

SOCIO-ECONOMIC AND ORGANISATIONAL DETERMINANTS OF EMPLOYEE SATISFACTION WITH HUMAN RESOURCE MANAGEMENT PRACTICES IN LAGOS STATE HOSPITALITY INDUSTRY

¹*Jammal, T. M., ²Ogunjinmi, A. A. and ²Adetola, B. O.



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¹Department of Hospitality and Tourism Management, Lagos State University of Science and Technology, Ikorodu, Lagos.

²Department of Ecotourism and Wildlife Management, Federal University of Technology, Akure, Nigeria.

Correspondence

taiwojammaljt74@gmail.com

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ABSTRACT

Employees' satisfaction with HRMPs is a major concern within the hospitality industry, particularly given persistent challenges such as high employee turnover, poor service delivery, weak employee engagement, and inadequate compensation structures that continue to undermine organisational performance. This research focused on socio-economic and organisational determinants influencing employees' satisfaction with HRMPs. The research was carried out using a multi-stage sampling technique involving the selection of Lagos state, and the random selection of three divisions (Ikeja, Ikorodu, and Lagos Island) out of the five divisions in the state. The sample consisted of employees working in 56 hospitality establishments including hotels, other accommodations, restaurants, eateries, recreation centres, tourist destinations etc. The number of questionnaires distributed was 598 with 524 of them returned giving 87.6% response rate. The data were analysed using descriptive statistics, chi-square, and multiple linear regression. Results showed that most respondents were female (ranging from 52.6% in hotels/accommodation to 71.9% in recreation/entertainment), also, years of experience was majorly 1-10, and respondents work across small, medium, and large organisations. Employees responded most favourably to orientation programmes ($\bar{x}$ range = 2.62-2.77), while salary and wage ($\bar{x}$ range = 1.58-2.13) and insurance benefits, including health and life insurance ($\bar{x}$ range = 1.40-1.98), ranked lowest. Employee type, organisational membership, ratings, type of business, position/level, organisation size, number of employees, and recruitment sources had significant effects ($p < 0.01$). The research suggests better compensation and insurance plans, systematic recruitment, enhanced professional growth, and standardisation of human resources (HR) to increase employee satisfaction and quality of service.

Keywords: Job Satisfaction, Hospitality sector, Socio-demographic features, Hospitality and Tourism Staff, Human resource management.



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1. | Introduction

Human resource management (HRM) is critical to the success of service-based organisations, particularly in the hospitality sector where service quality is critically reliant on employees. Employees in hotels and other related businesses have direct contact with customers, and hence,

their satisfaction with the HRM practices influences the quality-of-service delivery (Armstrong, 2020; Gomez-Mejia *et al.*, 2019). Employee satisfaction is defined as a positive perception of workers toward organisational policies, working conditions, remuneration, training, and general treatment (Milkovich *et al.*, 2020). Satisfied employees are

more committed, more productive, and less prone to quitting their jobs. Conversely, unhappy employees may more frequently turn absent, commit errors or quit, damaging organisational performance and reputation (Boxall and Purcell, 2016). For this reason, satisfaction with HRM practices is particularly important in the hospitality industry.

Hospitality organisations around the world are facing multiple pressures like shortages of labour, high costs of operation and growing competition (Morosan and Bowen, 2022). Although such conditions mostly influence the organisational activities, they also define the ways the human resource management practices are designed and done, thus affecting the satisfaction that employees have about the practices. As a reaction to competitive and cost pressures, organisations might be more inclined to prioritise efficiency-based HR approaches that emphasise performance results, and occasionally with different implications on employee well-being and their satisfactions (Bach, 2015). In developing countries like Nigeria, economic instability, insufficient institutional support, and weak implementation of labour regulations may definitely have great influence on employees' satisfaction with HRM practices. Being among the economically active states of Nigeria, Lagos State has experienced a rapid development of the hospitality industry necessitated by urbanisation, population growth, and the rise of tourism activities (Ramadan, 2024). However, as much as this growth has resulted in the provision of jobs, it has also added competition and increased the need to have skilled labour. HRM practices and their implementation in such environment becomes significant because the satisfaction of the employees with the practices can be the defining factor of their commitment, retention and quality of services. Therefore, hospitality organisations of the Lagos State are not only to implement structured HRM practices, but also to make sure that these practices are contributing to the satisfaction and general experience of the employees (Adewumi, 2024).

