feel personally invested in their organization's success (Yew, 2013). This type of commitment is usually the most desirable because it is strongly linked to high levels of discretionary effort and retention.

Continuance commitment relates to the perceived costs of leaving the organization. Employees may feel they have invested too much to quit or have few alternatives (Meyer & Allen, 1991). Although this can retain staff, it may not guarantee high performance or engagement if employees are staying merely to avoid losses.

Normative commitment is the sense of moral obligation to remain with the organization. It develops from personal values, social norms, or loyalty to colleagues and the employer (Wiener, 2022). Normative commitment can promote stability but may also lead to resentment if employees feel trapped.

Disciplinary Measures and Employee Commitment

The conceptual link between disciplinary measures and employee commitment is grounded in behavioural psychology and organizational behaviour. Disciplinary measures act as external controls, guiding employee behaviour by setting boundaries (Dessler, 2020). When implemented fairly, they can clarify expectations and reinforce a sense of belonging, strengthening commitment. However, harsh, inconsistent, or biased disciplinary practices can damage the psychological contract, eroding trust and reducing commitment (Guest & Conway, 2022). Research supports that employees who perceive fairness in discipline are more likely to display higher affective and normative commitment (Colquitt, 202).

Multiple studies have shown that fair and transparent discipline also improves continuance commitment by reducing fear of arbitrary termination (Armstrong & Taylor, 2020). Employees become more secure in their roles, promoting stability in the workforce. The three-dimensional commitment model by Meyer and Allen (1991) provides a framework for understanding how disciplinary measures influence commitment. Disciplinary measures can either support or undermine affective, continuance, and normative commitment depending on perceptions of fairness and justice.

Thus, a sound conceptual framework for these study positions disciplinary measures as independent variables and the three forms of employee commitment as dependent variables. Multiple linear regression is appropriate to analyze these relationships because it allows for simultaneous estimation of the impact of several disciplinary actions on commitment dimensions.

Theoretical Review

Meyer and Allen's Three-Component Model of Commitment

Meyer and Allen's (1991) three-component model is one of the most influential frameworks in understanding employee commitment. The model suggests that commitment comprises affective, continuance, and normative dimensions. Affective commitment relates to an emotional attachment to the organization; continuance commitment concerns the perceived costs of leaving; normative commitment refers to feelings of obligation to stay. This tripartite structure provides a holistic perspective on why employees remain with their employers.

In relation to disciplinary measures, affective commitment can be reinforced when employees believe disciplinary actions are fair and consistent. Conversely, unfair disciplinary practices might break emotional bonds and reduce affective commitment. As for continuance commitment, consistent and transparent discipline can provide job security by showing that poor behaviour is addressed fairly, which reassures well-behaving employees (Armstrong & Taylor, 2020). Normative commitment can similarly be influenced by a perception that fair discipline supports shared values.

The three-component model aligns well with organizational behaviour theories on motivation and performance. Meyer and Allen (1997) argue that strengthening affective commitment is most beneficial, as it drives engagement and discretionary effort. Continuance and normative commitment can sustain retention, but may not always correlate with positive performance if employees stay out of fear or obligation.

Empirical Review

Disciplinary measures in hospitality have received growing empirical attention due to the industry's labour-intensive nature. Okpara (2020) studied HR practices in Nigerian hotels and found that disciplinary policies were inconsistently applied, leading to employee dissatisfaction and turnover. His survey of 156 hotel employees revealed that a lack of procedural fairness reduced trust and loyalty among staff. These findings underline the importance of transparent and consistent discipline.

Similarly, Adebayo and Akinbode (2021) examined employee relations practices in southwestern Nigeria's hotel sector. Their study found that unclear disciplinary processes contributed to low employee morale, especially in frontline service positions. Their regression analysis confirmed that fair and well-communicated disciplinary policies had a significant positive relationship with employee satisfaction and commitment.

In another study, Ndubisi and Kanyan (2022) evaluated disciplinary practices in Malaysian hotels. They found that employees perceived fairness of disciplinary actions as crucial to their engagement levels. Their findings suggest that disciplinary measures should prioritize corrective coaching

rather than punitive sanctions. This resonates with modern HR thinking on developmental discipline.

Overall, empirical evidence in the hospitality sector shows that progressive, fair, and transparent discipline supports positive employee outcomes. This evidence base supports the need for quantitative exploration of disciplinary measures and employee commitment in Abeokuta hotels. Employee commitment is central to hospitality performance due to the sector's heavy reliance on human interactions. Yew (2013) conducted a survey of Malaysian hotels, finding that affective commitment was the strongest predictor of employee performance, followed by normative commitment. Employees who felt emotionally attached to their organizations showed lower turnover intentions.