Moreover, although HRM has become a widely accepted factor in organisational success, much of the contemporary Nigerian research has been dedicated to the connection between HRM practices and organisational performance with minimal interest in the satisfaction of employees (Onikoyi *et al.*, 2023). Importantly, hospitality employees have often been treated as a homogeneous group, where socio-economic factors, including gender, work experience, job role, and recruitment channel, and their potential impact on the satisfaction level of HRM practices were overlooked (Udeobasi, 2018; Ojo, 2020). International evidence, however, suggests that these socio-economic variables play a significant moderating role in influencing employees' responses to HR policies and practices (Delery and Doty, 2016).

Besides personal socio-economic traits, organisational variables like size, ownership, age, governance and degree of HR formalisation in hospitality organisations determine HRM results as well. More formalised HR systems are common in bigger and privately owned hospitality businesses, whereas smaller, owner-managed organisations can afford to depend on informal practices that may create discrepancies and staff dissatisfaction (Anwar and Abdullah, 2021; Ejeiofor and Nwokocha, 2017). Theoretical approaches like the Resource-Based View (RBV) and Human Capital Theory focus on the fact that human capital is an organisational strategic resource. The successful management of the skills, training, and welfare of employees does not only improve the productivity, but also leads to the development of a competitive advantage which is sustainable (Hamadamin and Atan, 2019). This means that in the hospitality industry, employee satisfaction with HRM practices is a welfare issue as well as a strategic concern. Nonetheless, in spite of this insights-based evidence, there is a definite empirical gap in the integrated examination of socio-economic and organisational determinants of employees' satisfaction with HRM practices

within the hospitality industry of Lagos State. This research work makes such an adjustment to the gap by specifically describing the socio-economic characteristics of personnel and organisational profile of the hospitality industry in Lagos State, and examining employees' satisfaction with human resources management practices in hospitality industry of Lagos State. The study hypothesised that socio-economic characteristics and organisational profile have no significant effect on employees' satisfaction with human resources management practices in the hospitality industry of Lagos State.

2. | Research Methodology

2.1 | The Study Area

The study was conducted in three administrative divisions of Lagos State, namely, Ikeja, Ikorodu,

and Lagos Island (Figure 1), Lagos State is in the south-western region of Nigeria and along the Gulf of Guinea (Chukwudi, 2025). Geographically, Lagos state is located between longitudes 2° 42' E and 3° 42' E and latitudes 6° 23' N and 6° 41' N (Soladoye, 2025). The State is climatically located under the humid tropical climatic zone and has a tropical wet and dry climate (Peel *et al.*, 2017). The rainy season is usually in the months of April through to October and the heaviest rains are experienced in the months of June to August whereby the dry season takes place in the months of November to March (Ogunjobi, 2014). The rainfall is high, and humidity is relatively high especially when the season is wet. The temperatures are also high during the year, averaging between about 25°C and 32°C, with minimal changes in seasons (Olotuah, 2018). In the dry season, there might be occasional conditions of Harmattan, which are dry winds, particularly in the