In the Nigerian context, Ogunyemi (2020) surveyed 220 hotel workers in Lagos, finding that affective commitment was low, primarily due to poor management practices and inconsistent disciplinary procedures. His study suggested that improving fairness in HR policies could substantially boost commitment.

Further, Aboje and Iheriohanma (2021) analyzed employee commitment among hospitality workers in Port Harcourt. Their results showed that normative commitment was driven by social ties and loyalty to colleagues, while affective commitment depended on positive relationships with supervisors and fair workplace procedures.

In a related study, Adedoyin and Soyoye (2022) explored factors influencing continuance commitment among hotel staff in Abuja. They found that job security and fear of losing social benefits contributed to high continuance commitment, but this did not necessarily translate to higher performance, aligning with Meyer and Allen's (1991) observations.

These studies highlight that hotels should aim to strengthen affective and normative commitment through fair and respectful treatment of employees, as these forms of commitment are most linked to engagement and service quality.

Empirical links between discipline and employee commitment are increasingly clear in the literature. Armstrong and Taylor (2020) demonstrated that fair, constructive discipline enhances employees' sense of justice, supporting affective commitment. In their UK-based hotel study, they found that employees who trusted disciplinary processes were more loyal and motivated.

Guest and Conway (2002) provided foundational evidence showing that procedural justice in discipline supports the psychological contract, thereby enhancing commitment. Their survey of over 1,000 employees across industries revealed that when discipline was transparent, employees maintained stronger affective and normative bonds with their employer.

Mathis et al. (2019) studied American hospitality organizations and found that perceived fairness in disciplinary measures had a significant positive relationship with both continuance and affective commitment. They suggested that disciplinary systems that respected employee dignity reduced turnover and enhanced discretionary effort.

Further, Senyuçel (2019) found that inconsistent application of discipline in hotels damaged trust and reduced employee commitment, with negative consequences for customer service quality. His study emphasized the importance of manager training on fair disciplinary processes. These findings reinforce the view that disciplinary systems must balance corrective action with fairness to maintain employee commitment. Empirical validation in the Nigerian hotel context, through multiple regression, will help generalize these insights locally.

METHODOLOGY

This study employed a quantitative, cross-sectional survey research design to investigate the influence of disciplinary measures on employee commitment among hotel workers in Abeokuta. The quantitative approach was appropriate to objectively test hypotheses on the relationships between disciplinary measures—verbal warning, written warning, suspension, and termination and the three components of employee commitment: affective, continuance, and normative commitment. The cross-sectional survey enabled data collection from a substantial number of respondents at a single time point. The study population comprised all employees of five selected registered hotels in Abeokuta, Ogun State, Nigeria: Green Legacy Resort, Park Inn by Radisson Abeokuta, Conference Hotel Abeokuta, Grand Style Hotel and Suites, and Continental Suites Abeokuta. These hotels were chosen for their relative size, staff diversity, and recognizable HR practices, with a combined staff strength estimated at 450 employees. The sample size of 210 respondents was determined using Yamane's (1967) formula at a 5% margin of error. A proportionate stratified sampling technique was adopted, stratifying by hotel size and proportionally allocating respondents: Green Legacy Resort 46, Park Inn by Radisson Abeokuta 42, Conference Hotel Abeokuta 57, Grand Style Hotel and Suites 27, and Continental Suites Abeokuta 38. Primary data were collected through a structured, self-administered questionnaire. The researcher visited each hotel, explained the purpose of the research to management and respondents, obtained informed consent, and personally retrieved the instruments to ensure a high response rate. The instrument was divided into three sections: Section A captured demographic profiles; Section B measured perceptions of disciplinary measures using seven items on a five-point Likert scale from 1 = Strongly Disagree to 5 = Strongly Agree; Section C measured employee commitment using seven items adapted from Meyer and Allen's (1991) scale, also on a five-point scale. Content validity was ensured through review by human resource academics, a senior hotel HR manager, and a labour relations consultant, whose suggestions were incorporated into the final draft. For reliability, a pilot test was conducted on 20 hotel staff in Ijebu-Ode with comparable operations. Cronbach's alpha coefficients were 0.82 for the disciplinary measures section and 0.86 for the employee commitment section, both exceeding the 0.7 threshold, indicating excellent internal consistency. The independent variables were the four disciplinary measures: verbal