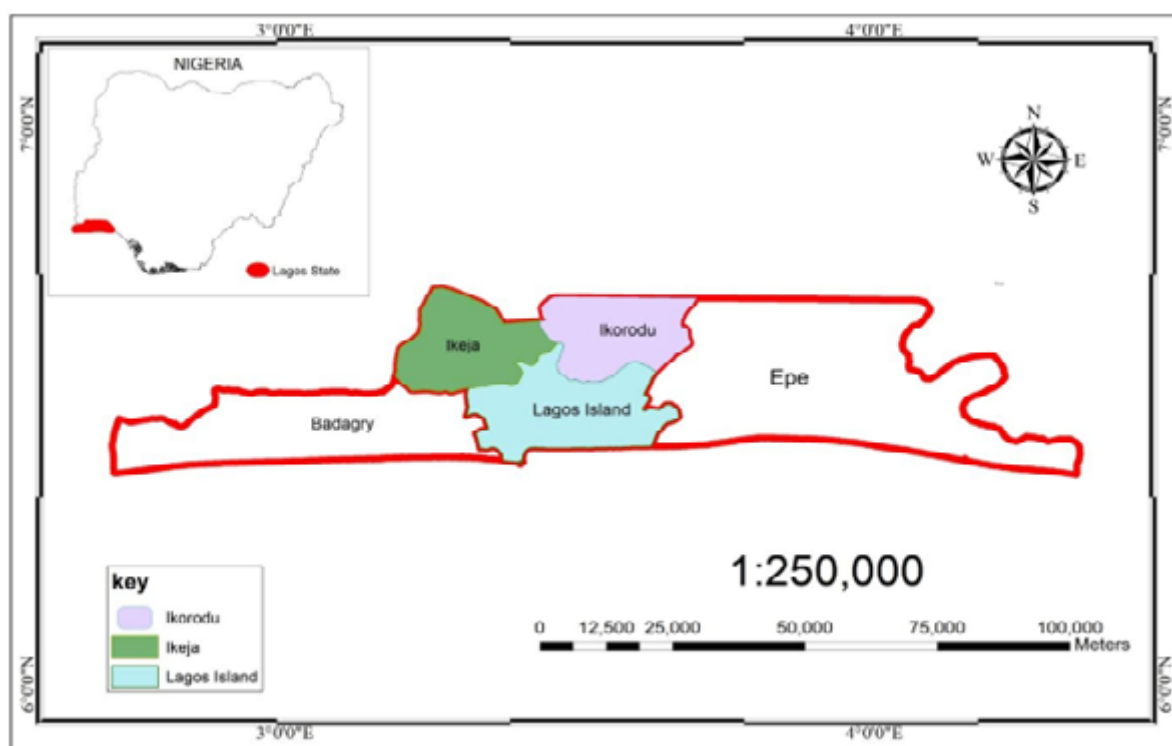


Figure 1 | Map of Lagos State showing administrative divisions and the study area
Source: Field Survey, 2025.

months of December and January (Ogunjobi, 2014).
Data Collection and Analysis

The research was based on a quantitative research approach. The population included hotels, other accommodations, restaurants, eateries, recreation centres, tourist destinations etc. A multi-stage sampling technique was adopted for the study. First is the purposive selection of Lagos State itself because it is a leading commercial hub and has a high concentration of hospitality establishments, which make it suitable to examine employees' satisfaction with HRM practices in a competitive environment. The second stage involved the random selection of three administrative divisions from the five divisions that make up Lagos State, namely: Ikeja, Ikorodu, Lagos Island, Badagry, and Epe. The three divisions (Ikeja, Ikorodu, and Lagos Island) were randomly selected by assigning each division a number and using a random number table to determine which three would be included, ensuring each division had an equal chance of selection. Before the actual sampling, a reconnaissance survey was carried out along with a review of official records to determine how many hospitality establishments are operating in the state. Therefore, the total number of registered hospitality establishments in the three (3) divisions according to the data obtained from Lagos State Bureau of Statistics was 549. The three divisions have a total of registered 263 hotels/accommodation, 176 restaurants/eateries, 38 recreation/entertainment and 72 travel/ tourism businesses.

In the third stage of sampling, approximately 10% of the 549 registered hospitality establishments within the selected divisions were randomly chosen, resulting in a total of 56 establishments. This percentage was considered adequate to ensure representation across the different categories of hospitality businesses while maintaining manageability of the study (Neuman, 2022). After the selection of establishments, the total number of employees within the 56 establishments was

obtained. The fourth stage involved a convenient sampling of people from each of the selected hospitality establishments. The total number of staff employed in the three selected administrative units of the hospitality establishments was 1,997, which were spread across four subsectors: hotels/accommodation (N = 1,567), restaurants/eateries (N = 270), travel/tourism (N = 65), and recreation/entertainment (N = 95). Each subsector stratum had its own sample size calculated with the Krejcie and Morgan (1970) formula. The subsector sample sizes were around 306 for the hotel and accommodation subsector, 159 for the restaurants/eateries subsector, 56 for the travel/tourism subsector, and 77 for the recreation/entertainment subsector forming a total sample of 598 as presented in Table 1. Hence, 598 questionnaires were sent out, but 524 questionnaires were returned, which resulted in 87.8% response rate.