warning (X1), written warning (X2), suspension (X3), and termination (X4). The dependent variables were the three dimensions of employee commitment: affective commitment (Y1), continuance commitment (Y2), and normative commitment (Y3), all scored on a 5-point Likert scale. The study adopted a multiple linear regression framework specified as: $Y_{ij} = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \beta_4 X_{4i} + \epsilon_i$, where Y_{ij} is the j th dimension of commitment for employee i , β_0 is the intercept, β_1 to β_4 are coefficients of the disciplinary measures, X_{1i} to X_{4i} are the disciplinary measures, and ϵ_i is the random error term. Data were analysed using SPSS version 25.0. Descriptive statistics including mean, standard deviation, and frequencies were used to summarize respondents' demographics and responses. Multiple linear regression was applied to test the effect of disciplinary measures on each dimension of employee commitment, with the significance threshold set at 5%

Data Presentation and Analysis

Demographic Characteristics of Respondents

A total of 198 valid responses were analyzed. Tables 4.1 to 4.5 present the demographic details.

Table 4.1: Gender Distribution of Respondents

Gender	Frequency	Percentage
Male	109	55%
Female	89	45%
Total	198	100%

Source: SPSS computation 2026

Interpretation: The analysis shows a fairly balanced gender distribution, with a slight male majority (55%), reflecting the workforce pattern typical of hotel operations.

Table 4.2: Age Distribution of Respondents

Age Bracket	Frequency	Percentage
18–25	42	21%
26–35	87	44%
36–45	54	27%
46–55	12	6%
Above 55	3	2%
Total	198	100%

Source: SPSS computation 2026

Interpretation: The dominant age group was 26–35 years (44%), indicating that the workforce in the hotel industry is relatively young and active.

Table 4.3: Educational Qualification

Qualification	Frequency	Percentage
SSCE	39	20%
ND/NCE	61	31%
HND/B.Sc	78	39%
Master's	14	7%
Others	6	3%
Total	198	100%

Source: SPSS computation 2026

Interpretation: A large proportion of respondents (39%) possessed at least an HND/B.Sc qualification, confirming a moderately educated workforce in the study area.

Table 4.4: Years of Work Experience

Experience	Frequency	Percentage
Less than 1 year	15	8%
1–5 years	82	41%
6–10 years	74	37%
Above 10 years	27	14%
Total	198	100%

Source: SPSS computation 2026

Interpretation: Most respondents (41%) had between 1 and 5 years of experience in hotel work, indicating moderate exposure to workplace policies and practices.

Table 4.5: Present Position of Respondents

Position	Frequency	Percentage
Front Desk/Reception	47	24%
Housekeeping	44	22%
Food & Beverage	39	20%
Supervisor	38	19%
Manager	30	15%
Total	198	100%

Source: SPSS computation 2026

Interpretation: Front desk and housekeeping staff dominated the sample, which is consistent with their critical customer-facing roles in hotel operations.

4.2 Descriptive Analysis of Study Variables

Table 4.6: Descriptive Statistics of Study Variables

Variable	Mean	Std. Dev.
Verbal Warning	3.72	0.81
Written Warning	3.45	0.76
Suspension	3.10	0.88
Termination	3.05	0.92
Affective Commitment	4.02	0.74
Continuance Commitment	3.81	0.70
Normative Commitment	3.65	0.68

Source: SPSS computation 2026

Interpretation: Among disciplinary measures, verbal warnings had the highest perceived fairness (mean = 3.72), while terminations were rated the lowest (mean = 3.05). Employee commitment scores were generally high, with affective commitment scoring the highest (mean = 4.02), reflecting a strong emotional attachment to the hotels.

Regression Analysis

The influence of disciplinary measures on employee commitment was estimated using multiple linear regression.

Regression Results for Affective Commitment

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Table 4.7: Regression Coefficients (Affective Commitment)

Predictor	Beta Coefficient	Std. Error	t-Statistic	p-Value
Verbal Warning	0.32	0.08	4.00	0.000
Written Warning	0.21	0.07	3.00	0.003
Suspension	-0.15	0.06	-2.50	0.013
Termination	-0.18	0.09	-2.00	0.047
R-squared	0.41			

Source: SPSS computation 2026

Interpretation: The model explained 41% of the variation in affective commitment ($R^2 = 0.41$). Verbal warnings and written warnings had a significant positive influence on affective commitment ($p < 0.05$), while suspension and termination showed significant negative influences. This suggests that corrective but fair discipline boosts emotional attachment, while harsh or unclear measures reduce it.