Expert evaluation was used to guarantee content validity, and the reliability was measured using Cronbach's (1951). The HRMP satisfaction scale (10 items) had excellent internal consistency according to the reliability analysis (Cronbach's alpha = 0.98). The analysis of the data was performed using IBM-SPSS Version 25. Analysis was through descriptive statistics, chi-square test, and multiple linear regression. Descriptive statistics was used to summarise the socio-economic and organisational characteristics of the respondents, as well as the employees' satisfaction with the HRM practices in the four subsectors of the hospitality industry. To test the hypothesis that socio-economic characteristics and organisational profile have no significant effect on employees' satisfaction with human resource management practices, chi-square tests of independence, and multiple regression analyses were conducted. All tests were performed at a confidence level of 99% which gives a more detailed view of factors affecting HRMP satisfaction in the hospitality establishments in Lagos State.

Table 1 | Sample size determination for employees

Division	Hotels / Accommodation		Restaurants / Eateries		Travel / Tourism		Recreation / Entertainment		Division Total	
	Pop.	Sample	Pop.	Sam.	Pop.	Sam.	Pop.	Sam.	Pop.	Sam.
Ikeja	746	146	147	87	30	26	27	22	950	281
Ikorodu	330	64	75	44	5	4	21	17	431	129
Lagos Island	491	96	48	28	30	26	47	38	616	188
Subsector Total (N)	1,567	306	270	159	65	56	95	77	1,997	598

Source | Field Survey, 2025

3. | Results and Discussion

3.1 | Socio-Economic Characteristics of Employees and Organisational Profiles

Table 2 presents the socio-demographic characteristics of respondents and the organisational profiles of the selected hospitality businesses. The results show that females constituted the majority of employees across the hospitality sectors, accounting for 52.6% in hotels/ accommodation, 52.9% in restaurants/eateries, 71.9% in recreation/entertainment businesses, and 64.8% in travel/tourism establishments. This implies that the Lagos State workforce in the hospitality industry is dominated by female. This observation is contrary to the research conducted by Tijani *et al.* (2025) that indicated that male was predominant in hospitality workforce in Kaduna Metropolis because of the cultural norms and perceptions of gender. Nevertheless, the current result is consistent with the worldwide survey of the industry reported by Sands (2025), which revealed that women represent a considerable percentage among the employees in the hospitality industry across the globe.

In terms of work experience, most of the employees had one to ten years of experience across the subsectors. In particular, 6-10 years of experience

led in hotels and accommodation (43.9%), employees with 1-5 years' experience were the majority in restaurants/eateries (52.9%), recreation and entertainment business (46.9%), and travel and tourism (42.6%). The percentage of those with over 15 years of experience was very small. This implies that the workforce in the hospitality sector in Lagos State consists mostly of rather early- to mid-career workers. This trend aligns with the results of Ezeuduji (2017), who said that hospitality workers in Cape Town were mostly aged between 1-10 years. Similarly, Boxall and Purcell (2016) noted that hospitality organisations often have a workforce dominated by operational employees with relatively short or moderate tenure due to labour mobility and high turnover within the industry.

The distribution of respondents by position or organisational level further indicates that junior staff or entry-level employees formed the largest category in all sectors. They accounted for 66.4% of employees in hotels/accommodation, 71.9% in restaurants/eateries, 54.1% in recreation/entertainment businesses, and 87.0% in travel and tourism establishments. Supervisory positions represented a smaller proportion, while middle and senior management positions were very limited across the sectors. This implies that hospitality organisations within Lagos State are overly

dependent on operational and frontline employees. The discovery is in tandem with the workforce analysis conducted by Gitnux (2026) that highlighted the fact that hospitality facilities rely mostly on frontline employees who outnumber managerial staff. Nevertheless, this is the opposite of the results of Achor *et al.* (2025) that revealed a comparatively more significant proportion of middle- and senior-level workers in hospitality establishments in North-Central Nigeria, indicating that organisational structure and formal HR practices might affect hierarchical composition.

Employees in hotels/accommodation had lower membership in the professional associations (41.5), than restaurants/eateries (52.3), recreation/entertainment businesses (64.1), and travel/ tourism establishments (50%). This lower affiliation in hotels/accommodation may reduce employees' satisfaction with HRMPs, as limited professional exposure can weaken awareness of industry standards. This result is consistent with that of Ezeuduji (2017), which concluded that a high level of professional exposure leads to a better understanding and satisfaction with HR practices, whereas a small level may cause a negative impact on employee satisfaction.

The results also reveal that the majority of hospitality establishments were located in urban areas. Specifically, 72.3% of hotel/accommodation businesses, 74.5% of restaurants/eateries, 76.6% of recreation/entertainment businesses, and 87.0% of travel and tourism establishments were situated in urban locations. Only a small proportion operated in sub-urban areas, while rural representation was minimal. This indicates a high urbanisation of hospitality businesses in Lagos State. This observation is consistent with Adebayo *et al.* (2020) study which indicated that hospitality businesses in Nigeria are concentrated in urban centres as a result of better infrastructure, increased customer demand and availability of labour.

Regarding establishment ratings, most of the employees indicated that they worked in establishments that were not officially rated. As an example, 77.9% of organisational employees at hotels/accommodation, 58.8% at restaurants/eateries, 64.1% at recreation/entertainment businesses, and 96.3% at travel/tourism reported that their organisations were not rated. This indicates that a large percentage of hospitality firms in Lagos State are not formally classified in the system and this could affect the standardisation of HR practices and service quality within the industry.

The age distribution of the businesses shows that most hospitality businesses are between six and ten years of operation, especially in the hotel/accommodation (38.3%) and travel/ tourism businesses (55.6%). Eateries/restaurants were primarily more recent businesses, as the majority of them had between one and five years (35.3%). Conversely, the number of older establishments was more concentrated in recreation/entertainment businesses with many being aged within sixteen to twenty years (56.3%). This implies that although certain areas of the hospitality industry are relatively old, others are still new and growing. This is similar to the study of Oluwatoyin *et al.* (2018) which found that many hospitality establishments in urban areas of Ondo State had been operating for approximately five to ten years.

Recruitment practices also varied across the subsectors. The results indicate a strong reliance on informal recruitment methods, particularly through family, friends, social networks, and other personal connections. In hotels/accommodation, 45.1% of the respondents reported informal recruitment as the hiring source, while similar patterns were observed in restaurants /eateries (30.1%) and travel/tourism establishments (33.3%). Recreation/entertainment businesses, however, relied more on online recruitment platforms (37.5%). The use of informal methods of recruitment implies that a large

proportion of hospitality organisations continue to rely on the use of social networks to source employees. This finding is consistent with the study of Fajana *et al.* (2021), which observed that service

organisations in developing economies frequently utilise informal recruitment channels due to cost considerations and managerial discretion.

Table 2 | Distribution of employees according to socio-economic characteristics and organisational profile

Variables	Hotel/ Accommodation		Restaurants/ Eat-eries		Recreation/ Enter-tainment		Travel / Tourism	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Gender								
Male	120	47.4	72	47.1	18	28.1	19	36.2
Female	133	52.6	81	52.9	46	71.9	35	64.8
Years of experience								
Less than 1	27	10.7	36	23.5	10	15.6	13	24.1
1-5	98	38.7	81	52.9	30	46.9	23	42.6
6-10	111	43.9	32	20.9	18	28.1	17	31.5
11-15	16	6.3	4	2.6	6	9.4	1	1.9
16-20	1	0.4	0	0.0	0	0.0	0	0.0
Greater than 20	0	0.0	0	0.0	0	0.0	0	0.0
Position or level								
Owner/CEO	0	0.0	0	0.0	0	0.0	0	0.0
Senior Management level	0	0.0	0	0.0	0	0.0	1	1.9
Middle management level	6	2.4	1	0.7	1	1.6	0	0.0
Supervisor	79	31.2	42	27.5	22	34.4	6	11.1
Junior staff /entry levels	168	66.4	110	71.9	41	54.1	47	87.0
Organisation Membership of Professional Association/Affiliation								
Yes	105	41.5	80	52.3	41	64.1	27	50.0
No	148	58.5	72	47.1	23	35.9	26	48.1
Organisation size								
Small	132	52.2	42	27.5	20	31.3	30	55.6
Medium	76	30.0	56	36.6	3	4.7	19	35.2
Large	45	17.8	55	35.9	41	64.1	5	9.3
Ratings								
5 stars	1	0.4	0	0.0	22	34.4	0	0.0
4 stars	5	2.0	0	0.0	0	0.0	0	0.0
3 stars	9	3.6	19	12.4	1	1.6	1	1.9