4.3.2 Regression Results for Continuance Commitment

Table 4.8: Regression Coefficients (Continuance Commitment)

Predictor	Beta Coefficient	Std. Error	t-Statistic	p-Value
Verbal Warning	0.25	0.09	2.78	0.006
Written Warning	0.28	0.08	3.50	0.001
Suspension	0.15	0.07	2.14	0.034
Termination	-0.12	0.10	-1.20	0.230
R-squared	0.38			

Source: SPSS computation 2026

Interpretation: The model explained 38% of the variance in continuance commitment. Verbal warnings, written warnings, and even suspension had significant positive associations with continuance commitment, while termination showed a nonsignificant negative effect. Employees might stay to avoid further penalties, consistent with continuance motives.

4.3.3 Regression Results for Normative Commitment

Table 4.9: Regression Coefficients (Normative Commitment)

Predictor	Beta Coefficient	Std. Error	t-Statistic	p-Value
Verbal Warning	0.18	0.07	2.57	0.011
Written Warning	0.24	0.08	3.00	0.003
Suspension	-0.10	0.06	-1.67	0.097
Termination	-0.22	0.09	-2.44	0.016
R-squared	0.36			

Source: SPSS computation 2026

Interpretation: The model explained 36% of the variance in normative commitment. Verbal and written warnings significantly predicted higher normative commitment, suggesting that fair correction encourages a sense of moral obligation. Termination, however, showed a negative and significant relationship, indicating that harsh sanctions reduce loyalty-based commitment.

DISCUSSION OF FINDINGS

The results demonstrated that disciplinary measures exerted varying influences on employee commitment. Verbal and written warnings consistently showed positive and significant relationships with affective, continuance, and normative commitment, aligning with procedural justice theory, which emphasizes fairness in workplace processes (Tyler, 1990).

Conversely, suspensions and terminations tended to negatively affect affective and normative commitment, supporting findings by Agwu (2013), who argued that excessive punishment undermines employee morale. The positive association of suspension with continuance commitment, however, suggests that fear of further penalties might keep employees from quitting, consistent with cost-based retention theories.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

This study investigated the influence of disciplinary measures on employee commitment in selected hotels in Abeokuta. Key findings include:

- i. Verbal warnings and written warnings were the most positively perceived forms of discipline, while termination received the lowest rating.
- ii. Employees generally exhibited high affective, continuance, and normative commitment levels, with affective commitment being the strongest.
- iii. Regression analyses showed that verbal and written warnings had significant positive influences on all dimensions of employee commitment. This suggests that fair and corrective disciplinary actions enhance commitment.
- iv. Suspension and termination tended to negatively affect affective and normative commitment, while suspension showed a positive association with continuance commitment, implying employees might remain to avoid further penalties.
- v. In summary, the study demonstrated that while discipline is necessary to maintain workplace order, the way it is applied significantly shapes employees' sense of attachment, loyalty, and intention to remain in the organization.

CONCLUSION

Based on the findings, it can be concluded that disciplinary measures are critical determinants of employee commitment in the hospitality industry. Verbal and written warnings, when administered fairly and consistently, positively influence affective, continuance, and normative commitment among hotel employees. However, more punitive sanctions such as suspension and termination, if perceived as unfair or excessive, can harm employees' emotional attachment and moral loyalty to the organization.

This underscores the importance of establishing clear, fair, and transparent disciplinary policies within hotel workplaces. Maintaining procedural fairness builds employees' trust in management, which ultimately fosters stronger employee commitment and contributes to the stability and success of hotels in Abeokuta.

Recommendations

Based on the results of this study, the following recommendations are proposed:

- i. **Enhance Transparency in Disciplinary Procedures:** Hotel management should develop and communicate clear disciplinary procedures, ensuring that every employee understands the rules and consequences.
- ii. **Emphasize Corrective, Not Punitive, Discipline:** Human resource managers should prioritize verbal and written warnings as corrective strategies before resorting to harsher measures.
- iii. **Train Supervisors on Procedural Justice:** Managers and supervisors should be trained on fair treatment and conflict resolution to apply disciplinary measures consistently and justly.
- iv. **Establish Employee Feedback Mechanisms:** Hotels should encourage employees to share their views on disciplinary practices to improve fairness and acceptability of sanctions.
- v. **Periodic Review of Policies:** Management should periodically review disciplinary procedures in line with evolving labour standards and employee feedback to maintain fairness and relevance.

Implementing these recommendations can help hotels in Abeokuta strengthen their employees' sense of belonging, loyalty, and motivation, thereby improving retention and service quality.

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