2 stars	17	6.7	16	10.5	0	0.0	0	0.0
1 star	24	9.5	28	18.3	0	0.0	1	1.9
Not rated	197	77.9	90	58.8	41	64.1	52	96.3
Business location								
Urban	183	72.3	114	74.5	49	76.6	47	87.0
Sub-Urban	70	27.7	39	25.5	14	21.9	5	9.3
Rural	0	0.0	0	0.0	1	1.6	2	3.7
Company age(year)								
Less than 1	2	0.8	1	0.7	0	0.0	1	1.9
1-5	52	24.5	54	35.3	1	1.6	0	0.0
6-10	97	38.3	41	26.8	6	9.4	30	55.6
11-15	82	32.4	36	23.5	4	6.3	22	40.7
16-20	9	3.6	7	4.5	36	56.3	1	1.9
Greater than 20	1	0.4	14	9.2	17	26.6	0	0.0
Sources of recruitment								
Advertisement/ job boards	25	9.9	35	22.9	8	12.5	20	37.0
Recruitment agency	53	20.9	43	28.1	12	18.8	3	5.6
Online platform	63	23.7	27	17.6	24	37.5	12	22.2
Others (family/ relations, social and religious clubs, friends)	114	45.1	46	30.1	20	31.3	18	33.3
	1	0.4	2	1.3	0	0.0	1	1.9

Source | Field Survey, 2025

3.3 | Employees' Satisfaction with Human Resource Management Practices

Table 3 gives the employees satisfaction level with ten human resource management practices in the four subsectors of the hospitality industry. The outcome indicates that the mean scores of satisfactions regarding the orientation programmes of new employees were highest across the subsectors with the mean score of 2.75 ± 1.033 in hotels/accommodation, 2.62 ± 0.987 in restaurants/eateries, 2.77 ± 1.137 in recreation/entertainment,

and 2.11 ± 0.839 in travel/tourism establishments. Clearly defined job responsibilities and work goals also recorded relatively high satisfaction levels, particularly in hotels/ accommodation (2.71 ± 1.020) and recreation/entertainment businesses (2.67 ± 1.009). The findings indicate that the onboarding programmes and clear role expectations are the HR practices that have the most positive impact on employee satisfaction in the hospitality industry.

This observation is in tandem with the principles of the Human Capital Theory by Becker (1975)

which states that organisations that invest in employee development and training are more likely to realise increased levels of employee satisfaction and commitment. Similarly, Ulrich *et al.* (2009) argued that effective onboarding processes enhance employees’ early organisational commitment by facilitating integration into the workplace. Furthermore, Armstrong (2020) noted that HR practices that emphasise employee development and clearly defined job roles play an important role in determining employee attitudes and satisfaction.

Conversely, relatively lower satisfaction levels were recorded for welfare-related benefits such as salary, health insurance, and life insurance benefits. For example, salary satisfaction recorded mean scores of 2.33 ± 0.840 in hotels/accommodation, 2.20 ± 0.729 in restaurants/eateries, 2.20 ± 0.929 in recreation/entertainment businesses, and 1.76 ± 0.699 in travel/tourism. Similarly, health insurance benefits had mean scores of 2.23 ± 0.859 in hotels/accommodation, 2.26 ± 0.788 in restaurants/eateries, 2.20 ± 0.962 in recreational and entertainment busi-

nesses, and 1.78 ± 0.691 in travel/tourism while life insurance benefits had mean scores of 2.23 ± 0.859 in hotels/accommodation, 2.25 ± 0.774 in restaurants/eateries, 2.20 ± 0.962 in recreational /entertainment businesses, and 1.78 ± 0.691 in travel and tourism. These findings suggest that compensation and welfare packages remain areas of concern for employees within the hospitality industry. This pattern is consistent with the findings of Jolly *et al.* (2021), which reported that inadequate compensation and welfare benefits are major contributors to employee dissatisfaction in hospitality organisations. Likewise, Stemele (2025) found that limited welfare benefits are often associated with lower employee commitment and higher turnover intentions.

Overall, the results indicate that HR practices related to orientation, role clarity, career advancement opportunities, and management supervision contribute positively to employee satisfaction, whereas compensation-related benefits appear to represent a persistent challenge for hospitality organisations in Lagos State.

Table 3 | Employees’ satisfaction with human resource management practices in hospitality industry of Lagos State as reported by employee

Variables	Hotel/ Accommo- dation		Restaurant/ Eateries		Recreation/ En- tertainment		Travel / Tour- ism	
	Mean	STD	Mean	STD	Mean	STD	Mean	STD
Career advancement and opportunities	2.60	1.055	2.33	.826	2.39	.986	1.81	.779
Clearly define job responsibilities and work goals	2.71	1.020	2.48	.973	2.67	1.009	1.85	.856
Flexibility professional scheduling	2.45	.961	2.28	.765	2.36	.824	1.78	.691
Health insurance benefits	2.23	.859	2.26	.788	2.20	.962	1.78	.691
Life insurance benefit	2.23	.859	2.25	.774	2.20	.962	1.78	.691
Management and supervision	2.57	.887	2.25	.907	2.39	.884	1.76	.799
Orientation when I was a new employee	2.75	1.033	2.62	.987	2.77	1.137	2.11	.839
Professional development (e.g., training skill enhancement opportunities)	2.51	1.034	2.15	.857	2.16	.996	1.67	.824

Salary or wage	2.33	.840	2.20	.729	2.20	.929	1.76	.699
Work relationship (e.g., professional associates, clients)	2.51	.862	2.12	.819	2.30	1.019	1.59	.749

Source | Field work, 2025

3.3 | Hypothesis Testing: Effect of Socio-Economic and Organisational Factors on HRMP Satisfaction

To test the hypothesis that socio-economic characteristics and organisational profile have no significant effect on employees’ satisfaction with human resource management practices, chi-square tests of independence, and multiple regression analyses were conducted.

The chi-square results presented in Table 4 show that several socio-economic and organisational variables were significantly associated with employees’ satisfaction with HRMP. These variables include employee type ($\chi^2 = 723.00$, $p < 0.01$), gender ($\chi^2 = 56.09$, $p < 0.01$), years of experience ($\chi^2 = 228.11$, $p < 0.01$), position or level ($\chi^2 = 621.00$, $p < 0.01$), organisational membership ($\chi^2 = 234.55$, $p < 0.01$), organisation size ($\chi^2 = 194.26$, $p < 0.01$), ratings ($\chi^2 = 451.32$, $p < 0.01$), type of business ($\chi^2 = 297.78$, $p < 0.01$), company age ($\chi^2 = 321.11$, $p < 0.01$), number of employees ($\chi^2 = 723.00$, $p < 0.01$), and sources of recruitment ($\chi^2 = 1140.80$, $p < 0.01$). However, business location ($\chi^2 = 112.68$, $p = 0.16$) showed no significant association with HRMP satisfaction.

The multiple regression analysis in Table 5 further identified the variables that significantly influence HRMP satisfaction. The regression model was statistically significant ($R = 0.87$; $R^2 = 0.76$; Adj $R^2 = 0.76$). Employee type, position or level, organisational membership, organisation size, ratings, type of business, number of employees, and sources of recruitment were found to be significant determinants. The impact of the sources

of recruitment on the HRMP satisfaction implies that employees that come into the company via formal and transparent recruitment methods are more likely to express higher levels of satisfaction compared to employees that come in the company via informal recruitment processes. This finding proves the principles of organisational justice theory discussed by Grobler and Grobler (2024), which emphasised that employees’ perceptions of fairness and transparency in HR practices influence their satisfaction and attitudes toward the organisation. In a similar note, Delery and Doty (2016) established that transparent recruitment processes have positive relationships with employee satisfaction and organisational commitment.

The analysis shows as well that employee type has a significant influence on satisfaction with HRM practices. The high negative regression coefficient indicates that employees who work on non-permanent employment like casual, temporary, or contract workers would tend to record lower levels of satisfaction than permanent employees. This result is in line with the observation of Fajana *et al.* (2021), which reported that casual and contract workers in most of the Nigerian service organisations generally lack access to welfare schemes, training, and performance-based rewards, and as a result have lower satisfaction towards HRM practices.

Equally, organisational position has a significant impact which implies that lower organisational levels are likely to record lower satisfaction than employees in supervisory or managerial positions. This is in line with the study of Boxall and Purcell (2016), which observe that the perceptions of

employees regarding the HRM practices tend to be different at organisational levels because of varying authority, access to information, and involvement in organisational decision-making. This is also evidenced by the results of DeNisi and Murphy (2017) which found that frontline employees of the hospitality industry often experience the HR systems as less transparent compared to managerial employees due to their minimised role in making organisational decisions.

However, years of experience and company age were not significant determinants of HRMP satisfaction. This suggests that employees’ evaluation of HR practices is influenced more by current organisational policies and managerial behaviour than by years of experience or organisational longevity. This observation supports the argument of Wang *et al.* (2019), which stated that employees’ perceptions of HR practices are primarily influenced by present

workplace experiences rather than the duration of service.

Overall, the findings demonstrate that organisational and employment-related factors such as employee type, organisational membership, organisation size, recruitment practices, and organisational structure play significant roles in determining employees’ satisfaction with human resource management practices in the hospitality industry of Lagos State. More so, hypothesis testing indicated that factors like employee type, organisational membership, number of employees, type of business, ratings, position or level, organisation size and source of recruitment, influences the levels of satisfaction employees have with HRM practices, while gender, business location, company age and years of experience are no significant determinants of their satisfactions.

Table 4 | Chi-Square Test of Association Between Socio-Economic and Organisational Factors and Human Resources Management Practices (Hrmpps) Satisfaction

Variables	X ² value	P
Employee type	723.00	0.00**
Gender	56.09	0.01**
Years of experience	228.11	0.01**
Position or level	621.00	0.00**
Organisation membership	234.55	0.00**
Organisation size	194.26	0.00**
Ratings	451.32	0.00**
Type of business	297.78	0.00**
Business location	112.68	0.16
Company age	321.11	0.00**
Number of employees	723.00	0.00**
Sources of recruitment	1140.80	0.00**

**p < 0.01

Source | Field Survey, 2025.

Table 5 | Multiple Regression Analysis of Socio-Economic and Organisational Determinants of Human Resources Management Practices (Hrmps) Satisfaction

Variables	B	T
Constant	76.37	20.71**
Employee type	-27.22	-18.37**
Years of experience	-.366	-1.08
Position or level	-1.47	-3.78**
Organisation membership	-2.68	-5.21**
Organisation size	-1.37	-3.78**
Ratings	-1.54	-6.43**
Type of business	-1.68	-6.45**
Company age	-.519	-1.99
Number of employees	-1.85	-3.21**
Sources of recruitment	-1.36	-3.36**

R = 0.87 R² = 0.76 Adj R² = 0.76
Source | Field Survey, 2025

4. | Conclusion and Recommendations

This study examined the socio-economic and organisational factors influencing employees' satisfaction with HRMP in the hospitality industry of Lagos State, Nigeria. The findings reveal that the hospitality workforce in the state is largely composed of female employees. Also, most employees have moderate work experience, and many of the employees are junior-level staff. Most establishments are located in urban areas, operate within the 6-10-year range, and rely considerably on informal recruitment channels such as personal networks and social contacts. The study also shows that employees reported relatively higher satisfaction with orientation programmes, clearly defined job responsibilities, career advancement opportunities, and management supervision. Nevertheless, there was low level of satisfaction in welfare-related outcomes like pay, wages and insurance benefits, signaling lapses in employee compensation and long-term welfare provision within the industry. The research also shows that organisational and

employment factors including employee type, position or level, organisational membership, size of organisation, number of employees, type of business, organisational ratings and source of recruitment have a major impact on the level of employee satisfaction with HRMP.

To enhance the performance and satisfaction among workers, hospitality firms in Lagos State ought to reinforce welfare-related HR practices through enhancement of compensation frameworks, and offering decent health and life insurance cover. Organisations must also facilitate clear and systematic recruiting to improve equity and reliance among employees. Moreover, the continuous professional development opportunities ought to be extended beyond the initial orientation programmes in order to support the long-term career development. Promoting the membership in professional associations can also enhance knowledge of the industry standards and help to enhance the HR practices in hospitality industry.

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